

REPORT TO AUDIT COMMITTEE – 15 DECEMBER 2022

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE

1 Executive Summary/Recommendations

1.1 Audit Committee is requested to provide comment on the Corporate Improvement Plan and note that consideration of the report forms part of the Committee's scrutiny role.

1.2 The Committee is recommended to:

1.2.1 Consider and comment on the Corporate Improvement Plan ("the Plan") (attached as Appendix 1 to this report); and

1.2.2 Agree to receive quarterly updates.

2 Decision Making Route

2.1 The Audit Committee at its meeting on [17 September 2020](#) agreed that all corporate improvement action plans would be merged into one corporate improvement plan (the Plan). The Plan is reported to Audit Committee on a quarterly basis and six-monthly to Policy Committees to enhance transparency and accountability and to provide Members with assurance around progression of agreed actions.

2.2 The Plan supports the Council to demonstrate compliance with our [Code of Corporate Governance](#) and the CIPFA Delivering Good Governance in Local Government Framework as well as our [duty to deliver Best Value](#). The Best Value actions are identified by Audit Scotland. Other actions are identified through self-evaluation and reviews of governance arrangements. It is important to note that the actions are not performance indicators and have not been identified in response to poor performance, nor to achieve particular outcomes or deliver Council priorities. The actions contribute to the operation of the Council's governance framework, the assessment of corporate governance and delivery of Best Value.

2.3 The Plan attached to this report was extracted from Pentana, the Council's corporate performance and risk platform, on 30 November 2022.

2.4 The Plan was last considered by Committee at its meeting on 22 September 2022.

3 Discussion

3.1 The Plan presented today includes the Self-Evaluation Action Plan 2022/23 which was agreed by Committee in June 2022. The Self-Evaluation Plan contains six actions. One is complete, four are in progress and one is overdue.

3.2 Progress continues to be made across all other plans with the Annual Governance Statement action plan 2021/22 and the Best Value Action Plan

2022 having no overdue actions. There is one overdue action in the Best Value 2020 plan which relates to Housing relets. The Housing Services have advised that due to subsequent external events including the cost of living crisis they will be seeking approval to extend the due date of this action when the Best Value Plan is considered by Full Council in March 2023.

- 3.3 Members will note from the summary page that 41 actions are now complete – an increase from 39 when the Plan was last considered by Committee. The number of overdue actions remains at two.

4 Council Priorities, Implications and Risk

- 4.1 This report helps deliver all six of the Council's Strategic Priorities

Pillar	Priority
Our People	Learning for Life Health & Wellbeing
Our Environment	Climate Change Resilient Communities
Our Economy	Economic Growth Infrastructure & Public Assets

Underpinning the Priorities are a number of key principles. They are: right people, right places, right time; responsible finances; climate and sustainability; Community Planning Partnership Local Outcome Improvement Plans; human rights and public protection; tackling poverty and inequalities; digital infrastructure and economy.

- 4.2 The table below shows whether risks and implications apply if the recommendations are agreed.

Subject	Yes	No	N/A
Financial			x
Staffing			x
Equalities and Fairer Duty Scotland			x
Children and Young People's Rights and Wellbeing			x
Climate Change and Sustainability			x
Health and Wellbeing			x
Town Centre First			x

- 4.3 The screening section as part of Stage One of the Integrated Impact Assessment has not identified the requirement for any further detailed assessments to be undertaken because the report is to Audit Committee on arrangements for performance improvement and there will be no differential impact, as a result of the report, on people with protected characteristics.

4.4 The following [Corporate Risks](#) have been identified as relevant to this matter on a Corporate Level:

- ACORP001 – budget pressures
- ACORP002 – changes in government policy, legislation and regulation (including Education reforms and potential impact on integration of children' services; Brexit)
- ACORP004 – business and organisation change (including ensuring governance structures support change; managing the pace of change)
- ACORP006 – reputation management including social media
- ACORP007 – social risk (e.g. population changes, poverty and social inequality, demographic changes, crime and anti-social behaviour)

5 Scheme of Governance

- 5.1 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and had no comments to make and are satisfied that the report complies with the [Scheme of Governance](#) and relevant legislation.
- 5.2 The Committee is able to consider and take a decision on this item in terms of Section G.1.2.a. of the [List of Committee Powers in Part 2A](#) of the Scheme of Governance as it relates to the review of internal control systems.

Ritchie Johnson, Director of Business Services

Report prepared by Fiona McCallum, Business Strategy Manager
Date 30 November

List of Appendices –

Appendix 1: Corporate Improvement Plan extracted on 30 November 2022

CORPORATE IMPROVEMENT PLAN UPDATE
Report Type: Actions Report
Generated on:30 November 2022

Year	Plan	Number of actions	Complete (15 November 22)	Complete (21 August)	In Progress (15 November 22)	In progress (21 August 2022)	Overdue (15 November 22)	Overdue (21 August 22)
2020	Best Value Action Plan 2020	30	29	29	0	0	1	1
2021	AGS 2021-22	7	5	4	2	2	0	1
2022	Best Value Action Plan 2022	8	6	6	2	2	0	0
	Self Evaluation 2022	6	1	N/A	4	N/A	1	N/A
	Total	51	41	39	7	4	2	2

**Best Value Action
Plan 2020**

Report Type: Actions Report
Generated on 30 November
2022

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date	COCG
BV1 Reviewing its priorities and outcomes and including SMART measures and targets so that progress can be easily demonstrated.	Completed	100%			RECOMMENDATION	31-Mar-21	
BV1.1 Cllrs will agree a new set of Priorities	Completed	100%	Andy Kille		Cllrs agreed a new set of Priorities in July 2020	01-Mar-21	
BV1.2 Agree a new Council Plan	Completed	100%	Andy Kille		New Council Plan agreed by cllrs in Sept 2020.	01-Mar-21	
BV1.3 Develop Directorate and Area Plans that include SMART measures, targets and actions to demonstrate how the council will deliver on its priorities.	Completed	100%	SLT	Johanna Barclay; Gavin King; Debbie McGilvray; Gillian Milne; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	Business Services have completed all tasks in relation to this Action. The BS Directorate Plan and associated Directorate Action Plan have both been approved at BS Committee on 25 February 2021 and 10 June 2021 respectively. Action is 100% complete for Business Services.	31-Mar-21	COCG 7
BV10 Councillors should take advantage of the training and development opportunities that the Council provides to ensure they have the necessary skills and knowledge to perform their role effectively.	Completed	100%			RECOMMENDATION	01-Mar-21	
BV10.1 All cllrs to ensure that basic CPD requirements are up-to-date	Completed	100%	Karen Wiles	Kay Hopwood	An Elected Member CPD Focus group took place on 15/02/2021 and proposal has been developed for wider engagement. The proposals outlines solutions for increasing councillor engagement around CPD recognising, attending and recording events and learning. Solutions include annual engagement around the CPD timetable, regular reminders and updates, a dedicated e-learning portal for all Councillors.	31-Dec-20	
BV10.2 Undertake a review of the current training and development programme	Completed	100%	Karen Wiles	Kay Hopwood	An Elected Member CPD questionnaire was issued in March 2021 and in now complete and analysed. A package of support has been put in place in order to increase EM engagement with CPD, this includes EM ALDO portal, monthly reminder, newsletter, top tips, articles, timetable of events, bi-annual focus group. Outcomes will regularly monitored by the group and any additional remedies put in place.	01-Mar-21	
BV2 Improving its approach to performance management	Completed	100%			RECOMMENDATION	30-Nov-21	COCG 7
BV2.1 Develop and implement a new performance management framework	Completed	100%	Kate Bond	Fiona McCallum	The Performance Management Framework was approved by Full Council on 24 June. Sessions have been presented to all DMTs and offered to all service management teams. Work is progressing in conjunction with Learning & Development to create a general awareness course for employees, with other modules being developed for line managers to encourage conversations at all levels of the organisation.	30-Apr-21	COCG 7
BV2.2 Robust use of LGBF in all services. Demonstrate how services use LGBF to deliver improvements through Directorate Plans	Completed	100%	SLT	Ritchie Johnson	LGBF included in Directorate Plan reports to Policy Committees May/June 2021. Updates due in Nov 21 in terms of progress / performance reporting.	30-Nov-21	COCG 7
BV2.3 Develop a new programme supporting continuous improvement across all services in conjunction with the Improvement Service	Completed	100%	Kate Bond; Jim Savege	Donna Redford	CI Framework approved by SLT 30/6/21. Framework to be discussed with DMTs during July 2021.	30-Jun-21	
BV2.4 Regular performance reporting to Policy and Area Committees	Completed	100%	SLT	Johanna Barclay; Gavin King; Gillian Milne; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	All Directorate and Area Plans have now been approved by the relevant committee. All performance measures to demonstrate success with delivering the Council priorities through the Directorate and Area Plans have also been approved by the relevant committee. The performance measures will allow the impact on communities of the delivery of our priorities to be demonstrated. The first round of reporting to committee on performance will take place between November 2021 and January 2022 and this will cover the reporting periods Quarter 1 and Quarter 2 2021/22 (April to September 2021). Thereafter performance reports will be presented to committees on a six-monthly basis. Each report will include a summary of progress with the actions set out in the Directorate or Area Plan along with the agreed performance measures. In this way committees can hold services accountable for progressing actions and performance. The range of performance measures that will be reported to each Committee will evolve over time based on feedback from Elected Members and Chief Officers.	30-Apr-21	COCG 7
BV3 Implementing an effective Council-wide approach to	Completed	100%			RECOMMENDATION	30-Sep-21	
BV3.1 Review and develop the selfevaluation process	Completed	100%	Kate Bond	Fiona McCallum	The Audit Committee at its meeting on 16 September agreed to implement the Public Service Improvement Framework self-evaluation model across the organisation. A training session is being held with relevant officers on 14 October 2021 and a pilot self-evaluation will be identified at that session.	30-Sep-21	
BV3.2 Embed the key actions arising into a corporate improvement plan	Completed	100%	Kate Bond	Fiona McCallum	Complete. Corporate Improvement Plan is developed and is to be presented to SLT on 13 January 2021 and Audit Committee on 4 February with quarterly updates being provided thereafter.	31-Dec-20	
BV4 Reviewing the scrutiny arrangements to ensure that there is sufficient public scrutiny and that it effectively supports continuous improvement	Completed	100%			RECOMMENDATION	30-Jul-21	COCG 1
BV4.1 Undertake a review of scrutiny arrangements	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 17 September 2021 the Procedures Committee considered the outcome of the review of scrutiny arrangements and agreed an action plan, which included a review of the Scrutiny at Aberdeenshire Guidance in Part 4A of the Scheme of Governance, changes to the language in reports on scrutiny matters and additional training for Elected Members and officers. The Committee therefore agreed that this action could be concluded. The renewed approach to scrutiny brought about by the review will assist Elected Members in carrying out their scrutiny role effectively, ensuring improvements to service delivery can be identified and implemented for the benefit of communities.	30-Jun-21	COCG 1

BV4.2 Develop a systematic programme of scrutiny with a key focus on outcomes and improvements and the impact of scrutiny actions on service delivery to align with the seven principles in the Code of Corporate Governance	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 17 September 2021 the Procedures Committee considered the outcome of the review of scrutiny arrangements and agreed an action plan, which included a review of the Scrutiny at Aberdeenshire Guidance in Part 4A of the Scheme of Governance to outline a process for programming scrutiny activity for Committees, with monitoring and reporting on actions and improvements arising therefrom. The Committee therefore agreed that this action could be concluded. The renewed approach to programming scrutiny brought about by the review will assist Elected Members in carrying out their scrutiny role effectively, ensuring improvements to service delivery can be identified and implemented for the benefit of communities.	30-Jul-21	COCG 1
BV4.3 Put in place a programme of cllr training to support improved scrutiny at all levels	Completed	100%	Karen Wiles	Ruth O'Hare	At its meeting on 17 September 2021 the Procedures Committee considered the outcome of the review of scrutiny arrangements and noted the training that had already been implemented for Councillors through a series of face to face sessions and an ALDO module. The Committee further agreed an action plan including a series of drop in sessions for Members on the actions arising from the review, including the review of the Scrutiny at Aberdeenshire Guidance, and noted the inclusion of scrutiny training in the induction programme for new Cllrs in May 2022. The Committee therefore agreed that this action could be concluded. The existing and future training for Elected Members will assist them in carrying out their scrutiny role effectively, ensuring improvements to service delivery can be identified and implemented for the benefit of communities.	30-Jun-21	COCG 1
BV5 Improving the performance of key services including education attainment and housing relets	Overdue	91%			RECOMMENDATION	31-Mar-22	
BV5.1 Develop improvement plans based on performance of key services, aligned to Directorate Plans. Initially focusing on housing re-lets and poverty related educational attainment	Completed	100%	SLT	Johanna Barclay; Gavin King; Kay MacDonald; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	Re-let plan in place and performance being monitored. Performance improvements will become more visible as we emerge from Covid 19 restrictions and move back to routine allocation of properties. Progress discussed with Audit Scotland 28/06 who appeared content with actions and progress to date. ECS NIF plan demonstrates our plans to deal with poverty related educational attainment.	31-Dec-20	
BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	Completed	100%	Rob Simpson	Johanna Barclay; Gavin King; Andrew Mackie; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	As noted in previous updates, the new void procedure has been completed, and the updated lettable standard has been implemented across the whole of Aberdeenshire. Relets within Sheltered Housing units have now resumed, meaning that implementation is now complete across all Housing stock. Aberdeenshire Council is moving to a Choice-Based Lettings (CBL) model of housing provision, which will require a modification of the void procedure to take account of these changes. Work on this update has been completed, with the CBL model now due to go live in August.	31-Dec-20	
BV5.3 Housing re-lets: 50% reduction in time to re-let	Overdue	50%	Rob Simpson	Johanna Barclay; Gavin King; Andrew Mackie; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	The average time taken to relet void properties remains significantly higher than target, taking an average of 83 days for the year to the end of October 2022. This does represent an improvement compared to 2021-22, where the average was 95 days, but is still higher than the 2021-22 Scottish average for local authorities (55 days) and our peer group of medium-sized authorities (67 days). As previously advised, Sheltered Housing is a significant challenge to meeting the target improvement. To illustrate this point, the average time taken to relet Mainstream properties in October 2022 fell to 46 days, but the impact of Sheltered Housing properties increased the overall average to 73 days that month. Despite this, Aberdeenshire Council demonstrates substantial improvement on other void indicators, with void rent loss falling to 2.1% for the year to date, down from 2.8% in 2021-22. This indicator has continued to improve across the year, with void rent loss in October 2022 falling to 1.9%. While this remains higher than the national average (1.5% in 2021-22), this represents a significant reduction in rent lost. This indicator also highlights the impact of reletting long-term voids on our performance – letting these properties reduces the amount of rent we lose and therefore increases income to the HRA, but drives up the average relet time figure.	31-Mar-22	
BV5.4 Education: Review of Pupil Equity Funding impact on educational attainment at all levels and identify areas where PEF can be more appropriately targeted to improve outcomes for young people	Completed	100%	Vincent Docherty	Peter Wood	Complete - data gathering tool has been issued and HTs have returned their submissions to the centre.	31-Mar-21	
BV5.5 Education: National Improvement Framework priority 2 (Closing the attainment gap between the most and least disadvantaged children and young people) added to cluster attainment targets linked to the National Improvement Framework Plan for Aberdeenshire	Completed	100%	Vincent Docherty	Peter Wood	The National Improvement Framework final report has been completed and submitted to ECS LT QIM/QIOs are continuing to work closely with Education Scotland colleagues and our attainment advisor on schools who have a follow through inspection and are therefore part of our intensive support programme. This is currently 'live' school support. QIMs have developed the support programme for schools and this has been agreed by the Chief Education Officer. We await detail from Education Scotland on their proposals for restarting their inspection programme. A general overview has been received from them but more detail is still to follow. HTs have completed their Pupil Equity Funding questionnaire and this has been shared with the Director and marked as complete at Audit Committee	31-Mar-22	
BV5.6 Fully implement Scottish Government 1140 early learning and childcare (ELCC) strategy	Completed	100%	Anne Marie Davies; MacLeod	James Martin; Julia Matthew; Natalie Stewart	The Scottish Government agreed a 12 month extension for the implementation of the 1140 provision due to the Covid pandemic. The Council roll out programme was completed within the extended deadline.	31-Aug-20	
BV6 Continuing to develop its corporate approach to workforce planning	Completed	100%			RECOMMENDATION	30-Sep-21	
BV6.1 Implementation of the workforce strategy "Our Future Workforce"	Completed	100%	Karen Wiles	Kay Hopwood	Services have the choice to incorporate workforce planning into service, team and or business plans or they can have a stand alone workforce plan. Workforce Plans have been built into Directorate Plans for Business Service and Infrastructure Services and these have been approved by their respective policy committees. ECS Directorate Plan was already approved but Workforce Planning has subsequently been built into the plan. Numerous Service and team workforce plans are currently being developed. A workforce power BI has been developed to provide real time workforce data in order to set priorities and monitor progress. A corporate WFP Tracker is being developed for reporting and monitoring purposes. The "our future workforce" strategy was approved at Business services committee in Feb 2020 and has been embedded into the WFP Toolkit. WFP guidance and resources pack which can be accessed through the AskHR Portal.	31-Mar-21	COCG 7

BV6.2 Develop and implement service workforce plans	Completed	100%	SLT	Kay Hopwood; Ritchie Johnson	All services now have high level workforce plans in place through Directorate Plans (AHSCP are covered by national workforce planning requirements). Completion of workforce planning related actions arising from Directorate Plans are progressing in line with target dates. In addition individual service workforce plans and resulting actions are now captured and monitored in Pentana for ease of reporting to officers, committees and trade unions. Whilst there has been slippage in the progress of this element of the programme due to Covid response and the death of the WFP lead in HR the actions are now re-prioritised and progressing again within services. This will provide the authority with a more detailed picture of total workforce numbers, skills and succession in each service area. This is now becoming business as usual and HR will assist services to monitor their workforce planning and outcomes using the workforce power BI that provides up to date workforce data on absence, establishment, recruitment, turnover.	01-Sep-21	COCG 7
BV7 Developing SMART criteria to measure the impact working in partnership has on improving outcomes	Completed	100%			RECOMMENDATION	30-Apr-21	
BV7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	The CPP Board at its meeting on 15 September 2021 approved the performance management framework including high level performance indicators for each of the LOIP priorities and agreed that this action could be marked as complete.	30-Apr-21	
BV7.1.1 Connected and Cohesive Communities	Completed	100%		Angela Keith; David MacLennan; Ann Overton; Prabhakaran Singh	The CPP Board at its meeting on 15 September 2021 approved the performance management framework including high level performance indicators for each of the LOIP priorities and agreed that this action could be marked as complete.	30-Apr-21	
BV7.1.2 Reducing Poverty	Completed	100%		Amanda Roe	On 1st April Communities Committee agreed the updated child poverty action plan which has been refreshed to reflect the impact of Covid-19 and the UK's exit from Europe. The plan is a live plan and updates are regularly posted on the Our Aberdeenshire website - https://www.ouraberdeenshire.org.uk/our-priorities/reducing-child-poverty/	30-Apr-21	
BV7.1.3 Changing Aberdeenshire's relationship with alcohol	Completed	100%			The CPP Board at its meeting on 15 September 2021 approved the performance management framework including high level performance indicators for each of the LOIP priorities and agreed that this action could be marked as complete.	30-Apr-21	
BV7.2 Develop six Area Delivery Plans which bring together existing local plans	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	All Area Plans were reported to the six Area Committees, and approved, by 25 May 2021	30-Apr-21	
BV8 Concluding the remaining locality plans as soon as possible	Completed	100%			RECOMMENDATION	31-Mar-21	
BV8.1 Finalise Banff and Macduff locality plan	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Angela Keith; David MacLennan; Ann Overton	LOIP was approved at CPP Board on 9 June.	31-Mar-21	
BV9 Continuing to develop area performance reporting that is timely and relevant at that level	Completed	100%			RECOMMENDATION	30-Apr-21	
BV9.1 Develop and implement performance monitoring to support the key deliverables set out in the Area Delivery Plans	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Johanna Barclay; Gavin King; Gillian Milne; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	As of 5 October 2021, all six area committees received reports on Area Performance including the Area Performance Indicators. Area Committees agreed the reporting plan on Area Performance, which includes the wider performance reporting schedule. The Area Plan Action Plan update will be taken forward in the November and December 2021 meeting cycles with reports on the Area Performance Indicators being planned for Area Committees' January-March 2022 meeting cycles.	30-Apr-21	
BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	Completed	100%	Angela Keith; David MacLennan; Ann Overton	Johanna Barclay; Gavin King; Gillian Milne; Alan Morris; Elaine Osinska; Trisha Pirie; Neil Watts	It is agreed that Area Performance reports will be implemented in the Area Committees' January- March 2022 cycles and then this reporting is planned again for the cycles prior to the summer recess. This arrangement complements the agreed Corporate Performance Framework reporting schedule plus the reporting the delivery of the Actions Plan in the Area Plans. The informal sessions about performance with Directorate Management Teams will take place at least annually and extra sessions can be agreed as needed. Area Committees will also receive an annual Scrutiny report, which identifies both formal and informal scrutiny and performance monitoring undertaken by the area committees.	30-Apr-21	COCG 7

**Annual Governance Statement Action
Plan 21/22**

Report Type: Actions Report
Generated on: 30November 2022

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2021/2022	In Progress	80%			PARENT ACTION	01-Apr-25
AGS2021-2022 7 7. Develop and implement governance frameworks to support and promote cross service working and collaborative projects	Completed	100%			The Collaboration Board formed April 2021 undertakes tasks and activities as directed by SLT, to cover consideration and development of the MTFS and budget strategy, improvement and change. The group also recognises the continuing influence of Covid-19 and supports Service Recovery and Reform and will assess and respond to future emerging risks. The Board facilitates safe space for cross service peer challenge and consequence, adopting a fluid and responsive approach to timeline priorities, looks outward to support the organisation by building capacity and capability. Inclusiveness, openness and transparency are core principles where Board members are responsible for sharing outputs with colleagues reporting to Directorate Management Teams and Boards. The Collaboration Board is Accountable to Strategic Leadership Team.	31-Jan-22
AGS2021-22 6. Work with citizens to help them to realise their digital aspirations through delivery of the Digital Strategy	In Progress	25%	Kate Bond	Donna Redford	The report to Area Committees during September's reporting cycle updated Members on the progress of Aberdeenshire's Digital Strategy. This included details about the work of the Digital Inclusion Group. Members were satisfied with progress, providing positive feedback. The Digital Inclusion Group next meet on Thursday 3 November 2022.	31-Mar-25
AGS2021-22 1 1. Develop training modules and have regular meetings of performance Leads across the organisation Review the self-evaluation model to ensure a more rounded and corporate approach and to embed this within performance processes	Completed	100%	Kate Bond	Fiona McCallum	The performance management framework is underpinned by the development of SMART performance measures with clear, measurable outcomes. Training has been delivered to Officers and Councillors and is also available on ALDO. The Performance Officer Network has been re-established and is meeting every 6 weeks. A new self-evaluation model was agreed by Audit Committee in November 2021 and a corporate programme of self-evaluation agreed in December 2021. A pilot self-evaluation was undertaken in Customer & Digital Services in February 2022 and a Council wide evaluation in March/April 2022.	31-Jan-22
AGS2021-22 2 2. Develop a corporate data hub to promote robust data analysis as well as smart service design based on the needs of our citizens across partner organisations	In Progress	45%	Kate Bond	Fiona McCallum	An update was presented to Digital Strategy Board on 31 October. Board agreed with the proposal to prepare a full business case to Business Services Committee in January using the proof of concept created by Hitachi together with evidence in the data and analytics assessment. Clear presentation of the organisation/culture change that the project represents as well as upskilling across the organisation. Clear need for data strategy and data governance framework which will be documented in the business case. Officers are working on the full business case for BSC in January.	01-Apr-23
AGS2021-22 3 3. Implement new self-evaluation framework aligned to the Code of Corporate Governance	Completed	100%	Kate Bond	Fiona McCallum	Audit Committee in November 2021 agreed that the Council would adopt the Public Service Improvement Framework self-evaluation model. A corporate programme of self-evaluation agreed in December 2021. A pilot self-evaluation was undertaken in Customer & Digital Services in February 2022 and a Council wide evaluation in March/April 2022.	30-Nov-21
AGS2021-22 4 4. A review of the Risk Management Strategy and related processes has been undertaken during 2020/21 along with a refresh of the Corporate and Directorate Risk Registers.	Completed	100%	Mary Beattie	Susan Donald	Business Services Committee approved a new Risk Management Policy on 6th January 2022. Since then work has been ongoing to set up a draft Service Risk Register on Pentana using the Finance Service as an exemplar, based on a 4 by 5 Risk Matrix. Work has also been ongoing to develop draft Risk Management Guidance. A questionnaire was issued to Directors, Heads of Service and Service Managers to gauge the current Risk Appetite across the Council and within Services. The results of this will be presented to CLG by the end of September along with a draft Risk Appetite Statement.. It will then be subject to discussion with SLT and Elected Members. The timetable agreed by the Corporate Risk Management Steering Group, aims to present the final version of the Risk Appetite Statement to Business Services Committee for approval in January 2023	30-Jun-22
AGS2021-22 5 5. Promote service design approach by involving customers in our decision-making and shaping service delivery	Completed	100%	Kate Bond	Colleen Henderson	A dedicated service design post was created and filled in January 2022 and sits within Customer and Digital Services, working across the wider organisation. Activity since has focused on establishing the role and developing a workplan which will focus on embedding a service design culture across the organisation and in our communities. The Service Designer is currently working directly with services to demonstrate the value of customer insight in the codesign and redesign of user journeys in key areas such as financial transactions and customer services.	31-May-22

**Best Value Plan
2022**

Report Type: Actions Report
Generated on: 30 November
2022

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date	COGC PRINCIPLE
Best Value 2022 Action Plan	In Progress	95%			<u>PARENT ACTION</u>	31-Dec-23	
BVF1 Implement the Continuous Improvement framework in the Performance Management Framework to ensure regular reporting of improvement measures in Directorate and Area Plans	Completed	100%	Kate Bond	Colleen Henderson	the framework is embedded and reporting is underway	31-Mar-23	
BVF2 Implement the corporate reporting schedule in the Performance Management Framework to ensure regular reporting of performance measures in Directorate and Area Plans	Completed	100%	Kate Bond	Fiona McCallum	Directorate and Area Plans are all regularly reported (June and November) to respective Committees. Quarterly reporting to Strategic Leadership Team commenced 4 May 2022 with dates scheduled for the rest of the year.	01-Apr-22	
BVF3 Develop and agree a two-year corporate programme of self-evaluation	Completed	100%	Kate Bond	Fiona McCallum	A two year corporate programme of self-evaluation was agreed by Audit Committee in December 2021. A service self-evaluation is currently being conducted by Customer & Digital Services and a Council-wide self-evaluation is commencing on 1 March 2021.	01-Jan-22	
BVF4 Promote awareness of the new scrutiny arrangements amongst Elected Members and officers through training, guidance and support and develop and agree scrutiny programmes with all Area and Policy Committees	Completed	100%	Karen Wiles	Ruth O'Hare	A session on scrutiny was held with all six Area Committees in early 2022. Training on scrutiny was also held as part of the new Council induction on 27 June 2022, and a recording of this session will be made available on Aldo, along with updated training materials and guidance for both Members and Officers. Scrutiny programmes have been developed and agreed with all four Policy Committees, and four Area Committees, with the remaining two to be reported in August. This action is now therefore complete.	30-Jun-22	
BVF5 Continue to develop data driven workforce analysis and decision making. Services and HR working together to embed the culture of effective workforce planning.	In Progress	75%			<u>PARENT ACTION</u>	01-Mar-23	
BVF5.1 Continue development of the Workforce Planning Power BI:	In Progress	83%			<u>PARENT ACTION</u>	01-Dec-22	
BVF5.1.1 Phase 1 (FTE, absence, age profile, sex, turnover, absence reason)	Completed	100%	Karen Wiles	Kay Hopwood		13-Jan-22	
BVF5.1.2 Phase 2 (Diversity profile, recruitment)	Completed	100%	Karen Wiles	Kay Hopwood	Metrics for workforce Equalities and Recruitment have been added and this is now complete.	01-Jul-22	
BVF5.1.3 Phase 3 (Wellbeing, L&D, External Workforce)	In Progress	25%	Kay Hopwood; Karen Wiles	Kay Hopwood	Wellbeing data will be collected through an external platform due to launch before the festive break. A Wellbeing survey was undertaken in September and the results are being analysed now	01-Dec-22	
BVF5.2 Continue to develop regular WFP action plan reporting through Directorate plans and Pentana to Service and audit committees and Strategic Change Board and Trade Unions	In Progress	75%	Karen Wiles	Kay Hopwood	A corporate workforce action plan has been developed and reports into the Strategic Change Board. Service Workforce action plans continue to be monitored and progress reviewed and updated by services supported by HR.	01-Mar-23	

**Self Evaluation
Action Plan 2022**

Report Type: Actions Report
Generated on: 30 November
2022

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
PSIF Council Wide PSIF Improvement Plan 2022	In Progress	56%			<u>PARENT ACTION</u>	31-Jan-23
PSIFCW 1. Partnership & Resources	In Progress	45%			<u>PARENT ACTION</u>	31-Jan-23
PSIFCW 1.1 Develop a procurement strategy that ensures resources are used effectively and efficiently with a focus on climate change and sustainability	In progress	50%	Craig Innes		A revised procurement strategy 01 April 23 - 31 Mar 26 has been drafted in addition to the mandatory requirements under legislation (Governance, Policy and Food Procurement) additional themes on Climate Change, Community Wealth Building and Commercialisation have been incorporated into the draft. Agreement and sign off on the initial draft has been sought from the Strategic Procurement Board which governs the shared service arrangement for procurement with Aberdeen City and Highland Council, sign off by the board on the initial draft is anticipated by 01 December. A consultation survey will then be issued via Yammer, Arcadia, Directors and Ward pages to seek feedback from officers and elected members on the proposed themes and strategy content, any revisions following feedback will be shared with the Strategic Procurement Board and following final sign off the Strategy will be approved via the appropriate committee route for each Council in advance of 01 April 2023. Following approval the revised Joint Procurement Strategy will be shared with Council officers and elected members via appropriate communication channels with simple clear explanation on changes and application of the strategy.	31-Jan-23
PSIFCW 1.2 Build community resilience to ensure communities are ready for an emergency, that they are informed of what's happening and they know who and where to go to for help	In Progress	40%	Area Managers	Area Managers	The development of the Community Resilience Strategy is progressing, six workshops with the community were held in the week beginning 11 October 2022. Three online meetings and three in person meetings in Fraserburgh, Inverurie and Stonehaven. The Risk and Resilience Team led the sessions supported by Area Managers, CLD facilitators and the Director of Business Services. There was also an SSEN officer in attendance. The Scottish Government officer who supports the Gramplan Local Resilience Partnership was also in attendance along with 130 representatives from community groups and organisations from across Aberdeenshire. The feedback gathered from the sessions is currently being analysed, however, there has been an early recognition that the prevalent matters are Information Provision to communities, Sharing information and networking of community groups, Skills development, Equipment and access to community facilities. The concept of households being able to look after themselves for up to 72 hours following an incident such as extreme bad weather was supported by community representatives overall. This is on the basis that local authorities and our emergency services need to be able to prioritise their response to an emergency including supporting vulnerable residents. This increase in individual and household resilience is a priority for the council and will be supported by activity in the communities. The development of the Strategy will be considered by the multi-agency working group, along with a community focus group. It will follow the required governance process as per the Policy Development and Review Framework and this is planned for early 2023. The building of community resilience is a multi-faceted task and one that must be done in collaboration with our communities. This work is being carried out across Aberdeenshire via Area Teams, CLD and other council services and includes supporting the development of resilience and response plans, working with groups to increase capacity and supporting our tenants. The breadth of work is being captured as part of the development of the resilience strategy. There is an immediate action that is being carried out in the month of November 2022. This links with the anniversary of Storm Arwen. A leaflet will be produced and circulated to households, public buildings and facilities that sets out the advice on how to be prepared for an emergency situation. It will have information on how to contact the council and emergency services. What it cannot contain is information on any facilities that would be open in an emergency as that can never be a guaranteed position. All emergencies have differing consequences.	31-Jan-23
PSIFCW 2. Service Planning	In Progress	65%			<u>PARENT ACTION</u>	31-Jan-23
PSIFCW 2.1 Develop a toolkit to deal with increased workload and manage expectations of customers and Councillors	In Progress	65%	Kate Bond		Services across the council are experiencing significant challenges with increased demand. The Council Plan will set the approach for the organisation with a clear set of Priorities and Outcomes which will guide managers on what must be done, articulated through actions set and agreed by services. With increased budget challenges services will need to be realistic about what can be achieved and this must be clearly articulated to staff, cllrs and residents. To support this, all Heads of Services will be asked to develop service plans which set out priorities for their teams, what they are required to deliver and what needs to stop/change in order to meet demand. In addition, there will be clear external communications relating to the Council Plan and budget – explaining the pressure being faced by all services, the anticipated changes to service delivery and what activity will be prioritised. The budget comms will require to be simple but hard hitting to help residents understand and appreciate the challenges facing local government, whilst also setting out the steps being taken to maximise efficiency where possible. The comms will include team talks for staff, corporate presentations to support managers in communicating directly with their teams, media interviews, information on our website and FAQs, and we will work alongside the feedback team and contact centre to ensure they have information to support responses to complaints. Dates: Council Plan – considered by full council 24th November 2022 Reporting on activity (Q4) begins 1st Jan 2023 Budget communications – Dec 22 – March 23	31-Jan-23
PSIFCW 3. Staff	In Progress	60%				31-Jan-23
PSIFCW 3.1 Update the corporate induction to include support for new managers and employees who change role	Complete	100%	Karen Wiles	Kay Hopwood	The corporate induction includes signposting to the Managers Essential course. L&D team have started to encourage existing managers to refresh their skills by regularly undertaking the course in part or in whole, this includes employees who change role. Work has been underway for the past year to ensure all essential training and refresher dates are recorded and reported. New essential training is added regularly to employee learning portals.	31-Jul-22
PSIFCW 3.2 Develop an approach to increase awareness across the organisation for corporate initiatives, including individual responsibility and resilience	Overdue	20%	Ritchie Johnson		The Council Plan and supporting Service Plans will be confirmed by the end of the year and there is an opportunity to consider how we present this to staff. It is a critical part of the Golden Thread which is set out clearly in our performance framework. Discussion should take place at the Strategic Change Board and in service transformation boards to consider how initiatives are communicated widely to all staff – demonstrating a clear link as to how these corporate initiatives are relevant to all staff. We will develop a Sharepoint site, available to all staff, which gathers together the core documents that support the strategic direction of the organisation. The Strategic Change Board activity should be highlighted with regular articles for staff on Yammer, and updates encouraged by all directors on the work of their service transformation boards. It is also timely to refresh communications on the OneAberdeenshire Principles so these continue to resonate with staff. This should be a topic for a future Team Talk by the Chief Executive.	30-Sep-22
PSIFCW 3.3 Develop a more consistent approach to dealing with poor employee performance	In Progress	60%	Karen Wiles	Kay Hopwood	The Personal Performance Plan (PPP) process has been reviewed and will be launched prior to the festive break. This includes guidance for managers to support them to discuss the total employee experience with individuals and how these impacts on performance, e.g. goals, wellbeing, digital skills, recognition, skills and competence. The L&D team have reviewed the "critical conversation" content and included this in the relaunched "managers essentials" programme which all line managers are now encouraged to do regularly.	31-Jan-23