

## REPORT TO COMMUNITIES COMMITTEE – 18 FEBRUARY 2021

### CORPORATE IMPROVEMENT PLAN 2020/21

#### **1 Reason for Report / Summary**

- 1.1 Communities Committee is requested to note and provide comment on the Corporate Improvement Plan, specifically those actions within the remit of the Committee.

#### **2 Recommendations**

**The Committee is recommended to:**

**2.1 Note and comment on the Corporate Improvement Plan (“the Plan”) (attached as Appendix 1 to this report) which was presented to Audit Committee on 4 February 2021; and**

**2.2 Agree to receive quarterly updates for monitoring and scrutiny.**

#### **3 Purpose and Decision Making Route**

- 3.1 The Audit Committee at its meeting on 17 September 2020 agreed to approve the Annual Governance Statement action plan and to receive quarterly progress reports on the Annual Governance Statement.
- 3.2 It was discussed at that meeting that all improvement actions would be merged in a corporate improvement action plan and that plan would be reported to Audit Committee and Policy Committees to enhance transparency and accountability and to provide Members with assurance around progression of agreed actions.

#### **4 Background**

- 4.1 The Corporate Improvement Plan has been developed following discussions with Audit Scotland and the Acting Legal Services Manager (Governance), the Corporate Finance Manager and the Business Strategy Manager and feedback from senior Councillors during the preparation of the Annual Governance Statement. It was noted that concerns had been raised around progressing some actions and a lack of awareness of updates.
- 4.2 It was agreed at the discussions referred to in the previous paragraph that regular updates on all corporate action plans would reassure Members that actions were being appropriately addressed and progressed. Regular reporting would also provide Members with an opportunity to raise any concerns at an early stage in the process and provide an additional layer of scrutiny. It was agreed to combine all corporate action plans to create a Corporate Improvement Plan.

4.3 The current Plan is comprised of the following –

- Annual Governance Statement action plan 2019/20
- Annual Governance Statement action plan 2020/21
- How Good is Our Governance self-evaluation action plan 2020/21
- Best Value Assurance Report action plan 2020/21

It is anticipated that directorate and area action plans will be incorporated into the Plan following approval by the appropriate Committee.

4.4 Committee is requested to note that the detailed content of the Plan – actions, owners and timescales/completion dates – has already been agreed by Full Council or Audit Committee as appropriate.

4.5 The Plan is created by extracting data directly from Pentana, the Council’s performance management system, and provides Members with real time, accurate and verifiable progress information. The accuracy of the Plan is dependent on Officers regularly updating Pentana.

4.6 The following improvement actions sit specifically within the remit of Committee. It is worth noting that this plan was extracted from Pentana on 15 January 2021.

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
BV5 Improving the performance of key services including education attainment and housing relets	In Progress	2%			<b>RECOMMENDATION</b>	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	Overdue	5%	SLT	Alan Morris; Neil Watts		31-Dec-20

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	Overdue	0%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts		31-Dec-20
BV5.3 Housing re-lets: 50% reduction in time to re-let	In Progress	0%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts	Aberdeenshire Council took an average of 55 days to relet properties in 2018/19, giving a target turnaround time of 27.5 days in order to complete this action. Due to the impact of Covid-19, current performance is significantly worse than 2018-19 levels, at an average of 85 days to relet properties for the year to date, and 74 days in Q3 so far. However, this is in line with other local authorities, based on Scotland Housing Network quarterly data for Quarter 1 (the most recent available). All local authorities who provided data showed a significant increase in their relet times, with an average of 68 days to relet properties. Given the impact of Covid-19, and that this indicator looks at the end point of the void process, it is likely that it will be some time before any significant performance improvements will become apparent.	31-Mar-22

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
HGIOG 3 Impact on the Local Community	In Progress	5%	Kate Bond		<b>PARENT ACTION</b>	31-Jan-21
HGIOG 3.1 Provide a much clearer description of links between the Council and work ongoing within Communities	In Progress	5%	Kate Bond	Fiona McCallum		31-Jan-21
AGS 3.1 HGIOG Performance	Completed	100%			PARENT ACTION	31-Mar-22
AGS 3.1.2 HGIOG1.3 Performance management - decision making	Completed	100%	SLT	Gillian Milne; Alan Morris; Neil Watts	Directorate Plan template has been agreed by SLT and Directorate Plans will be presented to relevant Policy Committees in February 2021. Templates have been developed to align with new Priorities. PIs measures and actions to be developed in accordance with SMART. Templates promote use of LGBF and other appropriate benchmarking frameworks to drive service improvement.	31-Jul-20

## 5 Council Priorities, Implications and Risk

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

<b>Pillar</b>	<b>Priority</b>
<i>Our People</i>	<i>Education</i> <i>Health &amp; Wellbeing</i>
<i>Our Environment</i>	<i>Infrastructure</i> <i>Resilient Communities</i>
<i>Our Economy</i>	<i>Economy &amp; Enterprise</i> <i>Estate Modernisation</i>

5.3 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed.

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

5.4 An equality impact assessment is not required 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. The actions in the Plan will be individually assessed in terms of impact on people with protected characteristics.

5.6 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's 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)

## **6 Scheme of Governance**

- 6.1 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and their comments are incorporated within the report. They are satisfied that the report complies with the Scheme of Governance and relevant legislation.
- 6.2 The Committee is able to consider and take a decision on this item in terms of Section G.7.1 of the List of Committee Powers in Part 2A of the Scheme of Governance as it relates to the scrutiny and review of the effectiveness of Council policy implementation and Council service delivery.

### **Ritchie Johnson, Director of Business Services**

Report prepared by Fiona McCallum, Business Strategy Manager  
Date 21 January 2021

### **List of Appendices –**

Appendix 1: Corporate Improvement Plan extracted on 15 January 2021

CORPORATE IMPROVEMENT PLAN GENERATED 15 JANUARY 2021

Year	Plan	Number of actions	Complete	In progress	Overdue
2019/20	<a href="#">Annual Governance Statement Action Plan 2019/20</a>	38	17	11	10
2020/20	<a href="#">Annual Governance Statement Action Plan 2020/21</a>	20	7	13	0
	<a href="#">HGIOG 2020 Action Plan</a>	12	0	12	0
	<a href="#">Best Value Action Plan 2020</a>	27	3	21	3
	<b>Total</b>	<b>97</b>	<b>27</b>	<b>57</b>	<b>13</b>

**Annual Governance Statement Action Plan 2019**



Report Type: Actions Report  
Report Author: Jade Fitzpatrick  
Generated on: 15 January 2021

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
AGS 1 2018/2019 Audit of Accounts	In Progress	80%			THEME	31-Mar-21
AGS 1.1 Undertake an effectiveness review on the operation of the Audit Committee	Completed	100%	Kate Bond	Fiona McCallum	PARENT ACTION	31-Mar-21
AGS 1.1.1 Develop self-evaluation programme for the Audit Committee	Completed	100%	Kate Bond		Self-evaluation programme for the Audit Committee was developed at the end of 2019.	31-Mar-21
AGS 1.1.2 Undertake electronic Survey of Audit Committee members, Policy Chairs, Vice-Chairs, Directors, Heads of Service and regular attendees.	Completed	100%	Kate Bond		Electronic Survey undertaken and reported at Audit Committee on 29 October 2020	31-Mar-21
AGS 1.1.3 Report on Electronic Survey to Audit Committee	Completed	100%	Kate Bond		Electronic Survey undertaken and reported at Audit Committee on 29 October 2020	31-Mar-21
AGS 1.1.4 Virtual Workshop through the use of online tools for Audit Committee members.	Completed	100%	Kate Bond	Fiona McCallum	Workshop occurred on 7 December	31-Mar-21
AGS 1.1.5 Report on Self-Evaluation to Full Council	Completed	100%	Kate Bond		Self evaluation survey was carried out virtually in 2019 and reported to committee on 29 October 2020 - see action AGS 1.1.3	31-Mar-21
AGS 1.2 Consider the information which the Council routinely puts in the public domain out with the formal Committee process to determine what more can be effectively achieved to strengthen transparency and openness arrangements	In Progress	51%	Kate Bond	Sarah Rochester	Information shared with the public is regularly scrutinised to ensure transparency and accuracy	31-Mar-21
AGS 1.3 Reflect on the intention of the scrutiny arrangements implemented by the Scheme of Governance	In Progress	85%	Karen Wiles	Ruth O'Hare	PARENT ACTION	31-Mar-21
AGS 1.3.1 Use feedback from training and the scrutiny work to inform changes to Scrutiny at Aberdeenshire Guidance under Part 4A of the Scheme of Governance	In Progress	85%	Karen Wiles	Ruth O'Hare	<ul style="list-style-type: none"> <li>A series of face to face and online training sessions on the Scrutiny at Aberdeenshire process were delivered to senior management teams in August and September 2019.</li> <li>Six sessions with Elected Members were held between October and December 2019.</li> <li>There has been increased scrutiny activity in 2019/2020, with greater use of the formal scrutiny procedures by Committees.</li> <li>Six Scrutiny Referrals to Policy Committees resulting in Stage 1 Reports none of which resulted in Stage 2 Workshops.</li> <li>Four Scrutiny Referrals to Area Committees, two of which resulted in Stage 1 Reports only, one of which resulted in a Stage 2 Workshop and one which is due to report shortly.</li> <li>Policy Committees have received performance reports that are aligned to the Council Priorities</li> </ul>	31-Mar-21
AGS 1.4 Develop medium-term resource plans demonstrating integrated financial and workforce capacity to deliver agreed council priorities	In Progress	85%	Alan Wood	Mary Beattie	PARENT ACTION	31-Mar-21
AGS 1.4.1 Increase the use of data analytics to link financial and non-financial data to calculate unit costs and inform the setting of fees and charges	In Progress	85%	Alan Wood	Mary Beattie	The Budget Setting Process for 2020/21 brought together financial and work force data, linking these elements to service delivery and the council priorities	31-Mar-21
AGS 2 Feedback on Annual Governance Statement from Policy Chair	In Progress	64%			THEME	31-Mar-21
AGS 2.1 Align Risk Registers with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	In Progress	60%	SLT; Alan Wood	Fiona Cruickshanks; Susan Donald	PARENT ACTION	31-Mar-21



AGS 2.1.1 Re-consider existing priorities due to the societal, organisational and financial impact of COVID-19	Completed	100%			Council agreed new priorities July 2020	31-Mar-21
AGS 2.1.2 Review the Risk Registers to ensure these align with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	In Progress	20%	SLT; Alan Wood	Susan Donald	Review by Audit Committee	31-Mar-21
AGS 2.2 Improve the linkages between policy approval, implementation, performance and outcomes	In Progress	20%	Kate Bond	Fiona McCallum	<b>PARENT ACTION</b>	31-Mar-21
AGS 2.2.1 Undertake policy implementation review based on impact of any changes to Council Priorities	In Progress	20%	Kate Bond	Fiona McCallum	New priorities, refreshed approach, new performance management framework will be built around clarity, transparency, accountability, benchmarking	31-Mar-21
AGS 2.2.2 Identify and baseline qualitative outcome measures for amended Council Priorities	In Progress	20%	SLT	Gillian Milne; Alan Morris; Neil Watts	New priorities, refreshed approach, new performance management framework will be built around clarity, transparency, accountability, benchmarking	31-Mar-21
AGS 2.2.3 Consider performance reporting in terms of Activity and Outcomes, with the Activity Reports coming to Committee more frequently	In Progress	20%	Area Managers; SLT	Gillian Milne; Alan Morris; Neil Watts	New priorities, refreshed approach, new performance management framework will be built around clarity, transparency, accountability, benchmarking	31-Mar-21
AGS 2.3 Review the interaction of financial performance reporting with the Committee cycle	In Progress	90%	Karen Wiles; Alan Wood		<b>PARENT ACTION</b>	31-Mar-21
AGS 2.3.1 Consider how to provide Committees with more current financial performance data under the current Committee cycle	In Progress	90%	Alan Wood	Mary Beattie	<ul style="list-style-type: none"> <li>The deadlines for Committee Reports means that financial performance data is at least 2 months old before it comes before Committee.</li> <li>The use of Power BI to produce financial performance data based on actuals means that the data can be as current as at 5pm the night before Committee.</li> <li>Councillors have access to Power BI reports for their respective out with the Committee cycle.</li> </ul>	31-Mar-21
AGS 2.4 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond		<b>PARENT ACTION</b>	31-Mar-21
AGS 2.4.1 Consider including the Chair of Audit Committee in the annual performance reporting to Full Council in September.	Completed	100%			The Chair of the Audit Committee is scheduled to present an update on the work of the Audit Committee during 2019/20 to the meeting of Aberdeenshire Council on 24 September 2020 as part of the Annual Performance Report.	31-Mar-21
AGS 2.5 Address difficulties in achieving timely completion of agreed outstanding internal audit recommendations	In Progress	50%	SLT	Ritchie Johnson	Ongoing discussions with Chair, Committee Members, Director of Business Services and Interim Chief Internal Auditor around processes to be adopted where Services are delaying in completing audit recommendations.	31-Mar-21
AGS 3 2019 How Good is our Governance Action Plan	In Progress	77%			<b>THEME</b>	31-Mar-22
AGS 3.1 HGIOG Performance	Completed	100%			<b>PARENT ACTION</b>	31-Mar-22
AGS 3.1.1 1.1.1 Performance management - area performance reporting	Completed	100%	Area Managers		<p>Approach has been established and first six-monthly reports were received Nov/Dec 2019.</p> <p>All services met informally with all Area Committees.</p> <p>Next round of area meetings with services will be arranged beginning in September 2020.</p>	31-Mar-22
AGS 3.1.2 HGIOG1.3 Performance management - decision making	Completed	100%	SLT	Gillian Milne; Alan Morris; Neil Watts	Directorate Plan template has been agreed by SLT and Directorate Plans will be presented to relevant Policy Committees in February 2021. Templates have been developed to align with new Priorities. PIs measures and actions to be developed in accordance with SMART. Templates promote use of LGBF and other appropriate benchmarking frameworks to drive service improvement.	31-Jul-20
AGS 3.1.3 HGIOG1.2.1 Complaints	Completed	100%	Michelle Milne; Caroline O'Shaughnessy	Auditors; David Anderson	Report is shared with services for action and overview by Audit Committee will support the process. Update: Annual Complaints Report considered by Audit Committee 19 September 2019 and will be delivered annually.	31-Jul-20
AGS 3.2 HGIOG Use of Resources	Overdue	26%	Karen Wiles	Karen Wiles	<b>PARENT ACTION</b>	31-Mar-20
AGS 3.2.1 HGIOG5.1.3 Scheme of Governance	Overdue	30%	Karen Wiles; Alan Wood	Ruth O'Hare	Interim changes were made to the Financial Regulations in relation to grants which came into force on 1 February 2020. A more thorough review was going to form part of the Expenditure Approval Process Project (EAPP) project which is currently on hold.	31-Mar-20
AGS 3.2.2 HGIOG8.1.1 Service Level Agreements	Overdue	25%	Ritchie Johnson	Ritchie Johnson	This work was put on hold, however work has commenced to gain clarity around the service level agreements that the Council is party to, with a view to providing clear direction as to when these should be used, etc. Specific consideration of individual SLA's continues to progress on a case by case basis as required.	31-Mar-20

AGS 3.2.3 HGIOG8.1.2 Budget Setting Process - Aligning to Outcomes/Priorities	Overdue	40%	Alan Wood	Mary Beattie; Susan Donald; Shirley-Ann Gordon; Zarina Mohammed-Dogra	Update required - MTFS 2 approved by Full Council November 2020	30-Nov-19
AGS 3.2.4 HGIOG9.2.2 Budget Setting Process - Transparency & Accountability	Overdue	10%	Alan Wood	Susan Donald; Shirley-Ann Gordon; Zarina Mohammed-Dogra; Alan Wood	Adaptive Services Board. Strategic Leadership Team.  RRG	31-Mar-19
AGS 3.3 HGIOG Partnership Working	In Progress	83%			<b>PARENT ACTION</b>	30-Apr-20
AGS 3.3.1 HGIOG4.1.1 Community Councils	Completed	100%	Area Managers	Alison Cumming; Maureen Stephen	All relevant modules on ALDO have been updated to allow Community Councils to access learning whenever suits them. To date, no formal sessions with Community Councils have taken place. Online modules within ALDO have been updated so there is a constant resource available. No formal sessions bringing all Community Councils together for this purpose have taken place this year, however it will be looked at in the coming months. Area teams have provided support to Community Councils in relation to AGMs and co-options due to the delay in election processes and continue to provide support for Community Councils to meet virtually and maintain their business and have done so since the start of lockdown.	31-Jan-20
AGS 3.3.2 HGIOG4.1.5 Community Engagement	Overdue	60%	Kate Bond	Lynne Gravener; Fiona McCallum	Engagement team currently undertaking informal sessions with Area Committee re draft Engagement Policy. Aiming to get Policy approved by BSC Feb 2021. Advice currently being taken whether the policy should be approved by Full Council.	31-Jan-20
AGS 3.3.3 HGIOG8.2.1 Promote Partnership Working	Completed	100%	Kate Bond	Moyra Stephen	SharePoint site for officers is available on Arcadia with guidance. It was promoted in the Policy Bulletin which is issued directly to subscribers and available online.	31-Dec-19
AGS 3.3.4 HGIOG8.2.5 Partnerships and Volunteers	Overdue	80%	Area Managers; Karen Wiles	Angela Keith	Community groups, volunteers working together accessing funding separately or jointly to deliver community based projects based on local needs.	30-Apr-20
AGS 3.3.5 HGIOG8.2.6 Participation and Participatory Budgets	Overdue	75%	Kate Bond	Fiona McCallum; Moyra Stephen	Information is available on the Council website. Support for community groups is encouraged via direct contact with Area Management Teams. Promotion will be incorporated in the development of the new engagement policy. Specific consideration of the council's approach to participatory budgeting/community choices is ongoing and we anticipate reports being brought forward to the relevant committee(s) in early course.	31-Jan-20
AGS 3.4 HGIOG Vision and Strategic Direction	Completed	100%			<b>PARENT ACTION</b>	31-Jan-20
AGS 3.4.1 HGIOG9.1.1 One Aberdeenshire	Completed	100%	Kate Bond	Donna Redford	Employee Engagement Board established to oversee activity, supported by a working group with cross service representation.  Activity has stepped up during COVID-19 with a staff micro-site, regular bulletins, Team Talks and direct engagement with managers.  Activity is being monitored via quick polls on Arcadia.	31-Dec-19
AGS 3.4.2 HGIOG9.1.2 Personal Performance Plans (PPP)	Completed	100%	Laura Simpson	Kay Hopwood	The ALDO course is regularly reviewed and supplemented with online training, recent training has been provided on How do manage PPP's on line.	31-Jan-20
AGS 3.4.3 HGIOG9.1.4 Leadership: Officers	Completed	100%	SLT; Laura Simpson	Kay Hopwood; Jim Savege	One Aberdeenshire Principles and council priorities are regularly discussed and thinking developed at the Leadership Forum, CLG, through the Employee Engagement Board and Team talks. This is now embedded.	31-Dec-19
AGS 3.4.4 HGIOG9.2.1 Leadership: Elected Members	Completed	100%	SLT	Kay Hopwood	Annual Continued Professional Development programmes are made available to Elected members providing internal opportunities through subject matter experts on subjects such as sustainability, social media and skills such as agile mind set, digital, media, etc. The next phase of development in just about to start with officer/member co-creation of CPD programme for the next 2 years.	31-Jan-20
AGS 3.5 HGIOG Improvement and Transformation	In Progress	57%			<b>PARENT ACTION</b>	31-Oct-20
AGS 3.5.1 HGIOG10.2 Project Delivery	Overdue	85%	Kate Bond	Donna Redford	The Strategic Change, Capital Plan & HRA Capital Board approved the project prioritisation process based on a set of Benefits Classifications enabling resource allocation to be assigned against projects delivering the required benefits. The process is to be integrated and tested through Service Transformation Boards. Due to Covid-19 the Benefits Classifications will be reconsidered against the themes developed through the Adapted Services Board and the Council's new priorities.	31-Oct-20

AGS 3.5.2 HGIOG10.1 Peer Challenge	Overdue	30%	SLT; Kate Bond	Ritchie Johnson; Sarah Rochester	Consideration is being given to the role and remit of Adaptive Services Board set up as a result of the pandemic, and how this forum may translate to peer support/challenge mechanisms going forward.	31-Jan-20
AGS 4 Annual Governance Statement	Completed	100%			<b>THEME</b>	31-Mar-20
AGS 4.1 HGIOG11.0 Certificate of Assurance	Completed	100%	SLT	Kate Bond; Alan Wood	These actions have been brought forward and are captured within the various plans within the CIP which is reported on quarterly to committee. Bullet points listed will also be addressed with the implementation of the new performance framework and delivery plans. This action is now closed.	31-Mar-20

**Annual Governance  
Statement Action Plan  
20/21**

Report Type: Actions Report  
Report Author: Jade Fitzpatrick  
Generated on: 15 January 2021

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2020/21	In Progress	70%				31-Jul-21
AGS2020 1 Delivering Effective Accountability	In Progress	56%			<b>THEME</b>	31-Mar-21
AGS2020 1.1 Scheme of Governance - revise and review appropriate inclusion of Loans and Grants within Scheme of Governance	Overdue	30%	Karen Wiles; Alan Wood	Ruth O'Hare	Interim changes were made to the Financial Regulations in relation to grants which came into force on 1 February 2020. A more thorough review was going to form part of the EAPP project which is currently on hold.	31-Mar-20
AGS2020 1.2 Provide Quarterly Progress Reports on AGS Action Plan to Audit Committee	In Progress	90%	Kate Bond	Fiona McCallum	Agreed with Chair and Vice Chair that quarterly updates to be provided from Feb 2021.	30-Apr-21
AGS2020 1.3 Ensure Annual Governance Statement for 2020/21 is the subject of a report to all the Policy	In Progress	50%	Ritchie Johnson	Alan Wood	Schedule is currently being put in place.	31-Mar-21
AGS2020 2 Ensuring Openness	In Progress	79%				31-Jul-21
AGS2020 2.1 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond		<b>PARENT ACTION</b>	31-Mar-21
AGS2020 2.1.1 Consider including the Chair of Audit Committee in the annual performance reporting to Full Council in September.	Completed	100%	Kate Bond		The Chair of the Audit Committee is scheduled to present an update on the work of the Audit Committee during 2019/20 to the meeting of Aberdeenshire Council on 24 September 2020 as part of the Annual Performance Report.	31-Mar-21
AGS2020 2.2 Support and deliver training to governance arrangements within Community Councils	Completed	100%	Area Managers	Angela Keith	All relevant modules on ALDO have been updated to allow Community Councils to access learning whenever suits them. To date, no formal sessions with Community Councils have taken place. Online modules within ALDO have been updated so there is a constant resource available. No formal sessions bringing all Community Councils together for this purpose have taken place this year, however it will be looked at in the coming months. Area teams have provided support to Community Councils in relation to AGMs and co-options due to the delay in election processes and continue to provide support for Community Councils to meet virtually and maintain their business and have done so since the start of lockdown.	31-Jul-21
AGS2020 2.3 Strengthen transparency of community engagement to include clarity on what is meant	In Progress	60%	Kate Bond	Fiona McCallum	<b>PARENT ACTION</b>	31-Jul-21
AGS2020 2.3.1 Engagement and participation policy to be developed/reviced	In Progress	60%	Kate Bond	Fiona McCallum	Engagement team currently undertaking informal sessions with Area Committee re draft Engagement Policy. Aiming to get Policy approved by BSC Feb 2021. Advice currently being taken whether the policy should be approved by Full Council.	31-Jul-21

AGS2020 2.4 Review arrangements for provision of information to Community Groups, including funding streams available.	In Progress	60%	Area Managers	Angela Keith	Information for Community Groups on different funding streams is accessed on the Council website, broken down per area and Groups are signposted by area offices to this information. Further work is ongoing by on reviewing the information available on the Council's charitable trusts and Common Good funds. The lessons learnt from the response to COVID-19 will also inform any further changes to the current arrangements. Community resilience funding has been allocated across the six areas with funds allocated.	31-Mar-22
AGS2020 2.5 Promote opportunities for community groups to use participation requests	In Progress	75%	Kate Bond	Fiona McCallum	<b>PARENT ACTION</b>	31-Jul-21
AGS2020 2.5.1 Further promotion of all aspects of community participation to be included within the wider engagement policy	In Progress	75%	Kate Bond	Fiona McCallum	Information is available on the Council website.  Support for community groups is encouraged via direct contact with Area Management Teams.  Promotion will be incorporated in the development of the new engagement policy due at the end of 2020.	31-Jul-21
AGS2020 3 Developing the Council's Capacity	In Progress	85%			<b>THEME</b>	31-Mar-21
AGS2020 3.1 Promote Partnership Policy/Framework across the organisation	Completed	100%	Kate Bond		<a href="#">SharePoint site for officers available on Arcadia with guidance. It was promoted in the Policy Bulletin which is issued directly to subscribers and available online. COMPLETE</a>	31-Mar-21
AGS2020 3.2 Set out objectives for embedding One Aberdeenshire for the year ahead	Completed	100%	Kate Bond		<b>PARENT ACTION</b>	31-Jul-20
AGS2020 3.2.1 Plan to support employee engagement in development, which will contain measurable objectives	Completed	100%	Kate Bond		Employee Engagement Board established to oversee activity, supported by a working group with cross service reps. Activity has stepped up during Covid with a staff microsite, regular bulletins, Team Talks and direct engagement with managers. Activity is being monitored via quick polls on Arcadia.	31-Jul-20
AGS2020 3.3 Provide clear guidance to managers in support of PPP	Completed	100%			<b>PARENT ACTION</b>	31-Jul-20
AGS2020 3.3.1 Issue further resources such as articles and webinars and signpost to existing support delivered to help managers develop their skills in this area	Completed	100%	Alan Wood		The ALDO course is regularly reviewed and supplemented with online training, recent training has been provided on How do manage PPP's on line.	31-Jul-20
AGS2020 3.4 Increase visibility of our leadership in relation to embedding vision in support of future council and One Aberdeenshire, with a focus on leadership development	Completed	100%	Alan Wood		<b>PARENT ACTION</b>	31-Jul-20
AGS2020 3.4.1 Undertake gap analysis and develop action plan based on findings	Completed	100%	SLT; Alan Wood		One Aberdeenshire Principles and council priorities are regularly discussed and thinking developed at the Leadership Forum, CLG, through the Employee Engagement Board and Team talks. This is now embedded.	31-Jul-20

AGS2020 3.5 Embed project prioritisation process that incorporates benefits to demonstrate value to inform project approval and assign resources	In Progress	85%	Kate Bond	Donna Redford	The Strategic Change, Capital Plan & HRA Capital Board approved the project prioritisation process based on a set of Benefits Classifications enabling resource allocation to be assigned against projects delivering the required benefits. The process is to be integrated and tested through Service Transformation Boards. Due to Covid-19 the Benefits Classifications will be reconsidered against the themes developed through the Adapted Services Board and the Councils new priorities.	31-Jul-21
AGS2020 3.6 Develop peer support/challenge mechanisms, including a model which sets out how and when to use it	In Progress	30%	SLT; Kate Bond	Donna Redford	Karen Wiles developed a model for this Peer challenge format. Consideration is being given to the role and remit of Adaptive Services Board set up as a result of the pandemic, and how this forum may translate to peer support/challenge mechanisms going forward.	31-Jul-21
AGS2020 4 Managing Risks and Performance	In Progress	63%			<b>THEME</b>	31-Mar-21
AGS2020 4.1 Develop medium-term resource plans demonstrating integrated financial and workforce capacity to deliver agreed council priorities	In Progress	85%	Alan Wood	Mary Beattie	<b>PARENT ACTION</b>	31-Mar-21
AGS2020 4.1.1 Increase the use of data analytics to link financial and non-financial data to calculate unit costs and inform the setting of fees and charges	In Progress	85%	Alan Wood	Mary Beattie	The Budget Setting Process for 2020/21 brought together financial and work force data, linking these elements to service delivery and the council priorities	31-Mar-21
AGS2020 4.2 Align Risk Registers with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	In Progress	60%	SLT	Ritchie Johnson	<b>PARENT ACTION</b>	31-Mar-21
AGS2020 4.2.1 Re-consider existing priorities due to the societal, organisational and financial impact of COVID-19	Completed	100%	Alan Wood	Karen Wiles	Council agreed new priorities July 2020	01-Mar-21
AGS2020 4.2.2 Review the Risk Registers to ensure these align with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	In Progress	20%	Alan Wood	Susan Donald	Review by Audit Committee	31-Mar-21
AGS2020 4.3 Review the interaction of financial performance reporting with the Committee cycle	In Progress	90%	Karen Wiles; Alan Wood	Mary Beattie	<b>PARENT ACTION</b>	31-Mar-21
AGS2020 4.3.1 Consider how to provide Committees with more current financial performance data under the current Committee cycle	In Progress	90%	Karen Wiles; Alan Wood	Mary Beattie	<ul style="list-style-type: none"> <li>The deadlines for Committee Reports means that financial performance data is at least 2 months old before it comes before Committee.</li> <li>The use of Power BI to produce financial performance data based on actuals means that the data can be as current as at 5pm the night before Committee.</li> <li>Councillors have access to Power BI reports for their respective out with the Committee cycle.</li> </ul>	31-Mar-21
AGS2020 4.4 Review the use of performance data and benchmarking by services to drive continuous improvement.	In Progress	40%	Kate Bond		<b>PARENT ACTION</b>	30-Nov-21
AGS2020 4.4.1 Embed discussions on performance at DMTs, CLG and area management teams. Active use of Pentana	In Progress	40%	SLT	Ritchie Johnson	Directorate Plan template has been agreed by SLT and Directorate Plans will be presented to relevant Policy Committees in February 2020. Templates have been developed to align with new Priorities. PIs measures and actions to be developed in accordance with SMART. Templates promote use of LGBF and other appropriate benchmarking frameworks to drive service improvement.	30-Apr-21

AGS2020 4.5 Review budget setting process	In Progress	40%	Alan Wood	Mary Beattie; Susan Donald; Shirley-Ann Gordon; Zarina Mohammed- Dogra	Update required - MTFS 2 approved by Full Council November 2020	31-Mar-21
---	-------------	-----	-----------	---	---	-----------

**How Good Is Our  
Governance 2020/21**

Report Type: Actions Report  
Report Author: Jade Fitzpatrick  
Generated on: 15 January 2021

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
How Good is Our Governance Action Plan 2020/21	In Progress	31%	Kate Bond	Fiona McCallum		31-Aug-21
HGIOG 1 Performance Management	In Progress	40%	Area Managers; SLT	Gillian Milne; Alan Morris; Neil Watts	<b>PARENT ACTION</b>	30-Apr-21
HGIOG 1.1 Review of Area Reporting to include area focused performance activity	In Progress	70%	Kate Bond	Area Managers; Angela Keith; Fiona McCallum	This work has been delayed due to COVID with no further reports being presented to Area Committees in 2020. Area Plans with area performance measures are currently being developed with the first reports due to Area Committees in April 2021.	30-Apr-21
HGIOG 1.2 Revise and update performance information on Pentana	In Progress	10%	Kate Bond	Fiona McCallum		01-Apr-21
HGIOG 2 Impact on Staff	In Progress	10%	Karen Wiles		<b>PARENT ACTION</b>	31-Aug-21
HGIOG 2.1 Support delivery of the Service Workforce Planning strategy across all Services	In Progress	10%	Karen Wiles	Kay Hopwood		31-Aug-21
HGIOG 3 Impact on the Local Community	In Progress	5%	Kate Bond		<b>PARENT ACTION</b>	31-Jan-21
HGIOG 3.1 Provide a much clearer description of links between the Council and work ongoing within Communities	In Progress	5%	Kate Bond	Fiona McCallum		31-Jan-21
HGIOG 4 Delivering services	In Progress	30%		Gillian Milne; Alan Morris; Neil Watts	<b>PARENT ACTION</b>	31-Aug-21
HGIOG 4.1 Robust use of LGBF in all services	In Progress	30%	SLT; Kate Bond	Fiona McCallum	Directorate Plan template has been agreed by SLT and Directorate Plans will be presented to relevant Policy Committees in February 2020. Templates have been developed to align with new Priorities. Pls measures and actions to be developed in accordance with SMART. Templates promote use of LGBF and other appropriate benchmarking frameworks to drive service improvement	31-Aug-21
HGIOG 5 Leadership and Direction	In Progress	75%	Jim Savege		<b>PARENT ACTION</b>	31-Aug-21
HGIOG 5.1 Improve and maintain consistently clear message from Leaders and senior management	In Progress	75%	SLT	Ritchie Johnson	Council priorities have been agreed, directorate plans are emerging, budget plans are well advanced and critical services around managing the Covid-19 pandemic have been delivered. All supported by effective communication from senior officers and councillors.	31-Aug-21
HGIOG 6 Structure and Function of Audit Committee	In Progress	28%	Karen Wiles		<b>PARENT ACTION</b>	31-Aug-21
HGIOG 6.1 Tailored and informal training supported by officers/external trainers	In Progress	5%	Karen Wiles	Ruth O'Hare		31-Aug-21
HGIOG 6.2 Review attendance and work to identify and reduce barriers to attendance/participation of Members and level of Substitute Members	In Progress	5%	Karen Wiles	Ruth O'Hare		31-Aug-21



HGIOG 6.3 Consideration of the publication of full reports to Audit Committee	In Progress	50%	Ritchie Johnson	Colin Harvey	Discussion commenced between Internal Audit and Legal and Governance 30/11/20	31-Aug-21
HGIOG 6.4 Consider a review into all current outstanding recommendations/plans	In Progress	50%	Colin Harvey; Ritchie Johnson	Fiona McCallum	Ongoing discussions with Chair, Committee Members, Director of Business Services and Interim Chief Internal Auditor around processes to be adopted where Services are delaying in completing audit recommendations.	31-Aug-21
HGIOG 6.5 Provide annual report to evidence the value added from the scrutiny process	In Progress	30%	SLT	Ritchie Johnson	This will be incorporated into the annual report from the Audit Committee to Full Council.	31-Aug-21

**Best Value Action  
Plan 2020**

Report Type: Actions Report  
Report Author: Jade Fitzpatrick  
Generated on: 15 January 2021

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
BV1 Reviewing its priorities and outcomes and including SMART measures and targets so that progress can be easily demonstrated.	In Progress	76%			<b>RECOMMENDATION</b>	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.	In Progress	30%	SLT	Gillian Milne; Alan Morris; Neil Watts	Directorate Plan templates are agreed by SLT and will be presented to relevant policy committees in February 2021. Area Plan templates are in progress and to be discussed at AIWG on 4 December 2020 with a view to being presented to relevant area committees in April 2021.	31-Mar-21
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	In Progress	0%			<b>RECOMMENDATION</b>	01-Mar-21
BV10.1 All Cllrs to ensure that basic CPD requirements are up-to date	Overdue	0%	Karen Wiles	Kay Hopwood		31-Dec-20
BV10.2 Undertake a review of the current training and development programme	In Progress	0%	Karen Wiles	Kay Hopwood		01-Mar-21
BV2 Improving its approach to performance management	In Progress	33%			<b>RECOMMENDATION</b>	30-Nov-21
BV2.1 Develop and implement a new performance management framework	In Progress	35%	Kate Bond	Fiona McCallum	Directorate Plan templates require Services to consider benchmarking using LGBF and other relevant benchmarking frameworks. CDS is in ongoing discussions with the Improvement Service as to how the Council may make better use of LGBF to improve service delivery.	30-Apr-21
BV2.2 Demonstrate how services use LGBF to deliver improvements through Directorate Plans	In Progress	30%	SLT	Ritchie Johnson	Directorate Plan templates require Services to consider benchmarking using LGBF and other relevant benchmarking frameworks to improve service delivery.	30-Nov-21
BV2.3 Develop a new programme supporting continuous improvement across all services in conjunction with the Improvement Service	In Progress	30%	Kate Bond; Jim Savege	Donna Redford	Engaged the Improvement Service to assist in development of a programme of continuous improvement. Initial meeting held on 30 November 2020, follow up to be scheduled early January 2021.	30-Jun-21
BV2.4 Regular performance reporting to Policy and Area Committees	In Progress	40%	SLT	Gillian Milne; Alan Morris; Neil Watts	Performance reporting to commence from April 2021 following approval of Directorate and Area Plans	30-Apr-21
BV3 Implementing an effective Council-wide approach to self-evaluation including robust arrangements for monitoring agreed actions	In Progress	57%			<b>RECOMMENDATION</b>	30-Sep-21
BV3.1 Review and develop the self-evaluation process	In Progress	15%	Kate Bond	Fiona McCallum	Initial discussion held with Improvement Service in December 2020 to explore alternative self evaluation model. Report being presented to SLT 6 January 2021 to engage with IS to progress this element.	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	In Progress	47%			<b>RECOMMENDATION</b>	30-Jul-21
BV4.1 Undertake a review of scrutiny arrangements	In Progress	85%	Karen Wiles	Ruth O'Hare	<ul style="list-style-type: none"> <li>• A series of face to face and online training sessions on the Scrutiny at Aberdeenshire process were delivered to senior management teams in August and September 2019.</li> <li>• Six sessions with Elected Members were held between October and December 2019.</li> <li>• There has been increased scrutiny activity in 2019/2020, with greater use of the formal scrutiny procedures by Committees.</li> <li>• Six Scrutiny Referrals to Policy Committees resulting in Stage 1 Reports none of which resulted in Stage 2 Workshops.</li> <li>• Four Scrutiny Referrals to Area Committees, two of which resulted in Stage 1 Reports only, one of which resulted in a Stage 2 Workshop and one which is due to report shortly.</li> <li>• Policy Committees have received performance reports that are aligned to the Council Priorities</li> </ul>	30-Jun-21
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	In Progress	6%	Karen Wiles	Ruth O'Hare		30-Jul-21
BV4.3 Put in place a programme of Cllr training to support improved scrutiny at all levels	In Progress	50%	Karen Wiles	Ruth O'Hare	Six sessions with Elected Members were held between October and December 2019.	30-Jun-21
BV5 Improving the performance of key services including education attainment and housing relets	In Progress	2%			<b>RECOMMENDATION</b>	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	Overdue	5%	SLT	Alan Morris; Neil Watts		31-Dec-20
BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	Overdue	0%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts		31-Dec-20
BV5.3 Housing re-lets: 50% reduction in time to re-let	In Progress	0%	Rob Simpson	Andrew Mackie; Alan Morris; Neil Watts	Aberdeenshire Council took an average of 55 days to relet properties in 2018/19, giving a target turnaround time of 27.5 days in order to complete this action. Due to the impact of Covid-19, current performance is significantly worse than 2018-19 levels, at an average of 85 days to relet properties for the year to date, and 74 days in Q3 so far. However, this is in line with other local authorities, based on Scotland Housing Network quarterly data for Quarter 1 (the most recent available). All local authorities who provided data showed a significant increase in their relet times, with an average of 68 days to relet properties. Given the impact of Covid-19, and that this indicator looks at the end point of the void process, it is likely that it will be some time before any significant performance improvements will become apparent.	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	In Progress	0%	Vincent Docherty	Peter Wood		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	In Progress	0%	Vincent Docherty	Peter Wood		31-Mar-22
BV5.6 Fully implement Scottish Government 1140 early learning and childcare (ELCC) strategy	Overdue	10%	Anne Marie Davies MacLeod	James Martin; Julia Matthew; Natalie Stewart		31-Aug-20
BV6 Continuing to develop its corporate approach to workforce planning	In Progress	10%			<b>RECOMMENDATION</b>	30-Sep-21
BV6.1 Implementation of the workforce strategy "Our Future Workforce"	In Progress	10%	Karen Wiles	Kay Hopwood		31-Mar-21
BV6.2 Develop and implement service workforce plans	In Progress	10%	SLT	Ritchie Johnson		01-Sep-21
BV7 Developing SMART criteria to measure the impact working in partnership has on improving outcomes	In Progress	0%			<b>RECOMMENDATION</b>	30-Apr-21
BV7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities	In Progress	0%	Area Managers	Angela Keith		30-Apr-21
BV7.2 Develop six Area Delivery Plans which bring together existing local plans	In Progress	0%	Area Managers	Angela Keith		30-Apr-21
BV8 Concluding the remaining locality plans as soon as possible	In Progress	75%			<b>RECOMMENDATION</b>	31-Mar-21
BV8.1 Finalise Banff and Macduff locality plan	In Progress	75%	Angela Keith	Angela Keith	The Banff and Macduff locality plan is in draft format. Priority actions are being agreed with Partners. The plan aims to be complete with an SMART action plan by the end of March 2021.	01-Mar-21
BV9 Continuing to develop area performance reporting that is timely and relevant at that level	In Progress	0%			<b>RECOMMENDATION</b>	30-Apr-21
BV9.1 Develop and implement performance monitoring to support the key deliverables set out in the Area Delivery Plans	In Progress	0%	Area Managers	Angela Keith; Gillian Milne; Alan Morris; Neil Watts		30-Apr-21
BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	In Progress	0%	Area Managers	Angela Keith; Gillian Milne; Alan Morris; Neil Watts		30-Apr-21