

REPORT TO INFRASTRUCTURE SERVICES COMMITTEE – 11 MARCH 2021

CORPORATE IMPROVEMENT PLAN 2020/21

1 Reason for Report / Summary

- 1.1 Infrastructure Services 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 (Item 8) 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
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

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
HGIOG 4 Delivering services	In Progress	30%		Gillian Milne; Alan Morris; Neil Watts	PARENT ACTION	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. 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-Aug-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
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

5 Council Priorities, Implications and Risk

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

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

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

Subject	Yes	No	N/A
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 Infrastructure Services 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' 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 had no comments to make and 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 F.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 8 February 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	Annual Governance Statement Action Plan 2019/20	38	17	11	9
2020/20	Annual Governance Statement Action Plan 2020/21	20	7	13	0
	HGIOG 2020 Action Plan	12	0	12	0
	Best Value Action Plan 2020	27	3	21	3
	Total	97	27	57	12

Annual Governance Statement Action Plan 2021

Report Type: Action Report
Report Author: Jack McCallum
Generated on: 15 January 2021

Action Code & Title	Status	Progress	Ownership	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2021/21	In Progress	75%				31-Jul-21
AG2020 1 Ongoing Effectiveness	In Progress	50%			THEME	31-Mar-21
AG2020 1.1 Schemes of Governance review and review appropriate inclusion of Loans and Grants within Schemes of Governance	Overdue	30%	Karen Willes, Alan Wood	Ruth O'Hara	Review 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 E&FP project which is currently on hold.	31-Mar-21
AG2020 1.2 Provide Quarterly Progress Reports on AG21 Action Plan to Audit Committee	In Progress	50%	Kate Bond	Fiona McCallum	Agreed with Chair and Vice Chair that quarterly reports to be provided from Feb 2021	30-Apr-21
AG2020 1.3 Ensure Annual Governance Statement for 2020/21 is available on the website	In Progress	50%	Rosie Johnson	Alan Wood	Website is currently being put in place.	31-Mar-21
AG2020 2 Governance Documents	In Progress	75%				31-Jul-21
AG2020 2.1 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond		PARENT ACTION	31-Mar-21
AG2020 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 2021 to the meeting of Administration Council on 24 September 2020 as part of the Annual Performance Report.	31-Mar-21
AG2020 2.2 Support and deliver training to promote arrangements with Community Councils	Completed	100%	Area Managers	Angela Keith	All relevant modules on ALDO have been updated to allow Community Councils to access learning whenever they like. To date, no formal sessions with Community Councils have taken place. Online modules within ALDO have been updated so that it is a consistent 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 ALDO, and co-opted due to the delay in election processes and continue to provide support for Community Councils to meet virtually and maintain their business and have been to since the start of lockdown.	31-Jul-21
AG2020 2.3 Strengthen transparency of community engagement to include daily on what is meant	In Progress	60%	Kate Bond	Fiona McCallum	PARENT ACTION	31-Jul-21
AG2020 2.3.1 Engagement and participation policy to be developed/revised	In Progress	60%	Kate Bond	Fiona McCallum	Engagement team currently undertaking informal sessions with Area Committee to draft Engagement Policy. Aiming to get Policy approved by SAC Feb 2021. Advice currently being taken whether the policy should be approved by Full Council.	31-Jul-21
AG2020 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 office to this information. Further work is ongoing by reviewing the information available on the Council website to ensure it is clear and consistent. Good practice is being shared from the lessons learnt from the response to COVID-19 and inform any further changes to the current arrangements. Community resilience funding has been allocated across the six areas with funds allocated.	31-Mar-21
AG2020 2.5 Promote opportunities for community groups to use discretionary resources	In Progress	75%	Kate Bond	Fiona McCallum	PARENT ACTION	31-Jul-21
AG2020 2.5.1 Further promotion of all aspects of community participation to be included under 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
AG2020 3 Developing the Council's Capability	In Progress	80%			THEME	31-Mar-21
AG2020 3.1 Promote Partnership Policy Framework across the organisation	Completed	100%	Kate Bond		Support site for officers available on the Council website The Policy Detail which is available on the website is a public table, COMMS ETC.	31-Mar-21
AG2020 3.2 Set out objectives for embedding One Aberdeenshire for the year ahead	Completed	100%	Kate Bond		PARENT ACTION	31-Jul-21
AG2020 3.2.1 Plan to support employee engagement and development, which will contain measurable objectives	Completed	100%	Kate Bond		Employee Engagement Board supported by a working group with tasks set for each month has stopped up during Covid with a staff increase regular leaders. Team Talks and direct engagement with managers. Activity is being monitored via quick polls on Acadia.	31-Jul-21
AG2020 3.3 Provide clear guidance to managers in support of PPP	Completed	100%			PARENT ACTION	31-Jul-21
AG2020 3.3.1 Issue further resources such as articles and webinars and prepare 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 learning, recent training has been provided on How do manage PPPs on line.	31-Jul-21
AG2020 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		PARENT ACTION	31-Jul-21
AG2020 3.4.1 Undertake gap analysis and develop action plan based on findings	Completed	100%	BLT, Alan Wood		One Aberdeenshire Principles and lead projects are regularly discussed and training developed at the Leadership Forum, CLD, through the Employee Engagement Board and Team talks. This is now embedded.	31-Jul-21
AG2020 3.5 Embed project prioritisation process that incorporates priorities to demonstrate value to citizens project approval and assign resources	In Progress	85%	Kate Bond	Gemma Rufford	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 Board. Due to Covid 19 the Benefits Classifications will be re-evaluated against the themes developed through the Adapted Service Board and the Council's new priorities.	31-Jul-21
AG2020 3.6 Develop peer support/challenge mechanisms including a model which sets out how and when to use it	In Progress	50%	BLT, Kate Bond	Gemma Rufford	Karen Willes developed a model for this Peer challenge format. Consideration is being given to the role and remit of Adaptive Service Board set up as a result of the pandemic, and how this forum fits in relation to peer support/challenge mechanisms going forward.	31-Jul-21
AG2020 4 Managing Risks and Performance	In Progress	60%			THEME	31-Mar-21
AG2020 4.1 Develop multi-arms 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
AG2020 4.1.1 Increase the use of data analysis to the financial and non-financial data to evaluate and 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. Using these elements to service delivery and the council priorities.	31-Mar-21
AG2020 4.2 Align Risk Registers with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	In Progress	60%	BLT, Rosie Johnson		PARENT ACTION	31-Mar-21
AG2020 4.2.1 Re-consider existing priorities due to the societal, organisational and financial impact of COVID-19	Completed	100%	Alan Wood	Karen Willes	Council agreed new priorities July 2020	01-Mar-21
AG2020 4.2.2 Review the Risk Registers to ensure their alignment with the Council Priorities, Council Plan, Priority Plans and core service responsibilities	In Progress	20%	Alan Wood	Susan Dorsett	Review by Audit Committee	31-Mar-21
AG2020 4.3 Review the interaction of financial performance reporting with the Council cycle	In Progress	50%	Karen Willes, Alan Wood	Mary Beattie	PARENT ACTION	31-Mar-21
AG2020 4.3.1 Consider how to provide Committees with more current financial performance data under the current Committee cycle	In Progress	50%	Karen Willes, Alan Wood	Mary Beattie	- The deadline for Committee Reports means that financial performance data is at least 2 months old before it comes before Committee. - The use of Power BI to produce financial performance data based on actuals means that the data can be as current as at sign the right before Committee. - Councilors have access to Power BI reports for their respective out with the Committee cycle.	31-Mar-21
AG2020 4.4 Review the use of performance data and benchmarking services to drive continuous improvement	In Progress	40%	Kate Bond		PARENT ACTION	30-Apr-21
AG2020 4.4.1 Embed discussions on performance in DfA, CLD and area management teams. Active use of Partners	In Progress	40%	BLT	Rosie Johnson	Directorate Plan template has been agreed by BLT and Directorate Plans will be presented to relevant Policy Committees in February 2021. Templates have been developed to align with new Priorities. The measures and actions to be developed in accordance with SMART. Templates promote use of LGEP and other appropriate benchmarking frameworks to drive service improvement.	30-Apr-21
AG2020 4.5 Review budget setting process	In Progress	40%	Alan Wood	Mary Beattie, Susan Dorsett, Gillian Gordon, Zaria 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	PARENT ACTION	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		PARENT ACTION	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		PARENT ACTION	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	PARENT ACTION	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. 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-Aug-21
HGIOG 5 Leadership and Direction	In Progress	75%	Jim Savege		PARENT ACTION	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		PARENT ACTION	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: Action Plan
Report Author: Jack Fitzpatrick
Generated on: 12 January 2021

Action Code & Title	Status	Progress	Ownership Managed By	Assigned To	Latest Note	Due Date
BV1 Reviewing its priorities and outcomes including SMART measures and targets so that progress can be easily demonstrated	In Progress	70%			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.	In Progress	30%	SLT	Gillian Misk, 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 AVWG on 4 December 2020 with a view to being presented to relevant area committees in April 2021.	31-Mar-21
BV10 Councilors 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%			RECOMMENDATION	01-Mar-21
BV10.1 All Cllrs to ensure that basic CPD requirements are up-to-date	Overdue	0%	Karen Wiles	Ray Hopwood		31-Dec-20
BV10.2 Undertake a review of the current training and development opportunities	In Progress	0%	Karen Wiles	Ray Hopwood		01-Mar-21
BV2 Reviewing its approach to performance management	In Progress	33%			RECOMMENDATION	30-Nov-21
BV2.1 Develop and implement a new performance management framework	In Progress	35%	Kate Bond	Fiona McCullum	Directorate Plan templates require Services to consider benchmarking using LGfE and other relevant benchmarking frameworks. Cllrs in ongoing discussions with the Improvement Service as to how the Council may make better use of LGfE to improve service delivery.	30-Apr-21
BV2.2 Demonstrate how services use LGfE to deliver improvements through	In Progress	30%	SLT	Rochie Johnson	Directorate Plan templates require Services to consider benchmarking using LGfE and other relevant benchmarking frameworks to	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 Savage	Donna Redford	RECOMMENDATION Propose the Improvement Service to assist in development of a programme of continuous improvement. Initial meeting held on 26 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 Misk, 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%			RECOMMENDATION	30-Sep-21
BV3.1 Review and develop the self-evaluation process	In Progress	15%	Kate Bond	Fiona McCullum	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 it to progress this element.	30-Sep-21
BV3.2 Embed the key actions arising into a corporate improvement plan	Completed	100%	Kate Bond	Fiona McCullum	Complete. Corporate Improvement Plan is developed and to be presented to SLT on 13 January 2021 and both Committees on 4 February with quarterly updates being provided thereafter.	31-Dec-20
BV4 Reviewing the scrutiny arrangements to ensure there is sufficient public scrutiny and that it effectively supports continuous improvement	In Progress	47%			RECOMMENDATION	30-Jun-21
BV4.1 Undertake a review of scrutiny arrangements	In Progress	85%	Karen Wiles	Ruth O'Hare	* 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. * Six sessions with Elected Members were held between October and December 2019. * There has been increased scrutiny activity in 2019/2020, with greater use of the formal scrutiny procedures by Committees. * Six Scrutiny Referrals to Policy Committees resulting in Stage 1 Reports none of which resulted in Stage 2 Workshops. * Four Scrutiny Referrals to Area Committees, two of which resulted in Stage 1 Reports only one of which is due to report shortly. * Policy Committees have received performance reports that are aligned to the Council Priorities	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 CB 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 needs	In Progress	2%			RECOMMENDATION	31-Mar-22
BV5.1 Develop improvement plans based on performance of key services, aligned to Directorate Plans. Initially focusing on housing needs and poverty related educational attainment	Overdue	5%	SLT	Alan Morris, Neil Watts		31-Dec-20
BV5.2 Housing re-let: 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-let: 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's 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%	Vicent 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%	Vicent Docherty	Peter Wood		31-Mar-22
BV5.6 Fully implement Scottish Government 1140 early learning and childcare (ELCC) action	Overdue	10%	Anna 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%			RECOMMENDATION	30-Sep-21
BV6.1 Implementation of the workforce strategy 'Our Future Workforce'	In Progress	10%	Karen Wiles	Ray Hopwood		31-Mar-21
BV6.2 Develop and implement service workforce plans	In Progress	10%	SLT	Rochie Johnson		01-Sep-21
BV7 Developing SMART criteria to measure the impact working in partnership has on improving outcomes	In Progress	0%			RECOMMENDATION	30-Apr-21
BV7.1 Develop and implement new performance measures to support delivery of the CPP LDP 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 Combining the remaining locality plans as soon as possible	In Progress	75%	Angela Keith	Angela Keith	The Barff 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.	31-Mar-21
BV8.1 Finalise Barff and Macduff locality plan	In Progress	0%			RECOMMENDATION	30-Apr-21
BV8.2 Continuing to develop area performance reporting that is timely and relevant at the local level	In Progress	0%	Area Managers	Angela Keith, Gillian Misk, Alan Morris, Neil Watts		30-Apr-21
BV8.3 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 Misk, Alan Morris, Neil Watts		30-Apr-21
BV8.4 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 Misk, Alan Morris, Neil Watts		30-Apr-21