

REPORT TO COMMUNITIES COMMITTEE – 3 JUNE 2021

CORPORATE IMPROVEMENT PLAN QUARTERLY UPDATE

1 Reason for Report / Summary

- 1.1 Communities Committee is requested to note and provide comment on the Corporate Improvement Plan.

2 Recommendations

The Committee is recommended to:

2.1 Consider and comment on the Corporate Improvement Plan (“the Plan”) (attached as Appendix 1 to this report);

2.2 Note that the Plan was considered by Audit Committee on 20 May 2021; and

2.3 Agree to receive quarterly updates.

3 Purpose and Decision Making Route

- 3.1 The Corporate Improvement Plan was presented to Audit Committee on [4 February 2021](#). It was acknowledged that a number of actions, particularly in respect of the Annual Governance Statement action plans 2019/20 and 2020/21, were duplications and that consolidation and alignment would provide clarity. The Audit Committee agreed to the removal of duplicate actions to streamline the plan and ensure resources are focused appropriately and effectively.
- 3.2 Actions for consolidation were agreed by Audit Committee on [25 March 2021](#). The Plan attached to this report was considered by Audit Committee on [20 May 2021](#) and was extracted from Pentana, the Council’s corporate performance and risk platform, on 30 April 2021.

4 Background

- 4.1 Amalgamation of actions has reduced the number of actions in each plan as follows:

PLAN	NUMBER OF ACTIONS BEFORE AMALGAMATION	NUMBER OF ACTIONS AFTER AMALGAMATION
Annual Governance Statement 2019	38	22
Annual Governance Statement 2020	20	20
HGIO 2020	12	8
Best Value 2020	28	31
TOTAL	<u>98</u>	<u>81</u>

4.2 The additional actions in the Best Value (BV) action plan have been created by separating action BV 7.1 Develop and implement new performance measures to support delivery of the Community Planning Partnership (CPP) Local Outcome Improvement Plan (LOIP) priorities into three distinct actions for each LOIP priority. This has been done with the agreement of each of the LOIP leads.

4.3 The summary page of the Plan provides details of the total number of actions, the number overdue, in progress and completed and includes the figures from last date of extraction for reporting to Audit Committee (15 January 2021) for comparison purposes. The table of progress is as follows:

Plan	Complete (15 Jan 2021)	Complete (30 April 2021)	In progress (15 Jan 2021)	In progress (30 April 2021)	Assigned (15 Jan 2021)	Assigned (30 April)	Overdue (15 Jan 2021)	Overdue (30 April 2021)
Annual Governance Statement Action Plan 2019/20	17	18	11	0	0	0	10	4
Annual Governance Statement Action Plan 2020/21	8	8	13	6	0	0	0	7
HGIOG 2020 Action Plan	0	2	12	5	0	0	0	1
Best Value Action Plan 2020	3	8	21	17	0	1	3	13
Total	<u>28</u>	<u>39</u>	<u>57</u>	<u>29</u>	<u>0</u>	<u>1</u>	<u>13</u>	<u>25</u>

4.4 Members will note that whilst the number of overdue items has increased from 13 to 25, the number of completed actions has also increased from 28 to 39. A number of the actions that have become overdue have due dates of 31 March and 30 April 2021. The overdue actions in the Best Value plan have been subject to additional scrutiny by Strategic Leadership Team and assurances provided by Officers that the majority of these will be completed by June 2021.

Additional senior management scrutiny is continuing with a view to ensuring that actions are progressed and completed as quickly as possible and explanations provided where deadlines are not achieved.

4.5 The overdue actions are as follows

Plan	Action	Progress	Due Date
Annual Governance Statement (AGS) 2019	AGS 2.1.1 Undertake policy implementation review based on impact of any changes to Council Priorities	20%	31 March 2021
AGS 2019	AGS 3.2.1 HGIOG5.1.3 Scheme of Governance	40%	31 March 2020
AGS 2019	AGS 3.2.3 HGIOG8.1.2 Budget Setting Process - Aligning to Outcomes/Priorities	40%	30 November 2019
AGS 2019	AGS 3.2.4 HGIOG9.2.2 Budget Setting Process - Transparency & Accountability	10%	31 March 2019
AGS 2020	AGS2020 1.1 Scheme of Governance - revise and review appropriate inclusion of Loans and Grants within Scheme of Governance	30%	31 March 2021
AGS 2020	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	85%	31 March 2021
AGS 2020	AGS2020 4.2.2 Review the Risk	75%	31 March 2021

Plan	Action	Progress	Due Date
	Registers to ensure these align with the Council Priorities, Council Plan, Priority Plans and core service responsibilities		
AGS 2020	AGS2020 4.3.1 Consider how to provide Committees with more current financial performance data under the current Committee cycle	90%	31 March 2021
AGS 2020	AGS2020 4.4.1 Embed discussions on performance at DMTs, CLG and area management teams. Active use of Pentana	70%	31 March 2021
AGS 2020	AGS2020 4.5 Review budget setting process	60%	31 March 2021
How Good is Our Governance (Self-evaluation) HGIOG 2020	HGIOG 1.1 Revise and update performance information on Pentana	70%	1 April 2021
Best Value (BV) 2020	BV1.3 Develop Directorate and Area Plans that include SMART measures, targets and actions to demonstrate how the Council will deliver on its priorities	80%	31 March 2021
Best Value 2020	BV2.1 Develop and implement a new performance management framework	80%	30 April 2021
Best Value 2020	BV2.4 Regular performance reporting to Policy	40%	30 April 2021

Plan	Action	Progress	Due Date
	and Area Committees		
Best Value 2020	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	50%	31 December 2020
Best Value 2020	BV5.2 Housing re-lets: review all policies/procedures and implement improvement action plan	80%	31 December 2020
Best Value 2020	BV7.1 Develop and implement new performance measures to support delivery of the CPP LOIP priorities	35%	30 April 2021
Best Value 2020	BV 7.1.1 Connected and Cohesive Communities	25%	30 April 2021
Best Value 2020	BV 7.1.2 Reducing Poverty	80%	30 April 2021
Best Value 2020	BV7.1.3 Changing Aberdeenshire's relationship with alcohol	0%	30 April 2021
Best Value 2020	BV7.2 Develop six Area Delivery Plans which bring together existing local plans	96%	30 April 2021
Best Value 2020	BV8.1 Finalise Banff and Macduff locality plan	90%	31 March 2021
Best Value 2020	BV9.1 Develop and implement performance monitoring to support the key	50%	30 April 2021

Plan	Action	Progress	Due Date
	deliverables set out in the Area Delivery Plans		
Best Value 2020	BV9.2 Regular reporting to Area Committees providing transparency, accountability and ability to undertake scrutiny at a local level	50%	30 April 2021

4.6 The Performance team has developed a training video which is now available on ALDO for Members and Officers. Bespoke training sessions are available on request to the Performance team – performance@aberdeenshire.gov.uk

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

5.2 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

5.3 An equality impact assessment is not required because the report is to Communities 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.

5.4 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)

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 D.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 in respect of any function within its remit.

Ritchie Johnson, Director of Business Services

Report prepared by Fiona McCallum, Business Strategy Manager
Date 2 May 2021

List of Appendices –

Appendix 1: Corporate Improvement Plan extracted on 30 April 2021

Year	Plan	Number of actions	Complete (15 Jan 2021)	Complete (30 April 2021)	In progress (15 Jan 2021)	In progress (30 April 2021)	Assigned (15 Jan 2021)	Assigned (30 April)	Overdue (15 Jan 2021)	Overdue (30 April 2021)
2019/20	Annual Governance Statement Action Plan 2019/20	22	17	18	11	0	0	0	10	4
2020/20	Annual Governance Statement Action Plan 2020/21	20	8	8	13	6	0	0	0	7
	HSCICS 2020 Action Plan	8	0	2	12	5	0	0	0	1
	Best Value Action Plan 2020	31	3	8	21	17	0	1	3	13
	Total	81	28	39	57	29	0	1	13	25

Annual Governance Statement Action Plan 2019



Report Type: Action Report
Report Author: Governance Committee
Generated on: 20 April 2021

Action	Status	Progress	Measured By	Assigned To	Latest Note	Due Date
AGS 1.2 HGO19 Audit of Assets	Completed	100%	Kate Bond	Rinne McCullum	PARENT ACTION	31-Mar-21
AGS 1.1 Undertake an effectiveness review on the operation of the Audit Committee	Completed	100%	Kate Bond	Rinne McCullum	Self-evaluation programme for the Audit Committee was developed at the end of 2019.	31-Mar-21
AGS 1.1.1 Develop self-evaluation programme for the Audit Committee	Completed	100%	Kate Bond	Rinne McCullum	Electronic Survey undertaken and reported to Audit Committee on 28 October 2020	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	Rinne McCullum	Electronic Survey undertaken and reported to Audit Committee on 28 October 2020	31-Mar-21
AGS 1.1.3 Report on Electronic Survey to Audit Committee	Completed	100%	Kate Bond	Rinne McCullum	Workshop occurred on 7 December	31-Mar-21
AGS 1.1.4 Virtual Workshop through the use of online tools for Audit Committee members	Completed	100%	Kate Bond	Rinne McCullum	Self evaluation survey was carried out internally in 2019 and reported to committee on 29 October 2020 - see action AGS 1.1.3	31-Mar-21
AGS 1.1.5 Report on Self-Evaluation to Full Council	Completed	100%	Kate Bond	Rinne McCullum	Discussions underway on succinct process for committee media releases to provide the relevant media information in a timely manner	31-Mar-21
AGS 1.2 Consider the information which the Council routinely puts in the public domain and with the formal Committee process to determine what more can be effectively achieved to strengthen transparency and openness arrangements	Overdue	20%	Kate Bond	Rinne McCullum	PARENT ACTION	31-Mar-21
AGS 2.1 Improve the linkages between policy approval, implementation, performance and outcomes.	Overdue	20%	Kate Bond	Rinne McCullum	The review will take place over the summer and will be reported to Full Council as part of the Annual Review of the Scheme of Governance in November this year following consideration by Procedures Committee.	31-Mar-21
AGS 2.1.1 Undertake policy implementation review based on impact of any changes to Council Priorities	Overdue	20%	Kate Bond	Rinne McCullum	PARENT ACTION	31-Mar-21
AGS 2.3 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond	Rinne McCullum	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 2.3.1 Consider including the Chair of Audit Committee in the annual performance reporting to Full Council in September.	Completed	100%	Kate Bond	Rinne McCullum	PARENT ACTION	31-Mar-21
AGS 3.1.1 HGO19 New Code of Governance Action Plan	In Progress	40%	Area Managers	Rinne McCullum	Approved has been established and 6 first two monthly reports were received Nov/Dec 2019.	31-Mar-21
AGS 3.1.1.1 HGO19 Performance management - areas performance reporting	Completed	100%	Area Managers	Rinne McCullum	All services met informally with all Area Committees.	31-Mar-21
AGS 3.1.2 HGO19.1.3 Performance management - decision making	Completed	100%	SLT	Silvan 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. P1a resources and actions to be developed in accordance with SMART. Templates promote use of LGSF and other appropriate benchmarking frameworks to drive service improvement.	31-Mar-21
AGS 3.1.3 HGO19.1.2 Complaints	Completed	100%	Michelle Milne, Caroline O'Shaughnessy	Auditors: David Anderson	Report is shared with services for action and review by audit Committee will support the process. Update: Annual Complaints Report submitted to Audit Committee 19 September 2019 and will be delivered annually.	31-Mar-21
AGS 3.2 HGO19 Use of Resources	Overdue	40%	Ruairi Wilson	Ruairi Wilson	PARENT ACTION	31-Mar-21
AGS 3.2.1 HGO19.1.3 Scheme of Governance	Overdue	40%	Mary Beattie, Karen Wilks	Ruth O'Hare	This work was due to be included with the overall Expenditure Approval Process Project (EAPP) which was set in final in February 2020. The EAPP Project Board will meet on 26 April 2021 to discuss the future plans for the project. In the meantime further interim changes to the Financial Regulations in relation to grants were agreed by Full Council on 11 February 2021, to address particular issues with external funding.	31-Mar-21
AGS 3.2.2 HGO19.1.1 Service Level Agreements	Completed	100%	Nichole Johnson	Nichole Johnson	The review of the use of SLAs across services has been completed. Feedback is being provided to each Service Management Team who will assess the appropriateness of their use of SLAs in overall terms as well as individually when a specific SLA fails due to review.	31-Mar-21
AGS 3.2.3 HGO19.1.2 Budget Setting Process - Aligning to Outcomes/Projects.	Overdue	40%	Mary Beattie, Morna Bewley, Alison Tennant	Mary Beattie, Morna Bewley, Susan Donald, Alison Tennant	Update required - MTFS 2 approved by Full Council November 2020	30-Nov-19
AGS 3.2.4 HGO19.2.2 Budget Setting Process - Transparency & Accountability	Overdue	10%	Mary Beattie, Morna Bewley, Alison Tennant	Mary Beattie, Morna Bewley, Susan Donald, Alison Tennant	Adaptive Services Board Strategic Leadership Team. RIG	31-Mar-19
AGS 3.3 HGO19 Partnership Working	Completed	100%	Area Managers	Allison Cumming, Maureen Sheehan	PARENT ACTION	30-Apr-20
AGS 3.3.1 HGO19.4.1 Community Councils	Completed	100%	Area Managers	Allison Cumming, Maureen Sheehan	All relevant modules on ALDO have been updated to show Community Councils to access learning whenever subs them.	31-Jan-20
AGS 3.3.2 HGO19.4.2 Personal Performance Plans (PPP)	Completed	100%	Laura Simpson	Kay Hopwood	To date no formal sessions with Community Councils have taken place.	31-Jan-20
AGS 3.3.3 HGO19.4.3 Leadership Officers	Completed	100%	Laura Simpson	Kay Hopwood, Jim Savage	Online modules within ALDO have been updated so there is a constant resource available.	31-Jan-20
AGS 3.3.4 HGO19.4.4 Leadership Elected Members	Completed	100%	SLT	Kay Hopwood	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.	31-Jan-20
AGS 3.3.5 HGO19.4.5 Leadership Elected Members	Completed	100%	SLT	Kay Hopwood	Annual Continued Professional Development programmes are made available to Elected members providing mutual opportunities through regular meetings on subjects such as sustainability, social media and skills such as agile mind set, digital, media, etc.	31-Jan-20
AGS 3.3.6 HGO19.4.6 Leadership Elected Members	Completed	100%	SLT	Kay Hopwood	The next phase of development to get about to start with officer/member co-operation of CPD programme for the next 2 years.	31-Jan-20
AGS 3.4 HGO19 Certificate of Assurance	Completed	100%	SLT	Mary Beattie, Kate Bond, Ruth O'Hare	PARENT ACTION	31-Mar-21
AGS 3.4.1 HGO19.1.1 Certificate of Assurance	Completed	100%	SLT	Mary Beattie, Kate Bond, Ruth O'Hare	These actions have been brought forward and are captured within the various plans within the CAP which is reported on quarterly to committee. Staff points listed will also be addressed with the implementation of the new performance framework and delivery plans. This action is now closed.	31-Mar-21

Annual Governance Statement Action Plan
2021

Report Type: Actions Report
Report Author: Julia Fogarty
Generated on: 30 April 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
Annual Governance Statement Action Plan 2020/21	In Progress	91%				31-Mar-21
AGS2020 1 Delivering Effective Governance	In Progress	70%	Mary Beattie, Karen Wiles	Ruth O'Hare	PARENT ACTION	31-Mar-20
AGS2020 1.1 Scheme of Governance - review and review appropriate inclusion of Loans and Grants within Scheme of Governance	Overdue	30%	Mary Beattie, Karen Wiles	Ruth O'Hare	The Expenditure Approval Process Project remains on hold. Officers are due to meet in April 2021 to discuss the future of the project. Consideration will be given as to whether further changes are required to the Scheme of Governance as part of the Annual Review of the Scheme which will commence in Summer 2021.	31-Mar-20
AGS2020 1.2 Provide Quarterly Progress Reports on AGS Action Plan to Audit Committee	Completed	100%	Kate Bond	Fiona McCullum	Quarterly updates are now being provided to Audit Committee as well as all Policy Committees.	30-Apr-21
AGS2020 1.3 Ensure Annual Governance Statement for 2020/21 is the subject of a report to all the Policy Committees for discussion and comment prior to being put before Audit Committee.	Completed	100%	Ritche Johnson	Mary Beattie	The Annual Governance Statement is being presented to all Policy Committees in the May/June cycle of committee meetings prior to being presented to Audit Committee with the Unaudited Accounts at its meeting in July.	31-Mar-21
AGS2020 2 Ensuring Openness	In Progress	85%				31-Mar-21
AGS2020 2.1 Undertake formal reporting on the work of the Audit Committee to Full Council	Completed	100%	Kate Bond		PARENT ACTION	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 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%	Angela Keith, David MacLennan, Ann Overton	Angela Keith, David MacLennan, Ann Overton	All relevant modules on ALDO have been updated to allow Community Councils to access training 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 so on - 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. Complete.	31-Jul-21
AGS2020 2.3 Strengthen transparency of community engagement to include clarity on what is meant	In Progress	75%	Kate Bond	Fiona McCullum	PARENT ACTION	31-Jul-21
AGS2020 2.3.1 Engagement and participation policy to be developed/revised	In Progress	75%	Kate Bond	Fiona McCullum	The Engagement & Participation group reviewed progress of the policy and guidance at the beginning of March to ensure work will be completed in time to enable us to report to Business Services Committee in June 2021 with Area Committees being consulted prior to this. The Draft Policy is ready and case studies and guidance are being finalised by officers from across council services and the H&SOP by the end of March.	31-Jul-21
AGS2020 2.4 Review arrangements for provision of information to Community Groups, including funding streams available.	In Progress	80%	Angela Keith, David MacLennan, Ann Overton	Angela Keith, David MacLennan, Ann Overton	The 2021 Area Committee Budget was agreed at FC in March 2021. reports have gone to Area Committees for approval for overall approval of approach. Also note that a review of the Education Trust is ongoing and will have an area focus and website pages will be required to be updated too.	31-Mar-22
AGS2020 2.5 Promote opportunities for community groups to use participation requests	In Progress	75%	Kate Bond	Fiona McCullum	PARENT ACTION	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 McCullum	The roll out of the new engagement tool, Engagement HQ, has been the focus through February and March 2021. The Business Strategy Team have provided training for around 300 people and 73 users have been added to the system. Support is being provided to these users to develop engagement activities. The Engagement & Participation group reviewed progress of the policy and guidance at the beginning of March to ensure work will be completed in time to enable us to report to Business Services Committee in June 2021 with Area Committees being consulted prior to this. The Draft Policy is ready and case studies and guidance are being finalised by officers from across council services and the H&SOP by the end of March.	31-Jul-21
AGS2020 3 Developing the Council's Culture	In Progress	85%				31-Jul-21
AGS2020 3.1 Promote Partnership Policy/Framework across the organisation	Completed	100%	Kate Bond		https://www.aberdeenshire.gov.uk/your-voice/our-partnerships/	31-Mar-21
AGS2020 3.2 Set out objectives for embedding One Aberdeenshire for the year ahead	Completed	100%	Kate Bond		PARENT ACTION	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 staff microsurveys, regular business, Team Talks and direct engagement with managers. Activity is being monitored via quick polls on Aristotle.	31-Jul-20
AGS2020 3.3 Provide clear guidance to managers in support of EPPS	Completed	100%			PARENT ACTION	31-Jul-20
AGS2020 3.3.1 Issue further resources such as articles and webinars and support to existing support delivered to help managers develop their skills in this area	Completed	100%	Mary Beattie		The ALDO course is regularly reviewed and supplemented with online training, recent training has been provided on how to manage PPPs on line.	31-Jul-20
AGS2020 3.4 Increase visibility of our leadership in relation to embedding values in support of future council and One Aberdeenshire, with a focus on leadership development	Completed	100%	Mary Beattie		PARENT ACTION	31-Jul-20
AGS2020 3.4.1 Undertake gap analysis and develop action plan based on findings	Completed	100%	SLT, Mary Beattie		One Aberdeenshire Principles and council priorities are regularly discussed and being developed at all Leadership Forums, 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 both project approval and design resources	In Progress	85%	Kate Bond	Donna Redford	The approved Strategic Change, Capital Plan & HRA Capital Board project prioritisation process is being integrated and tested through Service Transformation Boards. The outputs from this will be considered by the Board which will lead to a revised programme of work enabling resources to be assigned to the prioritised programmes.	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	The learning gained from AGS and discussion through CML Officers has informed the development of a new model which will be refined as part of an iterative process of learning and informing the model.	31-Jul-21
AGS2020 4 Managing Risks and Performance	In Progress	75%				30-Nov-20
AGS2020 4.1 Develop medium-term resource plans demonstrating integrated financial and economic capacity to deliver agreed council objectives	Overdue	85%	Mary Beattie	Mary Beattie	PARENT ACTION	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	Overdue	85%	Mary Beattie	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 services responsibilities	Overdue	87%	SLT	Ritche Johnson	PARENT ACTION	31-Mar-21
AGS2020 4.2.1 Re-consider existing priorities due to the societal, organisational and financial impact of COVID-19	Completed	100%	Mary Beattie	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	Overdue	75%	Mary Beattie	Susan Donald	Review by Audit Committee	31-Mar-21
AGS2020 4.3 Review the structure of financial performance reporting with the Committee cycle	Overdue	90%	Mary Beattie, Karen Wiles	Mary Beattie	PARENT ACTION	31-Mar-21
AGS2020 4.3.1 Consider how to provide Committees with more current financial performance data under the current Committee cycle	Overdue	90%	Mary Beattie, Karen Wiles	Mary Beattie	<ul style="list-style-type: none"> 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 5pm the night before Committee. Councillors have access to Power BI reports for their respective out with the Committee cycle. 	31-Mar-21
AGS2020 4.4 Review the use of performance data and benchmarking by services to drive continuous improvement	In Progress	70%	Kate Bond		PARENT ACTION	31-Mar-21
AGS2020 4.4.1 Embed discussions on performance at DMTs, CLG and area management teams. Active use of PeerStars	Overdue	70%	SLT	Ritche Johnson	The first iteration of Directorate Plans have been approved with associated Performance Measures and use of LGSB indicated. Area Plans currently being developed, again with associated action plans.	31-Mar-21
AGS2020 4.5 Review budget setting process	Overdue	60%	Mary Beattie	Mary Beattie, Moira Beverley, Susan Donald	Update required - MTPS 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: 30 April 2021

Action	Status	Progress	Managed By	Assigned To	Latest Note	Due Date
How Good is Our Governance Action Plan 2020/21	In Progress	76%	Kate Bond	Fiona McCallum		31-Aug-21
HGIQG 1 Performance Management	Overdue	70%	SLT, Angela Keith, David MacLennan, Ann Overton	Angela Keith, David MacLennan, Ann Overton	PARENT ACTION	30-Apr-21
HGIQG 1.1 Revise and update performance information on Pentana	Overdue	70%	Kate Bond	Fiona McCallum	Work has commenced to review and update performance information on Pentana. Services have been requested to ensure that all inactive performance indicators and actions are retired and that all performance information is up to date. This work is being coordinated by the Business Strategy team. Once agreed, new performance indicators and actions will be added. All ECS information is up to date - all inactive PIs are removed or deactivated.	01-Apr-21
HGIQG 2 Impact on the Local Community	Completed	100%	Kate Bond		PARENT ACTION	31-Jan-21
HGIQG 2.1 Provide a much clearer description of links between the Council and work ongoing within Communities	Completed	100%	Kate Bond	Fiona McCallum	Phase 2 of the Community Impact Assessment is due to commence in Spring 2020. This phase will be led by the Area Manager (Garioch) and supported by the Business Strategy team. Additionally, our Community Planning Partners have accepted an invitation to be part of this process. The results of the CIA have been utilised when developing the Council's Priorities, Principles and Plan and also the refreshed six area Community Plans, the Directorate Plans and Council Budget. The Council is also utilising CIA has to aid decision making both by committees and officers. Phase 2 will be developed to tackle specific issues that arose during Phase 1 such as <ul style="list-style-type: none"> The difference in responses from the two sexes - 82% of Underrepresentation from under 25s - less than 2% of respondents were under 25. <ul style="list-style-type: none"> Ensuring there are responses from the full range of household income groups <ul style="list-style-type: none"> Exclusion of older people and people without access to internet or devices, whether due to economic or geographical reasons <ul style="list-style-type: none"> Engaging with the communities of non-British nationals, specifically in Buchan and Banff and Buchan. A partnership approach to the CIA will provide a strong foundation from which those opportunities can be enhanced and ensure our resources are focused efficiently and effectively for the benefit of the communities we all serve. Area Plans provide additional specific linkages between the work of the Council and the work going on in communities and the different plans in place. Area plans provide the golden thread between the Council, CPP and our communities.	31-Jan-21
HGIQG 3 Leadership and Direction	In Progress	85%	Jim Savage		PARENT ACTION	31-Aug-21
HGIQG 3.1 Improve and maintain consistently clear message from Leaders and senior management	In Progress	85%	SLT	Ritchie Johnson	The Council has set it's budget for 2021/22 and set out clear budget priorities for the year ahead.	31-Aug-21
HGIQG 4 Structure and Function of Audit Committee	In Progress	49%	Karen Wiles		PARENT ACTION	31-Aug-21
HGIQG 4.1 Tailored and informal training supported by officers/external trainers	In Progress	15%	Karen Wiles	Ruth O'Hare	A report will be submitted to the meeting of Audit Committee on 1 July 2021 with proposals for scheduled training across the year.	31-Aug-21
HGIQG 4.2 Review attendance and work to identify and reduce barriers to attendance/participation of Members and level of Substitute Members	In Progress	15%	Karen Wiles	Ruth O'Hare	A report will be submitted to the meeting of Audit Committee on 1 July 2021 following the outcome of the review with recommendations for improvement.	31-Aug-21
HGIQG 4.3 Consideration of the publication of full reports to Audit Committee	Completed	100%	Ritchie Johnson	Colin Harvey	Agreed at the Audit Committee of 25 March 2021	31-Aug-21
HGIQG 4.4 Consider a review into all current outstanding recommendations/plans	In Progress	65%	Colin Harvey, Ritchie Johnson	Fiona McCallum	On 3 March 2021 SLT agreed Directors would review and actively manage / refresh all outstanding audit recommendations. Any recommendations that for example are no longer valid, require an extension, or the risk is to be accepted should be notified to Internal Audit so they can be reported to Committee. In future these will be reviewed once/twice per year as part of a regular routine programme to be embedded within service plans. Performance to be monitored by SLT - arrangements to be agreed.	31-Aug-21
HGIQG 4.5 Provide annual report to evidence the value added from the scrutiny process	In Progress	50%	SLT	Ritchie Johnson; Ruth O'Hare	This will be incorporated into the annual report from the Audit Committee to Full Council.	31-Aug-21

