

Chief Executive's Service

Service Report

1. Introduction

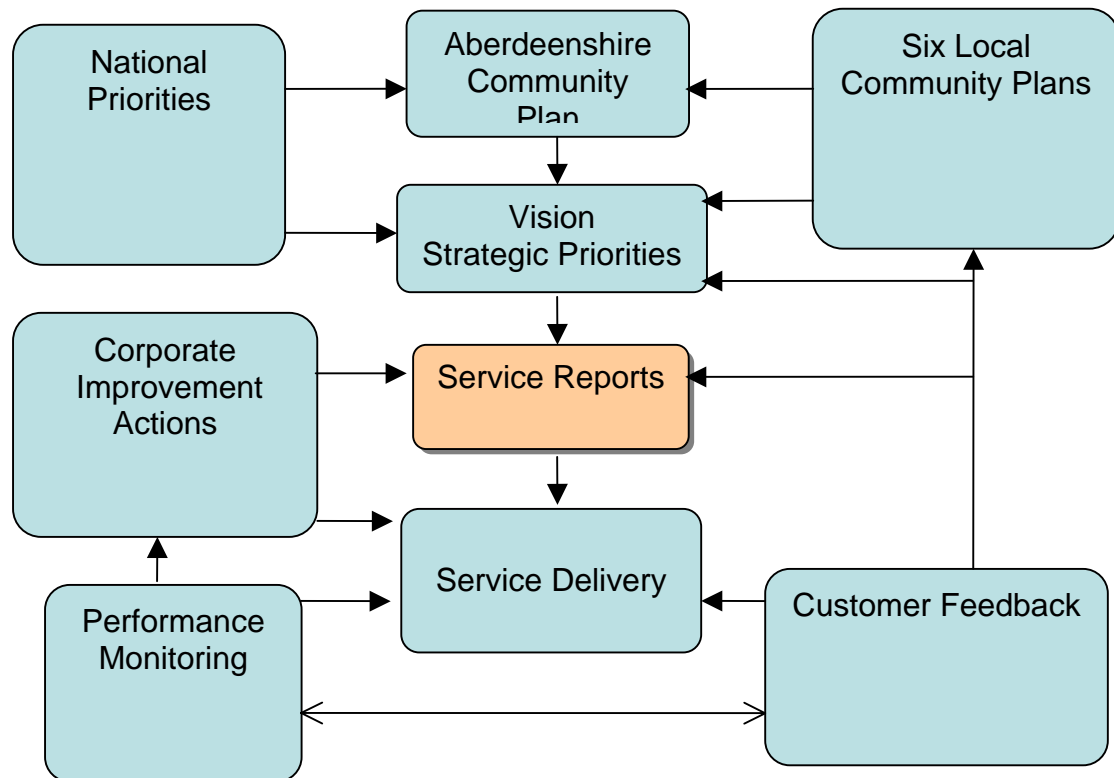
This is the Chief Executive's Service Report for April 2009 to March 2010.
The service report is a strategic document intended for:

- a. Policy & Resources Committee
- b. Chief Executive's Service Management Team
- c. Chief Executive's Service key stakeholders and partners.

Further information relating to the Chief Executive's Service can be found on
the Aberdeenshire Council Website: www.aberdeenshire.gov.uk

2. Setting the Scene

This report prepared for Aberdeenshire Council forms part of the strategic plans framework that allows services to monitor and report on progress towards the achievement of the council's vision and strategy.



The focus of this report is service performance and service level contributions to strategic and corporate plans.

It includes an overview of service performance during the previous year and a summary of the service's priorities and anticipated challenges for the forthcoming year. The report also includes detailed information on service responsibilities and agreed actions to ensure the delivery of a range of council plans including:

- Strategic Priorities
- Best Value Audit Improvement Plan
- The Employee Surveys Improvement Plan
- The Residents Survey Improvement Plan
- Aim Action Plans

In most cases the actions listed will form part of longer-term programmes.

In addition the service reports include actions that the service will be undertaking during 2009/10 to contribute to the delivery of the local outcomes contained within the Single Outcome Agreement.

The service report does not include detailed planning and performance information relating to all activity within the service. The service produces a number of other strategic plans, such as Workforce Strategy Implementation Plan, Recruitment Plan, Corporate Risk Register, ICT Business Strategy, which are reported to Committee under separate cover. The service also produces detailed operational plans monitored by the service management team and which are also available to councillors.

3. Our Vision, Values and Aims

The Chief Executive's Service vision and purpose is to provide corporate leadership, support councillors, and work in partnership to make Aberdeenshire the best council and the best area in Scotland.

The Chief Executive's Service incorporates Corporate Communications; Corporate Policy and Improvement; Health, Safety and Development; Human Resources, Strategy and Organisational Development; ICT; and Area Managers.

4. How are we doing?

This section provides a high level statement of service performance during 2008/09. More detailed information relating to service performance can be found in the service performance indicator report that is presented to Policy & Resources Committee on a 3 monthly basis.

4.1 Achievements in 2008/9

The major achievements of the service during 2008/09 were:

4.1.1 Community Wellbeing

- Assisted with the successful conclusion of the Aberdeenshire Towns Programme and the creation of new Independent Development Trusts.
- Development of the Aberdeenshire Council Emergency Planning Policy & Procedures and Incident Management Framework.

4.1.2 Jobs and the Economy

- Supported the recruitment process for 3096 vacancies. Developed 26 Micro-sites, attended 11 Careers Events and organised 4 Recruitment days (January-December 2008).
- Provided 9,572 training places in the period 1 Jan – 31 December 2008 and supported employees through a range of assessed learning including vocational qualifications (VQ's).

- Brought together the City & Shire Homecoming 2009 programme.

4.1.3 Lifelong Learning

- Supported the 'Reaching Out' in Fraserburgh and Peterhead project. The team won the Scottish Local Authorities Team of the year award at the COSLA Excellence Awards in March 2009.

4.1.4 Developing our Partnership

- Produced the first Local Community Plans
- Successfully completed the council's first single outcome agreement (SOA) in partnership with community planning partners.
- Continued to work with Aberdeen City and Moray Councils to support the Institute of Customer Service Awards and with NHS Grampian and Aberdeen City to continue joint training around the social care agenda.

4.1.6 Corporate Improvement

- Led on the successful audit of best value and community planning followed by approval of a related improvement plan.
- Support for first successful implementations of Kaizen for Daily Improvement (KDI) in P&ES and H&SW.
- Raised the profile of Aberdeenshire Council, and managed significant reputational issues through liaison with local, regional, national and international media.
- Developed and secured approval for a workforce strategy document.
- Developed Risk Registers for all services using consistent probability and impact criteria.
- Significantly increased data networking performance for schools, libraries and other Council workplaces.
- The Council website won the SPiN/SOCITM Scottish Website of the Year Award in 2008. The service implemented a comprehensive re-design of the site and assisted Services to provide more efficient self-service on-line transactions.
- Assisted Services to integrate their information processing systems with the Corporate Address Gazetteer (CAG). Twelve key business systems are now linked to the CAG, a leading position amongst Scottish local authorities.

4.2 Performance and Improvement

4.2.1 Performance

New performance indicators for the service's Corporate Policy and Improvement team and Corporate Communications team will be reported to committee in September for the first time for April- Jun 2009.

The HR, Development & Training and Health & Safety functions have revised their PI's to include more meaningful information including, cost effectiveness, absence, recruitment & retention and customer satisfaction. Of particular importance will be information in relation to absence as the reduction in absence levels across all sectors of the council has been identified as both a corporate and a national priority.

The ICT PI's and associated complaint and compliment logs indicate that our service levels are being maintained in the face of expanding use of ICT-based facilities and increasing demand. This year we intend to develop a new ICT "project success" indicator, based on professional and external audit best practice guidance. This is widely acknowledged as a challenging indicator to measure properly.

4.2.2 Improvement

Key improvements are currently under way in the following functional areas:

- Reorganisation of the former policy and corporate communications teams, with a clearer focus on corporate policy and improvement, and a council wide approach to communications and design.
- The implementation of the HR Modernisation Review will deliver a number of key improvements by ensuring a more customer focused service that works effectively at strategic and operational levels.
- The establishment of a new wellbeing team will support the management of sickness absence.
- We are continuing to develop the ICT Service Desk processes to enable an increasing proportion of support calls to be dealt with and resolved immediately.
- We are developing a new approach to developing ICT-related strategy and the management of associated work priorities by working more closely and more actively with senior Service managers in linking their desired outcomes to enabling systems and technologies.
- In order to reduce service overheads and improve service resilience in the event of failure we are rationalising and standardising the council's server infrastructure. We are also introducing a new breed of technological solutions to accelerate the speed of network data links between council workplaces.

5. Looking Forward

5.1 Service Priorities

The Chief Executive's service is working to deliver the council's Strategic Priorities and the local outcomes contained within the Community Planning Partnership Single Outcome Agreement (SOA). In addition, following analysis of external requirements, national and local priorities, service performance and customer feedback, the service has identified a number of priorities for 2009/10. These are:

- The implementation of the workforce strategy is a pivotal area for the service and will provide a solid basis for the council to prepare for the challenges of the future.
- Continuing to work on the council's strategy for recruitment with an emphasis on widening the pool.
- Supporting councillors to meet their obligations in regard to continuous professional development.
- Completing the review of EDRS and leading on the implementation of its successor.
- Putting in place performance management arrangements for the 2009 community planning partnership SOA.
- Using the increased Community Planning budget to ensure a full-time equivalent community planning officer in each Area and a local budget for activities.
- Maintaining successful implementation of the audit of best value and community planning improvement plan and reviewing its overall impact.
- Concluding a community planning partnership compact with the third/voluntary sector.
- Leading the implementation of kaizen for daily improvement (KDI) across the council.
- Enabling the move towards greater use of technological support for learning assessment and verification.
- Continuing to promote and develop a positive health & safety culture within the council.
- Completing the development and implementation of a new integrated schools ICT support service.
- Playing a key role in enabling and supporting the improvement plans arising from a range of change initiatives including Customer First, Workstyle Transformation and Diagnostic Pathway.

5.2 Service Challenges

Over the next five years the service will need to confront the following challenges:

- Helping to ensure the council achieves its vision to be the best council in Scotland.
- Further developing community planning into a more effective partnership model for delivering public services across Aberdeenshire.
- Strengthening our community engagement role.
- Managing the move to a more flexible workforce through Workstyle Transformation.

- Aligning the council to achieve an excellent audit of best value and community planning under the new best value audit regime.
- Reviewing pay and remuneration packages to ensure the council is competitive in the employment market and remains equal pay compliant.
- Ensuring the resilience of our critical service provision and ability to respond to emergency situations.
- Continuing to improve the council's underlying ICT infrastructure, specifically server and network systems to support the GLOW initiative in schools and the needs of smaller council offices and workplaces.

5.3 Service Resources

The financial settlement for 2010/11 will be tight, with a likely reduction in finance to Aberdeenshire. The Chief Executive's Service will be taking a key role in looking at the implications of how reductions in budgets can be achieved.

The Service's priority is identifying resources to assist the council to deliver on its agenda for change and modernisation.

Action Plans

This section shows the strategic and corporate actions for which the chief executive's service are accountable during 2009/10. The committee will receive a progress report for the 2009/10 actions in November 2009.

Strategic Priorities

Theme: Community Wellbeing

| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|----------------------------|---------------|---|----------------------------------|---|
| Enhancing Community Safety | CW1.2 | Improve the safety and environment for those living in our communities. | William Munro (Area Manager K&M) | <ol style="list-style-type: none"> 1. Deliver a public reassurance campaign which addresses the realities and public perception of community safety issues. 2. Provide Home Fire Safety visits to the most vulnerable in the community. 3. Deploy portable CCTV systems based on greatest need. |
| | CW1.3 | Continue to identify and tackle anti-social behaviour, particularly vandalism, neighbour difficulties, and disorder in public places. | William Munro (Area Manager K&M) | <ol style="list-style-type: none"> 1. Assess the effectiveness of the Community Warden Service and determine how the expansion of the service could impact on CSP priorities. 2. Develop an overarching plan to tackle cross cutting issues of underage drinking, vandalism and youth disorder. 3. Development and use of street mediation. 4. Structured and consistent use of Warning letters, ABCs and ASBOs. 5. Work with criminal justice partners to assist with diversion from prosecution and beneficial case disposals. |
| | CW1.4 | Continue to identify and tackle problems in communities caused by the misuse of alcohol and drugs. | William Munro (Area Manager K&M) | <ol style="list-style-type: none"> 1. Deliver the Safer Streets Initiative. 2. With ADAT scope the level of diversionary and educational inputs in existence and assist in enhancing where appropriate. 3. Consistent and coordinated awareness raising in communities and workplaces. |



| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|----------------------------|---------------|---|---|--|
| | CW1.5 | Protect people from domestic abuse. | William Munro (Area Manager K&M) | <ol style="list-style-type: none"> 1. Work with partners and the licensed trade on education material demonstrating the link between alcohol and domestic abuse. 2. With ADAT ensure consistent use of the media in relation to domestic abuse. 3. Sponsorship of Alcohol Support Workers. |
| Delivering health and care | CW3.1 | Work with partners to improve the health of the people of Aberdeenshire | Roger White (Head of Corp Policy & Imp) | <ol style="list-style-type: none"> 1. Develop an integrated implementation tool and pilot it to help reduce smoking by June 2009. 2. Develop an integrated impact assessment tool to include health impact of policies and actions by Sept 2009. 3. Build the capacity of communities to improve health in their areas, ongoing to March 2010. |
| Community engagement | CW5.1 | Improve the council's approach to engagement and consultation to actively involve residents and communities in the council's decisions. | Kate Bond (Head of Corp Comms) | <ol style="list-style-type: none"> 1. Prepare and consult on draft engagement policy. 2. Undertake communications activity to raise the profile of consultation activity. 3. Review and report back on the effectiveness of the consultation strategy. |
| Promoting inclusiveness | CW6.1 | Work with communities and partners to regenerate priority areas. | Chris White (Area Manager, Buchan) | <ol style="list-style-type: none"> 1. Continue to develop the Aberdeenshire town partnerships to ensure they are able to deliver community led regeneration in Fraserburgh, Huntly, Peterhead and Banff/Macduff. 2. Appoint Tackling Poverty Manager by June 2009. 3. Ensure delivery of Working for Families, More Choices More Chances, Community Regeneration projects and Community Voices. 4. Set up the Tackling Poverty & Health Inequalities Strategy Group by end May 09. |
| | CW6.2 | Work to integrate migrant workers and other ethnic minority groups into Aberdeenshire communities. | Ian Fowell (Area Manager, Garioch) | <ol style="list-style-type: none"> 1. Continue to work with International Centre to develop dialogue and outreach services to migrant workers and other minority ethnic groups in Aberdeenshire. 2. Work in partnership with GREC and the International Centre in their work with migrant workers. 3. Provide Polish classes for Housing & Social work staff. 4. Provide courses in English for speakers of other languages (ESOL). |



| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|--------------------|---------------|--|---|---|
| | CW6.3 | Ensure that services are accessible to all members of the community. | Keith Newton (Area Manager, Formartine) | 1. Produce first composite report on service accessibility by end September 2009. |

Theme: Lifelong Learning

| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|----------------------------------|---------------|---|---|---|
| Effective targeting of resources | LL1.5 | Implement the Recruitment, Retention and Succession Planning Initiative to address the particular difficulties with the supply of teachers. | Laura Simpson (Head of HR, Strategy, and Org Dev) | <ol style="list-style-type: none"> 1. Develop targeted media campaigns, web literature, employee benefits and application information to encourage teachers and probationers to choose Aberdeenshire council. 2. Develop and implement an older people's strategy for recruitment. 3. Develop and implement a youth strategy for recruitment. 4. Continued development and implementation of the Scottish Recruitment Portal through which national targeted teaching campaigns can be developed. 5. Develop and introduce succession planning and evaluate outputs. |

Theme: Sustainable Environment

| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|-----------------------------------|---------------|---|--------------------------------|--|
| Achieving sustainable development | SE2.3 | Develop sustainable communities where residents can live, work, play and access services all within the local area. | Les Allan (Area Manager, Marr) | <ol style="list-style-type: none"> 1. Deliver Community Action Plans across Aberdeenshire. 2. Provide a review framework to ensure Community Action Plans are linked to Local Community Plans by March 2010. |

Theme: Developing our Partnerships

| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
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| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|-------------------------------|---------------|---|--|--|
| Developing Community Planning | DP1.1 | Increase awareness of community planning in communities, and build on their successes. | Chris White (Area Manager, Buchan) | <ol style="list-style-type: none"> Propose improvements to the way Community Planning is communicated by end September 2009. Complete consultation with communities through community planning theme workshops by end September 2009. |
| | DP1.2 | Ensure that the Community Planning Partnership delivers its agreed priorities for 2007-2010. | Roger White (Head of Corp Policy & Imp) | <ol style="list-style-type: none"> Ensure SOA 2009 agreed with Scottish Gov by June 2009. Publish CPP annual report 2008/09 by August 2009. Submit report on SOA 2008 to Scottish Gov by September 2009. Agree performance management arrangements for the SOA by September 2009. Submit first performance management report to CPP board by December 2009. |
| | DP1.3 | Introduce Local Community Plans by April 2008 that set out the community planning partnership's local priorities for each area. | Chris White (Area Manager, Buchan) | First version of Local Community Plans delivered. <ol style="list-style-type: none"> Deliver Local Community Plans based on consultation with communities (see DP1.1 item 2) by April 2010. |
| | DP1.4 | Integrate other major council partnerships more closely into community planning. | Roger White (Head of Corp Policy & Imp) | <ol style="list-style-type: none"> Identify other major partnerships that should integrate more closely into community planning by June 2009. Ensure all relevant partnerships are integrated by March 2010. |
| Sharing Services | DP2.1 | Ensure that all partnership and joint working arrangements are effective, are accountable for their policies, and the outcomes they achieve produce benefits that outweigh their costs. | Roger White (Head of Corp Policy & Imp) | <ol style="list-style-type: none"> Complete 2009/10 programme of partnership reviews by March 2010. Review council partnership policy by January 2010. |
| | DP3.1 | Share services with other public bodies that will deliver improved services and save money, including through the Aberdeen City and Shire Modernisation and Shared Services Board and the North East of Scotland Joint Public Sector Group. | Roger White (Head of Corp Policy & Imp) | <ol style="list-style-type: none"> Agree annual programme of work for Aberdeen City and Shire Modernisation and Shared Services Board by May 2009. Develop final proposals for delivery of a joint trading standards service with Aberdeen City by May 2009 including a programme of action to secure full implementation by March 2010. |



| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
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| Community Councils | DP4.1 | Review the effectiveness of how we communicate and work with Community Councils. | Keith Newton (Area Manager, Formartine) | <ol style="list-style-type: none"> 1. Design review proposal including questionnaire by August 2009. 2. Conduct review by October 2009. 3. Report findings and propose action by December 2009. |
| | DP4.2 | Establish an Aberdeenshire Community Council Forum by September 2009. | Keith Newton (Area Manager, Formartine) | <ol style="list-style-type: none"> 1. Community Council Coordinating Group agreed through Community Planning Partnership end 2008. 2. Proposal to meet Coordinating Group to agree way forward by end June 2009. |

Theme: Corporate Improvement

| Strategic Priority | SP Identifier | Key Action | Senior Responsible Officer | Actions 2009/10 |
|------------------------------------|---------------|---|---|---|
| Outcome Focus | CI2.1 | To strengthen the council's performance management arrangements to focus on the difference we make to people's lives. | Roger White (Head of Corp Policy & Imp) | <ol style="list-style-type: none"> 1. Pilot new style management teams/committee performance report June 2009 for implementation by September 2009. |
| Effective corporate communications | CI4.1 | To strengthen communication between stakeholders and the council using the information we gather to improve and prioritise service delivery. | Kate Bond (Head of Corp Comms) | <ol style="list-style-type: none"> 1. Undertake a consultation exercise to help inform the development of a new communications strategy for introduction in 2010. 2. Explore new e-communications tools to encourage dialogue between the council and stakeholders. 3. Support staff in delivering better services through improvements to Arcadia. 4. Develop marketing services to encourage greater use by our residents of council run facilities. |
| The Best Workforce | CI5.1 | To ensure an integrated approach to workforce management that ensures the contribution of all council employees is recognised as key in achieving the delivery of excellent services. | Laura Simpson (Head of HR, Strategy, and Org Dev) | <ol style="list-style-type: none"> 1. Provide managers with up to date information on workforce profiles and demographics. Develop toolkit to assist managers in meeting current and future workforce requirements. Establish workforce development plans at both a service and corporate level. 2. Improve and implement exit processes in order to understand why employees leave. 3. Implement employee development schemes. 4. Ensure effective application of the EDRS scheme, |



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| | | | | including links to performance management. 5. Develop a comprehensive, pro-active approach to absence management. |
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Community Planning Partnership Single Outcome Agreement 2009/10

The action plan below only includes local outcomes where senior officers of the Chief Executive's service have a specific input to the outcome. Our partners will be responsible for ensuring other local outcomes are achieved. Progress towards the achievement of all the Single Outcome Agreement (SOA) local outcomes is reported through the SOA monitoring report.

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| National Outcome 9 | We live our lives safe from crime, disorder and danger | | |
| Local Outcome | Relevant Indicator | Senior Responsible Officer | Local Targets & Timescales |
| 9.1 Our communities will be safer places in which to live, work and visit. | 9.1.1 Percentage of people feeling safe after dark. | William Munro (Area Manager, K&M) | Continuous increase in % feelings of safety. |
| 9.3 People in Aberdeenshire feel safer from antisocial behaviour and experience an improved quality of life. | 9.3.2 Number of racist incidents reported to all agencies (also 11.3.2, 13.3.1) | Ian Fowell (Area Manager, Garioch) | Continued decrease in the number of racist incidents (three yearly moving average). |

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| National Outcome 11 | We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others. | | |
| Local Outcome | Relevant Indicator | Senior Responsible Officer | Local Targets & Timescales |

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| 11.1 An improved approach to engagement and consultation with actively involved residents and communities. | 11.1.1 Percentage of community consultations compliant with National Standards for Community Engagement (NSCE) | Kate Bond (Head of Corporate Communications) | NSCE are embedded in all partners' consultation and engagement processes by 2010/11. |
| | 11.1.2 Percentage of active community councils. | Keith Newton (Area Manager, Formartine) | To strengthen community councils and encourage wider community involvement. |
| | 11.1.3 Percentage of community councils who have carried out wider community engagement/consultation. | Keith Newton (Area Manager, Formartine) | To strengthen community councils and encourage wider community involvement. |

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| National Outcome 15 | Our public services are high quality, continually improving, efficient and responsive to local people's needs. | | |
| Local Outcome | Relevant Indicator | Senior Responsible Officer | Local Targets & Timescales |
| 15.1 Public services are high quality | 15.1.1 The number of statutory performance indicators in the top quarter of all Scottish local authorities. | Colin Mackenzie (Chief Executive) | Year on year increase |
| 15.2 Public services are continuously improving | 15.2.1 The number of statutory performance indicators improving by 5% or more vs the number getting worse by 5% or more. | Colin Mackenzie (Chief Executive) | More improving/fewer getting worse year on year. |
| 15.4 Community Planning partners services are responsive to local people's needs. | 15.4.1 Percentage of residents agreeing or agreeing strongly that they are satisfied with each public sector partner as a provider of local services. | Colin Mackenzie (Chief Executive) | Year on year improvement in perception of all public sector community planning partners. |

Corporate Outcomes and Actions

The following are actions that are included in corporate action plans (Best Value Audit Improvement Plan, Inspection Action Plans, Employee Survey Improvement Plan, Residents' Survey Improvement Plan, AIM Action Plan).

| Intended Outcome | Action Required | Senior Resp Officer | Source Action Plan(s) | Action milestones 2009/10 |
|------------------|-----------------|---------------------|-----------------------|---------------------------|
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| | | | <i>(The plans in which the action(s) are listed)</i> | |
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| The Council has a single continuous improvement framework co-ordinated by Councillors which drives significant and measurable improvement throughout the organisation. | <p>Confirm the overall aims of the framework.</p> <p>Complete review of council's approach to Continuous Improvement.</p> <p>Agree a new single continuous improvement framework for the council.</p> <p>Implement all elements of the continuous imp framework.</p> | Alan Vogan (Corporate Improvement Manager) | Best Value Audit Improvement Plan (Priority Area 1) | <p>Complete</p> <p>Complete</p> <p>P&R to consider framework at P&R Committee on 11 June 09.</p> <p>By December 2009</p> |
| The Council's continuous improvement framework is resourced and implemented | <p>Define resources required to implement the council's continuous improvement framework.</p> <p>Ensure any additional resources required to implement the council's continuous improvement framework are budgeted for.</p> | <p>Roger White (Head of Corporate Policy & Improvement)</p> <p>Colin Mackenzie (Chief Executive)</p> | Best Value Audit Improvement Plan (Priority Area 2) | <p>By May 2009</p> <p>Management team to agree any additional funding to be bid for during 09/10 (13 May 2009) PBSG to agree bid to committee for any additional funding required during 2009/10 (20 May 2009)</p> <p>P&R committee to agree any additional funding to be allocated during 2009/10 (11 June 2009)</p> |
| The implementation and performance management of the Council's Strategic Priorities drives the business of the Council Management Team. The team takes time on a regular basis to consider longer term strategic issues and reports its findings to councillors. | Review progress of management team against the intended outcome of Priority area No. 3, report conclusions to P&R committee and make any adjustments required. | Colin Mackenzie (Chief Executive) | Best Value Audit Improvement Plan (Priority Area 3) | Changes implemented January 2009. Will be reviewed by June 2009. |
| The Council's Vision, | Implement all documented plans | Joanna Shirriffs | Best Value Audit | Service Reports to policy |



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| <p>Community Plan and Strategic Priorities drive all council plans. The plans inform and reflect the council's budget. All council plans are recorded on the Initiatives System. Plans are reviewed and monitored in a systematic way. Plans take account of performance information, and feedback from customers.</p> | <p>that form part of the revised strategic plans framework.</p> <p>Rollout the Initiatives System across all Services.</p> <p>Implement systems and processes to ensure that all relevant planning information is captured in a timely and consistent way and informs the council's priorities.</p> | <p>(Corporate Policy Manager)</p> | <p>Improvement Plan (Priority Area 4)/ CE AIM Action Plan 2007</p> | <p>committees between April and June 2009. Head of Service Work Programmes to be developed by June 2009.</p> <p>All Strategic Priority Key Actions to be in TIS by April 2009. Further action plans to be added to the system from that date.</p> <p>By August 2009.</p> |
| <p>Members and Senior Managers receive timely, appropriate and regular summary performance reports, and have the opportunity to view more detailed performance information. Performance information is used to ensure accountability, identify areas for improvement, and help establish future priorities</p> | <p>Improve the current arrangements for reporting performance indicators to committees ensuring better links with the strategic plans framework.</p> <p>Develop a clear programme of performance monitoring reporting for Management Team, Service and Area Management Teams that links to the strategic plans framework.</p> <p>Implement a revised EDRS scheme ensuring better links with the strategic plans framework, alignment to performance management framework, and emphasising the</p> | <p>Roger White (Head of Corporate Policy & Improvement)</p> <p>Roger White (Head of Corporate Policy & Improvement)</p> <p>Kate Connor (Head of Health, Safety and Development)</p> | <p>Best Value Audit Improvement Plan (Priority Area 5)/ CE AIM Action Plan 2007</p> | <p>By June 2009</p> <p>By June 2009</p> <p>By December 2009</p> |



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| | <p>accountability of individuals and teams in delivering the council's priorities and objectives.</p> <p>Implement councillor access to the Initiatives System.</p> <p>Provide training to all Councillors and senior managers on using the Initiatives System</p> | <p>Joanna Shirriffs (Corporate Policy Mgr)</p> <p>Joanna Shirriffs (Corporate Policy Mgr)</p> | | <p>By August 2009</p> <p>By August 2009</p> |
| <p>The council has an integrated approach to workforce management. All the necessary strategies, policies and procedures are in place and action plans are implemented to ensure that the council is able to recruit, retain, develop, lead and motivate employees. The contribution of all employees is recognised as key in achieving the delivery of excellent services.</p> | <p>Develop a comprehensive workforce strategy.</p> <p>Establish a systematic approach to workforce profiling, planning and development.</p> <p>Establish a short term Cross Service working group to develop workforce planning implementation plans and determine resource requirements to deliver agreed plans.</p> <p>Review priorities within the Recruitment Action Plan and re-focus resources accordingly.</p> | <p>Laura Simpson (Head of HR, Strategy, and Org Dev)</p> | <p>Best Value Audit Improvement Plan (Priority Area 6)</p> | <p>Complete</p> <p>March 2010</p> <p>Complete</p> <p>June 2009</p> |



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| <p>The council has service and risk registers in place which identify the major risks to the council. Risk action sheets exist for Community Planning. The Council has integrated emergency plans and effective response and recovery plans for business continuity, which are regularly exercised and tested. These are all reviewed and challenged on a regular basis.</p> | <p>Review the strategy for risk management, specifically looking at it integration into service management systems.</p> | <p>Norrie Crichton (Risk Management Advisor)</p> | | Complete |
| | <p>Review the Community Planning risk action sheets.</p> | | | Complete |
| | <p>Develop an action plan and set up a programme of monitoring and auditing the risk registers.</p> | | | Complete |
| | <p>Develop/formalise emergency plan profiles for each service providing clarity of roles for response.</p> | | | Complete |
| | <p>Develop, implement and maintain business continuity plans, ensuring arrangements are in place to continue critical service delivery functions with potential major causes of failure and the impact of any loss or disruption identified and recorded.</p> | | | May 2009 |
| <p>Ongoing training and exercising of key council employees and others with designated duties.</p> | April 2009 | | | |



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| <p>The future direction of Community Planning in Aberdeenshire is owned by our elected members. It forms the basis for our Partnerships.</p> | <p>Review the structure and effects of Community Planning activity in Aberdeenshire.</p> <p>Conduct councillor training in hands on development of their role in Community Planning governance.</p> <p>Agree updated actions for Community Planning in Aberdeenshire in the light of the Single Outcome Agreement</p> <p>Review progress with the Local Community Plans and make process improvements to align these with the Single Outcome Agreement.</p> | <p>Chris White (Buchan Area Manager)</p> <p>Kate Connor (Head of Health, Safety and Development)</p> <p>Roger White (Head of Corporate Policy & Improvement)</p> <p>Chris White (Buchan Area Manager)</p> | <p>Best Value Audit Improvement Plan (Priority Area 9)</p> | <p>By June 2009</p> <p>May 2009</p> <p>By April 2009</p> <p>Review planned activity leading to Local Community Plans to be published in April 2010 and set out links to SOA by April 2009.</p> |
| <p>The council has a co-ordinated and systematic approach to community engagement and capacity building. Community engagement is increasingly effective and feedback from communities is positive.</p> | <p>Prepare draft policy, to include national standards of community engagement.</p> <p>Consult on Draft Policy.</p> | <p>William Munro (Area Manager, K&M)</p> | <p>Best Value Audit Improvement Plan (Priority Area 13)</p> | <p>Completed</p> <p>By April 2009. Policy to be introduced by Director of Education, Learning & Leisure.</p> |
| <p>Community Satisfaction in understanding of and assessed contribution to the future plans for our towns and villages.</p> | <p>Definition of communities across Aberdeenshire</p> <p>Publication of Making It Real documents onto LCP website</p> | <p>Area Managers</p> <p>Local Community Planning Officers</p> | <p>Residents' Survey 2008 – Improvement Plan (Improvement Area 1)</p> | <p>By April 2009</p> <p>Ongoing</p> |



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| Residents and visitors are reassured about the safety of Aberdeenshire communities at all times of the day or night. | Further research into the reasons why people feel unsafe after dark. | Kathleen Power (Policy Officer, ASB) | Residents' Survey 2008 – Improvement Plan (Improvement Area 8) | Ongoing |
| Measure the perceptions of individuals and organisations about the annual performance report. | Include specific area's of action to be highlighted on Aberdeenshire Live | Kate Bond (Head of Corporate Comms) | Residents' Survey 2008 – Improvement Plan (Improvement Area 10), Communications Strategy | September 2009 |
| Implement a range of actions to address issues around workload, performance management, effective relationships and recognition. | Combined action plan to be considered by Management team April 2009. | Kate Connor (Head of Health, Safety and Development) | Employee Surveys Improvement Plan | |