

POLICY & RESOURCES COMMITTEE – 18 APRIL 2013

Chief Executive's Service 2013-2016 Service Plan (Aberdeenshire Performs)

1 Recommendations

The Policy & Resources Committee is recommended to -

- 1.1 Consider and approve the service plan and performance reporting arrangements as set out in Appendix 1.**
- 1.2 Instruct the Chief Executive to report to committee quarterly on performance against service objectives and six monthly on progress in delivering all aspects of the service plan.**
- 1.3 Agree to a performance seminar prior to the next Committee to further explore the service objectives and aligned performance measures and actions.**

2 Background / Discussion

- 2.1 The Chief Executive's Service 2013-2016 Service Plan is attached as Appendix 1.
- 2.2 The service plan is intended to confirm the key objectives of the Chief Executive's Service and further clarify and strengthen connections between:
 - The Council Plan 2013-2017;
 - Self assessment and evaluation;
 - Performance monitoring and performance improvement.
- 2.3 The plan provides a strategic focus for the Chief Executive's Service addressing all functions and core activities within the service. It forms the service's contribution to the council's "golden thread". The content of this plan will contribute directly to other service strategies and team plans within the Chief Executive's Service and in those developed with our partners, through community planning.
- 2.4 Five key objectives are identified for the service. In order to demonstrate how well the service is delivering these key objectives, a range of performance measures have been developed which will be reported regularly, by exception, to this committee. Supporting the key objectives is a range of projects and actions which will also be monitored and progress reported six-monthly.
- 2.5 A seminar will be arranged for this committee to enable further discussion and understanding of the performance framework supporting the plan.
- 2.6 The Head of Finance and the Head of Legal and Governance have been consulted in the preparation of this report and their comments have been incorporated.

3 Equalities, Staffing and Financial Implications

- 3.1 An equality impact assessment is not required because the report is to inform committee on performance. There will be no differential impact, as a result of the report, on people with protected characteristics. Projects and actions supporting the delivery of the service plan, which have the potential to have a differential impact on different groups, will have an Equality Impact Assessment undertaken.
- 3.2 There are no specific staffing or financial implications arising from this report but trends are used to inform improvement activity and future budget planning.

Colin Mackenzie
Chief Executive

Report prepared by Amanda Roe, Performance Manager
13 March 2013
CoveringReportCESP201316.doc

Chief Executive's Service 2013-2016 Service Plan

Contents

1.Introduction.....	4
2.Vision.....	5
3.Opportunities and Challenges.....	6
4.Achievements.....	8
5.Service Objectives.....	10
6.Priorities.....	11
7.How Will We Know How We Are Doing?.....	12
8.Resources.....	16
Glossary.....	17

1. Introduction

The Chief Executive's Service supports the vision for Aberdeenshire to be the best area and the best Council. Aberdeenshire Council has a clear vision for the area and expects to provide our residents with the best quality of life in safe, friendly and lively communities.

The purpose of the Service Plan is to show how the Chief Executive's Service contributes to the Council's overall vision for Aberdeenshire and delivery of the three main priorities of growing the economy, managing demographic change and ensuring early intervention wherever appropriate. The plan sets out what we intend to achieve based on the financial and other resources available to us. The Service Plan is the anchor to the Community Plan and Single Outcome Agreement (SOA) through the [Council Plan 2013-2017](#) to Team and Individual Work Plans.

As Chief Executive, I provide the leadership and overall direction for council services ensuring decisions and policies are delivered with sound governance.

My service also encompasses the functions of Area Managers and Community Planning.

Colin Mackenzie
Chief Executive

2. Vision

Our role as a service is defined within our vision:

Area Managers:

Striving to effectively represent the council locally, engaging with communities and partners.

Through an Area Management Team, Area Managers coordinate the provision of integrated high quality services to meet local needs. They also bring a local grass roots dimension to strategic management of the Council. Area Managers and their teams provide advice, support and guidance to local Councillors and administer the Area Committees ensuring that Councillors are properly advised to enable effective decision making. The Area Managers also take a lead role in relation to a number of corporate initiatives including all aspects of community planning.

Community Planning Team:

To support and ensure that the needs and aspirations of all our communities influence the delivery of Aberdeenshire Council and our partners' services.

Area Managers are supported by Local Community Planning Officers and a central Aberdeenshire Community Planning team. The Chief Executive's Service acts as lead partner for the Local Community Plans and enables a programme of Community Action Plans at settlement level and further, acting effectively in the lead partner role in the Community Planning Partnership. Area Managers ensure that there is effective engagement with the community and robust data to evidence need and to inform setting of objectives and targets consistent with the Single Outcome Agreement.

The vision of the Aberdeenshire Community Planning Partnership is to 'Work together for the best quality of life for everyone in Aberdeenshire'. This involves the Partners working together to enable happy, healthy and fulfilled residents, living in a healthy, safe and sustainable environment with a vibrant local economy. The Local Community Plans aim to develop the Partners' vision by building a sustainable economic and social future for communities in each area.

3. Opportunities and Challenges

The coming year will be a demanding one for us. The Scottish Government will continue the pace of public sector reform and this reform agenda will have a significant impact locally. There will be substantial work required by the Council and our partners to support the integration of health and social care and there will continue to be change as a result of the introduction of a single Police Service and a single Fire and Recue Service across Scotland.

The outcomes of the recent Ministerial Review of Community Planning and Single Outcome Agreements will further strengthen the duty on the council and its partners to work together to improve outcomes through participation in community planning. The council will need to demonstrate a long term plan for how it will support a shift towards preventative spending, supporting early intervention and show what will be different for communities 10 years ahead and what will be done to improve outcomes on a rolling 3-year basis.

The Council's activities in the coming years will be largely influenced by the continued economic challenges facing the organisation. With the significant financial pressures that are facing the Council, the need for consistent engagement with residents, communities and partners is critical. How we do this will play a significant role in how the Council is viewed by service users, partners and the business community and effective community partnership is critical. The Chief Executive's Service will continue to help communities understand the impact of the financial position, and working with partners and communities to support community capacity.

The Council is also moving towards a greater focus on 'Place' and will be working with communities and partners to develop and implement plans for communities which strengthen the sense of identity, pride in place, identify and tackle local issues with local solutions and promote early intervention and prevention.

The Service recently participated in a self-assessment of the Council in order to evaluate how well we are performing. Although this exercise identified a number of areas of good practice, it also highlighted a number of areas for improvement. The summary evaluation report, including improvement activity required, can be viewed [here](#).

In November 2012, as a result of some areas of uncertainty identified in the council's 2012-2015 Shared Risk Assessment, Audit Scotland undertook a focussed Best Value 2 (BV2) audit. Overall the audit was positive and found a strong senior management team, effective performance management, an established improvement culture in the council, and a strategic approach to workforce planning. The Shared Risk Assessment has been updated for 2013-2016 and is also positive - with all areas of the council's activity assessed as 'not requiring scrutiny'. The findings of the BV2 audit are available [here](#) and a copy of the current Assurance and Improvement Plan associated with the shared risk assessment is available [here](#).

All public authorities now have a legal requirement to produce and publish a set of equality outcomes by 30 April 2013 which set out what we aim to achieve in promoting equality, tackling discrimination and fostering good relations over the next four years (2013-2017).

The council has developed six equality outcomes, identified in the [Council Plan 2013-2017](#). Our service is contributing to the delivery of these outcomes through the delivery of the key objectives identified in this plan as well as other key plans, policies and strategies. Activities identified to support the delivery of the objectives, which has the potential to have a differential impact on different groups, will have an Equality Impact Assessment undertaken. An Equality Impact Assessment (EIA) aims to assess the impact of the council's policies, procedures and functions on those who have [protected characteristics](#). It allows us to make balanced judgements in all decisions including difficult ones. When we carry out an EIA and find certain groups do not have access to our services, are under represented, or are not receiving as good a service as they should, we must take action to resolve the situation. All Equality Impact Assessments are available on our [website](#).

The council will regularly monitor the progress made to achieve the equality outcomes and these reports will be available on the council's website. The first report will be published no later than April 2015.

Taking all of these together, they represent opportunities for our service to support the Council to maintain its focus on the continued delivery of effective and efficient value for money services.

4. Achievements

Provided induction and support for Councillors elected during local Council Elections May 2012

The Local Community Plans produced for each area under the leadership of the Area Manager have successfully progressed with over 80% of all identified actions being on target. Regular update reports are presented to the Area Committee, partners and community groups. Copies of these are available on the Aberdeenshire Community Planning website.

Eighty percent of Councillors and Community Groups are satisfied with the support they receive from the Service¹.

Through the Area Committee budgets, Area Committees are able to respond to local needs and issues identified through community plans and other engagement activities. In 2012-13 over £300,000 has been allocated throughout Aberdeenshire to support a wide range of projects such as environmental improvements, improvements to community facilities (including creating new facilities for young people), and to preserve local heritage sites. Encouraging local activity, these funds engender community spirit and can help the community lever additional monies into the area through match funding provided by other agencies and funding bodies.

A range of positive outcomes has been achieved in relation to community safety and anti-social behaviour priorities including:

- A continued reduction in Serious & Fatal Road Casualties for young people (16-25 years)
- The number of serious and violent crimes continues to reduce and is now at its lowest level in eight years
- Vandalism, youth disorder and underage drinking all displaying long term downward trends

Further details of the impact of activities can be found on the Community Safety Partnership [website](#) and the 29th [Viewpoint Survey](#) on Community Safety.

Area Managers engage strongly with their communities and partners through mechanisms such as ward forums or on the delivery of community based projects and in taking a lead on Local Community Planning in each area.

Area Managers are coordinating partnership and other high level projects across Aberdeenshire such as the Haddo Country Park 5 year development plan and the development of a new office provision for Peterhead. In Banchory work is ongoing to improve the town centre and particularly Scott Skinner Square. Improvements will be decided and delivered as a result of a

¹ Based on respondents to survey undertaken January 2013

series of community engagements facilitated by an artist in residence. A community stakeholders Group is in place and working well.

They lead partnership teams in tackling regeneration within priority areas and the promotion of major new developments such as a new settlement at Chapelton of Elsick.

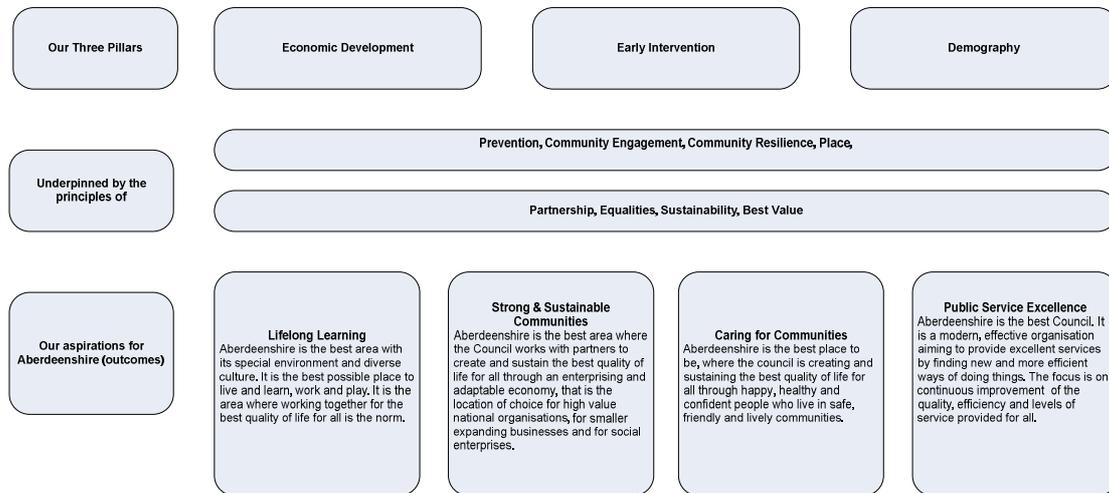
All Area Managers took a significant role in leading emergency response and subsequent recovery during winter 2012/13 as a result of severe storms and flooding..

The Service has a key role in leading work on Tackling Poverty and Inequalities through the Tackling Poverty Group, The main priorities are Employability and Financial inclusion. During 2012- 13

- 6,286 clients were supported to address 41,145 issues including debt, welfare rights, and employment
- Client financial gain was £4,129,098.14 from the advice and support they received which represents a sizeable financial injection into the Aberdeenshire economy
- 144 new volunteers have been supported to gain skills and qualifications. Recipients have included individuals with learning disabilities, those undergoing rehabilitation for substance misuse and long term unemployed
- 7212 people have access local opportunities and employability services which have been supported through FSF.
- 140 young people have increased skills and confidence through a range of projects, opportunities though out Aberdeenshire

5. Service Objectives

The Council's priorities are:



1

Supporting these priorities are the Service's key objectives:

- 1. As lead partner for the Aberdeenshire Community Planning Partnership, to work with our community planning partners to ensure effective engagement with the people of Aberdeenshire enabling strong, active, safe communities that are informed and involved in the decision-making process (*Community Planning*)**
- 2. Provide advice, support and guidance to councillors and area committees to help them undertake their work effectively. (*Area Committee*)**
- 3. Engage with our communities, inclusively, to find out their priorities and empower them to be part of the delivery of solutions. This will make our communities better places to live and work. (*Community Support & Resilience*)**
- 4. Coordinate the delivery of Council services in local communities (*Area Management*)**
- 5. Provide leadership for Council wide projects and initiatives (*Corporate Leadership*)**

6. Priorities

Supporting the delivery of the key service objectives are the following priorities for 2013-2016:

Supporting the Community Planning Partnership to deliver the Single Outcome Agreement 2013-2016.

Leading change within the Council through corporate leadership including delivery of emergency planning, workspace and service co-ordination

Delivering the projects supported by the Aberdeenshire Alliance '100 Day pledge' monies

Continue to engage with local communities to develop and maintain resilience.

Deliver the Community Engagement Strategy and action plan.

Deliver agreed Community Safety priorities

Deliver Poverty and Inequality priorities

7. How Will We Know How We Are Doing?

The principles of continuous improvement are embedded into the management and operational functions of the Chief Executive's Service. We will continue to support the Council to achieve its aim of becoming the best Council in Scotland by setting challenging targets for our services to achieve and by benchmarking our performance against the best-performing local authorities in Scotland.

Our performance reporting arrangements cascade from the Aberdeenshire Community Planning Partnership's Single Outcome Agreement, through the Council Plan to this Service Plan. Each of these plans has complementary performance frameworks to demonstrate progress towards achieving our Service objectives and priorities. Performance is reported regularly to relevant council committees and management teams, for example, the six-monthly reports monitoring progress of the Area Community Plans. We routinely monitor trends in our own performance over time and against other comparable organisations. This, along with results from customer surveys, influences where we focus our improvement activity.

The Service continues to utilise the full range of improvement tools including self evaluation, Kaizen for Daily Improvement and rapid improvement events.

SERVICE OBJECTIVE 1				
As lead partner for the Aberdeenshire Community Planning Partnership, to work with our community planning partners to ensure effective engagement with the people of Aberdeenshire enabling strong, active, safe communities that are informed and involved in the decision-making process				
Key Performance Measures				
	Targets & Achievements			
	Achieved in 2012/13	Target in 2013/14	Target in 2014/15	Target in 2015/16
1.1 Annual rating of Local Community Planning Group using How Good Is Our Local Community Planning format		Good (4)	Good/Very good (4.5)	Very good(5)
1.2 Percentage of Local Community Planning Actions delivered on target or that are improving		90%	94%	97%
Key Projects / Actions				
Action	Milestones		Responsibility	
1.3 Monitor actions identified in Local Community Plans ensuring delivery within target timescales	<ul style="list-style-type: none"> • Six monthly update 		Area Managers	

1.4 Monitoring of Single Outcome Agreement	<ul style="list-style-type: none"> Six monthly reporting to Community Planning Partnership Board 	Chief Executive
1.5 Annual strategic assessment for Community Safety	<ul style="list-style-type: none"> Annual assessment 	Area Manager (Kincardine & Mearns)
1.6 Further improve co-ordination of community engagement activities	<ul style="list-style-type: none"> Part of annual assessment 	Area Managers
1.7 Improve coordination with community planning partners in engagement activities	<ul style="list-style-type: none"> Part of annual assessment 	Area Managers
1.8 Undertake annual review of effectiveness of LCPGs using How Good Is Our Local Community Planning format	<ul style="list-style-type: none"> Annual review 	Area Managers
1.9 Implementation of the Tackling Poverty and Inequality Action Plan	<ul style="list-style-type: none"> Annual Review 	Area Manager (Buchan)

SERVICE OBJECTIVE 2

Provide advice, support and guidance to councillors and area committees to help them undertake their work effectively.

Key Performance Measures

	Targets & Achievements			
	Achieved in 2012/13	Target in 2013/14	Target in 2014/15	Target in 2015/16
2.1 Satisfaction of Councillors with support received (measured via annual survey)		94%	97%	100%
2.2 Satisfaction of Community Groups and Organisations with support received (measured via annual survey)		94%	97%	100%

Key Projects / Actions

Action	Milestones	Responsibility
2.3 Undertake annual review of support provided to Councillors	<ul style="list-style-type: none"> Produce Action Plan 	Area Manager (Garioch)/ All
2.4 Undertake annual review of support provided to Community Groups and Organisations	<ul style="list-style-type: none"> Produce Action Plan 	Area Manager (Garioch)/All
2.5 Support CPD programme for councillors elected in May 2012 elections	<ul style="list-style-type: none"> Range of development activity delivered by March 2014 	Area Manager (Kincardine & Mearns)/All

SERVICE OBJECTIVE 3

Engage with our communities, inclusively, to find out their priorities and empower them to be part of the delivery of solutions. This will make our communities better places to live and work.

Key Performance Measures

	Targets & Achievements			
	Achieved in 2012/13	Target in 2013/14	Target in 2014/15	Target in 2015/16
3.1 Number of Community Action Projects taken per Area		5 per Area	6 per Area	7 per Area
3.2 %age satisfaction of outcome from engagement events		90%	94%	97%

Key Projects / Actions

Action	Milestones	Responsibility
3.3 Support communities develop and take forward proposals for the transfer of community assets	As per stages within Corporate Asset Transfer Policy <ul style="list-style-type: none"> Suitability Stage 6 weeks Assessment Stage 6-12 weeks Implementation Stage 4-8 weeks Policy available here	Area Managers
3.4 Support delivery of the community projects identified in the Six Key Areas for Development plan	As per projects and timescales identified in the Six Key Areas for Development plan	Area Managers
3.4 Allocation of Area Committee budget	<ul style="list-style-type: none"> Reviewed at Area Committee 	Area Managers
3.5 Undertake agreed programme of engagement events appropriate to each area	<ul style="list-style-type: none"> Event programme agreed and reviewed regularly 	Area Managers

SERVICE OBJECTIVE 4

Coordinate the delivery of Council services in local communities

Key Performance Measures

	Targets & Achievements			
	Achieved in 2012/13	Target in 2013/14	Target in 2014/15	Target in 2015/16
Percentage of residents, by Area, agreeing with the statement "I am		84%	88%	93%

satisfied with services Aberdeenshire Council provides”				
Annual rating of AMT using HGIOAMT self-assessment format	NEW	Good (4)	Good/Very good (4.5)	Very good(5)
Key Projects / Actions				
Action	Milestones		Responsibility	
4.2 Support delivery of Service Point programme	<ul style="list-style-type: none"> As per workSPACE implementation plan.Implementation Plan available here 		Area Managers	
4.3 Keep local service delivery under review	<ul style="list-style-type: none"> Monthly Area Management Team meeting 		Area Managers	
4.4 Coordinate emergency planning at a local level	<ul style="list-style-type: none"> As necessary 		Area Managers	
4.5 Undertake annual review of effectiveness of AMTs using How Good Is Our Local Community Planning format	<ul style="list-style-type: none"> Annual review 		Area Managers	

SERVICE OBJECTIVE 5				
Provide leadership for Council wide projects and initiatives				
Key Performance Measures				
	Targets & Achievements			
	Achieved in 2012/13	Target in 2013/14	Target in 2014/15	Target in 2015/16
5.1 Annual rating of Service using HGIOS self-assessment format		Good (4)	Good/Very good (4.5)	Very good(5)
5.2 Achievement of Bronze and Silver KDI Awards		Bronze (6)	Silver (3)	Silver(3)
Key Projects / Actions - link to Priorities				
Action	Milestones		Responsibility	
5.3 Keep Roles & Responsibilities under review	<ul style="list-style-type: none"> 6 monthly report 		Area Manager (Formatine)	
5.4 Contribution to Leadership Board and other Improvement Activity	<ul style="list-style-type: none"> 6 monthly report 		Chief Executive, Area Managers	
5.5 Undertake KDI and other Improvement activity	<ul style="list-style-type: none"> 6 monthly report 		Area Managers	
5.6 Undertake annual review of effectiveness of Service using How Good Is Our Area Manager Service format	<ul style="list-style-type: none"> Annual review 		Area Managers	

8. Resources

Budget

The revenue budget is used to pay for the daily running of the service including staffing costs. The total revenue budget for 2012/13 has been approved as £4 million.

Service Area	Budget 2013-2014 (£'000)	Budget 2014-2015 (£'000)	Budget 2015-2016 (£'000)
Area Managers	1,913	1,944	1,975
Chief Executive	2,149	2,177	2,205
Community Councils	57	57	57
Worksmart	(65)	(66)	(67)
TOTAL	4,054	4,112	4,170

Workforce

There are 43.31 full time equivalent posts based within the Service:

Service Area	Staff Numbers (FTE)
Chief Executive	1
Area Manager Teams	28.66
Community Planning Officers	4.97
Support Services	6.66
TOTAL	43.31

Risk

On a day to day basis the Council is required to manage risks that impact on its corporate and operational objectives. To help do this the Council has developed a Risk Management Strategy. This Strategy requires that Risk Registers be maintained at a Service level and that these are updated on a six monthly basis.

Reports are submitted to Directorate Management Team and Policy & Resources Committee to report on progress in managing categories of risk across the Council.

Glossary

Aberdeenshire Community Plan	Identifies how the Aberdeenshire Community Partnership will work together and identifies the outcomes the partnership wants to achieve with communities. The latest community plan for 2011-15 was published in January 2011 and is available at www.ouraberdeenshire.org.uk/images/communityplan.pdf
Aberdeenshire Performs	The council's performance management framework. It encompasses all our key strategies and plans whether at partnership, corporate, service, team or individual level. It includes our key improvement tools such as KDI, our self assessment approach and our customer feedback mechanisms such as our resident and employee surveys.
Areas	Aberdeenshire Council has established six areas within which local decisions will be taken locally by elected Members. These areas are: Banff & Buchan; Buchan; Formartine; Garioch; Kincardine & Mearns and Marr.
Area Top Up Budget	The purpose of the Area Top Up budget is to enhance local service delivery. The Local Community Plan sets out the aspirations of the Area Committee and its Community Planning Partners and the Area Top Up Budget exists to support the implementation of the Local Community Plan, as well as assisting communities in realising their ambitions for their area and resolving problems arising in area service delivery.
Best Value	Best Value was introduced in 1997, with the main purpose being to guarantee that local authorities will seek to deliver continuous improvement in all its services while taking care to consider economy, efficiency, effectiveness, equity and the environment. Best Value also requires councils to: challenge whether and how they should provide a service; compare their services with those provided by others; consult with service users, local residents and the business community and assess the competitiveness of the performance of their services with other provider.
Best Value 2 (BV2) Audit	Best Value 2 (BV2) is the next phase of Best Value audit. The Local Government in Scotland Act 2003 introduced best value and between 2004 and 2009 the Accounts Commission undertook audits of Best Value and Community Planning across all 32 councils. Conducted under the same legislative framework, BV2 takes a different approach to the baseline best value audits. Specifically BV2 audits should be: <ul style="list-style-type: none"> • More proportionate and risk based, focusing on the particular issues faced by the individual council and its partners • Founded on the Shared Risk Assessment and associated Assurance and Improvement Plans (AIP) • Focussed on impacts and outcomes and the difference the Council and its partners are making for local communities

Committees	Aberdeenshire Council has a system of committees consisting of a local Area Committee for each of the Council's six Areas, along with five policy committees: Education, Learning & Leisure (schools, community centres, pools, recreation sports, heritage, the arts, and parks); Social Work and Housing (Council housing, homeless, criminal justice, support for vulnerable adults, children and families); Infrastructure Services (planning, roads, public transport, waste management, economic development, consumer protection and building control); Policy and Resources (co-ordinating other services, setting policy, providing internal support services, budget monitoring and control) and Scrutiny and Audit (reviews Council performance and ensures effective audit systems are in place). At these committees, Councillors will take decisions about policy, monitor strategies and budgets and check the effectiveness of the council in delivering services.
Community Action Plan	After a Planning For Real® exercise has been undertaken, the community can then decide to produce a Making it Real document which becomes the Action Plan for the community. These help communities to plan and prioritise community effort in projects in the future.
Community Asset Transfer	Community Asset Transfer allows voluntary and community groups to acquire assets owned by the Council in order to develop and deliver services and generate benefits for their local communities. Further information about Community Asset Transfer is available at http://www.aberdeenshire.gov.uk/CAT/CAT_Guide_for_groups.pdf
Community Planning	A process through which the council comes together with other organisations to plan, provide for and promote the future wellbeing of the area. There are twelve organisations in the Aberdeenshire Community Planning Partnership including the council, NHS Grampian, Grampian Police, Grampian Fire and Rescue Service, Scottish Enterprise, Community Councils, North East Scotland Regional Transport Partnership, Local Rural Partnerships, Aberdeenshire Voluntary Action, Aberdeen City and Shire Economic Future, Aberdeenshire Alcohol and Drug Partnership and Skills Development Scotland. These organisations are committed to working together to meet the needs and priorities of communities across Aberdeenshire.
How Good Is Our...?	How Good Is Our...? is a self-assessment toolkit modelled on the 'How Good Is Our...' frameworks developed by HMIE and partners over a 16 year period to develop and support the quality culture throughout Scottish Education. The 'toolkit' is designed to support the self-assessment and evaluation process and assist Services and the Council as a whole evaluate how well it is doing in a rigorous, robust, systematic and consistent way.

KDI	Kaizen for Daily Improvement – Kaizen is a Japanese word and roughly translated means “Making something as good as it can be”. KDI enables sustainable improvement through empowerment, involvement and engagement
Local Community Plans	Local Community Plans allow local people to have a say in how services from a range of partners are delivered. The plans are fully consulted on and refreshed every two years with the latest versions published in 2010 and available at www.ouraberdeenshire.org.uk/localcommunityplans .
Performance Measure	A metric used to quantify the efficiency and/or effectiveness of an objective or action.
Risk Register	Management tool that identifies risks to the service, likelihood of risk, impact and what actions would reduce or prevent the risk happening
Objective	An objective is statement of what the council will do in order to achieve its vision. Objectives within the council are established at a number of levels from strategic objectives at council and service level, down to team objectives and individual objectives that create a framework for service delivery.
Planning For Real[®]	Planning for real is a practical technique, using models of the local area, which people use to decide what needs to be done to improve their surroundings. Groups have used it to tackle all sorts of issues relating to housing, traffic, community safety, vandalism and the living environment (parks and play areas). The recognised advantages of Planning for real are that it engages people; lets them take an overview; gives everyone a chance to join in; and generates ideas.
Self Assessment	The systematic and regular review of the Council’s activities, performance and outcomes referenced against a model of excellence. Aberdeenshire Council uses the ‘How Good Is Our...?’ model for self assessment.
Shared Risk Assessment	An approach to external scrutiny whereby the main scrutiny bodies for local government work together through the Local Government Scrutiny Coordination Strategic Group to identify and agree the key risks in each individual council and to develop a plan of scrutiny activity to respond to those specific risks. It is designed to ensure proportionate and focused scrutiny and reduce the overall amount of external scrutiny activity in local government
Single Outcome Agreement (SOA)	Aberdeenshire community planning partnership's Single Outcome Agreement with the Scottish Government builds on the council's strategic priorities and community plan. It sets out how the council and the Aberdeenshire community planning partnership will contribute to the government's national outcomes. It arises from the Concordat signed between the Convention of Scottish Local Authorities and the Scottish Government.

Strategic Priorities	The council's strategic priorities provide the strategic framework for service delivery. The priorities set a clear direction for the council for the next four years, guiding policy development, ensuring that resources are allocated appropriately and effectively, and promoting continuous improvement.
Vision	Defines the council's desired future direction
workSPACE and WorkSmart	Aberdeenshire Council's office accommodation and flexible working programmes bringing together a reduction in the number of offices the council operates with smarter working and improved customer service.