



ANNUAL

-  PUBLIC
-  PERFORMANCE
- 

REPORT

2005 / 2006



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Serving Aberdeenshire from mountain to sea – the very best of Scotland

The best area

Helping to create and sustain the best quality of life for all through . . .

- happy, healthy and confident people
- safe, friendly and lively communities
- an enterprising and adaptable economy
- our special environment and diverse culture

The best council

Aiming to provide excellent services for all by . . .

- involving, responding and enabling
- finding new and more efficient ways of doing things
- providing elected leadership for our area
- working with our partners in the North East and beyond
- always looking to the future

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1 Forward

1.1 Welcome

Welcome to Aberdeenshire Council's sixth annual Public Performance Report (PPR). Its purpose is to provide a balanced view of the Council's achievements and performance for the year 2005/06.



Alan Campbell, Chief Executive

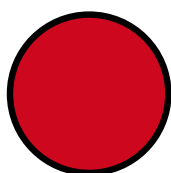


Audrey Findlay, Leader of the Council

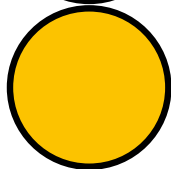
1.2 Achievements and Performance

The achievements described in this report are set out in relation to the Council's strategic objectives as recorded in its Strategic Plan 2003-2007. In producing this report the intention has been to give the reader as much information as possible about the Council, how it is structured, where it gets its money from and how service delivery is actually planned. This helps to give some context to the achievements reported.

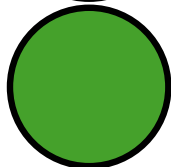
Performance has been measured using the Statutory Performance Indicators (SPIs), which are reported by the Council each year to the Accounts Commission. As these are national indicators it has been possible to show how well Aberdeenshire has performed compared to the best and worst performing councils in Scotland. To help you make sense of the performance indicators given in this report a "Traffic Light" system of colouring has been used.



Indicators given a red traffic light fall into the lowest band (the bottom 25%). In a group covering all 32 Scottish councils this would rank Aberdeenshire between 25th and 32nd out of the 32 councils. A red traffic light identifies where Aberdeenshire is performing well below the Scottish Average.



Indicators given an amber traffic light are those in the lower middle band, and would rank Aberdeenshire between 17th and 24th out of the 32 councils in Scotland. An amber traffic light identifies where Aberdeenshire is performing just below the Scottish Average.



Indicators given a green traffic light fall into the top band of performance and would rank Aberdeenshire between 1st and 16th out of the 32 councils in Scotland. A green traffic light identifies where Aberdeenshire is performing above the Scottish Average.

Tables with no traffic lights shown indicate levels of activity not performance.

The report shows that 2005/06 was another busy year for the Council with significant progress being made against a number of its key objectives. For example under the theme of Community Well Being the continued implementation of the Joint Future Initiative provides a framework through which partnership, participation and delivery is being focused. The emerging Local Housing Strategy also has a strong focus on participation and takes a strategic and needs led approach. The successful funding bid for Community Safety activities and the positive outcome of the review of the Housing Business Plan also demonstrate sound progress.



Under the theme of Jobs and the Economy good progress can be reported with regards the Aberdeenshire Towns Partnership (ATP) and Building Buchan - New Beginnings action programmes. In addition community economic development continues to progress with most of Aberdeenshire now covered by Rural Partnerships. The Council also continues to play an active part in the North East Scotland Transport Partnership (NESTRANS) and the delivery of the Modern Transport System for the region.

With regards the theme of Lifelong Learning, the Council continues to deliver the national priorities for education. In addition the Adult Learning Strategy (AL-together Achieving) is now in place and is being implemented, and good progress has also been made implementing the youth strategy.

A range of activities are underway to reduce the Council's Global Footprint under the theme of a Sustainable Environment. In addition new refuse and recycling services have been rolled out in order to reduce the amount of waste going to landfill.

With regards objectives under the theme of Quality services, a new Community Plan was launched in March 2006 following a comprehensive review of Community Planning in Aberdeenshire. In addition a range of service improvements were made through a programme of Kaizen Blitz projects. The Kaizen Blitz process itself was the subject of a CoSLA Award in 2006 under the category of "One To Watch."



It is not all-good news. The Council has still to implement its new salary structure under Single Status. During the year action had to be taken by Social Work in conjunction with Finance to address the problem of persistent overspends. In addition the Catering service failed to achieve their statutory break-even target for the period 2003 - 2006.

A number of the Statutory Performance Indicators also show room for improvement. However the Council is well aware of the areas where it has to improve and has already taken a number of actions to improve performance. The success of these actions will be reported in future Public Performance Reports.

2 Introduction to Aberdeenshire Council



2.1 Background

Aberdeenshire Council was formed in 1996 replacing Banff & Buchan, Gordon and Kincardine and Deeside District Councils, and Grampian Regional Council. It is a single tier local authority and provides all the local government services in the area. The Council serves a population of 233,443 (2006) in an area of 6,313 sq km (2,437 sq miles). By population it is the 6th largest local authority in Scotland. By area it is the 4th largest. The Council employs over 12,000 staff making it the biggest employer in the area.

2.2 Political Arrangements

Aberdeenshire Council has 68 Councillors - 28 Liberal Democrats, 15 Scottish National Party, 14 Independents and 11 Conservatives. The administration comprises the Liberal Democrat members and 8 Independents.

Council business is conducted through meetings of the full Council and 5 policy committees that meet on an 8-week cycle. The policy committees are:

- Education and Recreation - responsible for issues related to the activities of the Education and Recreation service.
- Social Work and Housing - responsible for issues related to the activities of the Housing and Social Work service.
- Policy and Resources - responsible for setting policy, managing and monitoring the overall resources of the council, etc.
- Infrastructure Services - responsible for issues related to the activities of the Planning and Environment service and the Transportation and Infrastructure service.
- Scrutiny and Audit - responsible for reviewing the effectiveness of council policy implementation and council service delivery as well as identifying potential improvements.

2.3 Management Structure

The most senior officer of the Council is the Chief Executive. He leads the Management Team, which is made up of 7 Directors, 6 Area Managers, the Head of Policy and the Head of Corporate Communications. Collectively the Management Team sets the strategic direction for the Council and deals with the main issues that arise affecting the Council as a whole. Each Director is responsible for the overall leadership of their service and its operational performance.

The main services of the Council are:

- Chief Executives
- Education and Recreation
- Finance
- Housing and Social Work
- Law and administration
- Personnel and Information & Communications Technology (ICT)
- Planning and Environmental Services
- Transportation and Infrastructure.

2.4 Strategic Planning Framework

The Council has developed a strategic planning framework that enables it to deliver services efficiently and effectively and helps it to look ahead to future demands, needs and opportunities. The framework is based on a hierarchy of plans. These plans include:

- Community Plan
- Strategic Plan
- Area Plans
- Service Plans
- Other Council strategies and action plans.

The **Community Plan** is the overarching plan for all public agencies in Aberdeenshire. It sets out how the major providers of public and voluntary services within the area will work together and with their communities to deliver better services.

The Council's Vision, Strategic Intentions, Measures For Success and Principals are set out in the **Strategic Plan**. This plan sets out what the Council wants to achieve for the people of Aberdeenshire. The present Strategic Plan covers the period 2003 - 2007 and incorporates the council-specific objectives identified in the Community Plan.

The Council's **Vision** is the long term, overarching statement of intent for the Council and sets out an image of the future that it is seeking to create. The Vision for the future of Aberdeenshire is captured in the simple statement:

"Working together for the best quality of life for everyone in Aberdeenshire."

The Strategic Plan is divided into the four major themes of Community Well-Being; Jobs and the Economy; Learning; and Sustainable Environment. These mirror the four major themes of the Community Plan. In addition to these four external facing themes, the Council has identified a fifth theme called Quality Services. This cuts across the four other themes and focuses upon how the Council operates as an organisation. Achieving this is central in making sure that the Council is able to deliver on the four other themes and on its vision to improve the quality of life for the citizens of Aberdeenshire.

For each of the five themes the Council has set out a **Strategic Intention**, which sets out the overall aim for the theme.

The **Measures for Success** set out the objectives and targets that the Council will use to measure its success in delivering each of the Strategic Intentions.

The Strategic Plan also identifies six crosscutting **Principles** which underpin the Council's way of working and are used to test all that it does. These Principles are: inclusion, accountability, participation, communication, using an evidence base, and encouraging effective partnerships.

The actual actions undertaken to deliver each Strategic Intention are set out in supporting Area Plans, Service Plans and other Council strategies and plans. Progress made during 2005/06 on the delivery of each council objective is discussed in sections 4 - 9 of this report under each Measure For Success.

3 The Costs of Running the Council

3.1 Revenue Cost

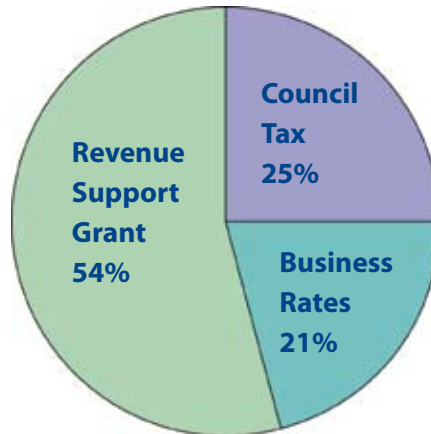
The following table provides a summary of the revenue costs of running Council services between April 2005 and March 2006:

	£'million
Education	207.1
Housing	1.2
Housing Revenue Account	(4.2)
Culture & Related Services	18.7
Environment Services	21.0
Roads & Transport Services	31.9
Planning & Development Services	5.2
Social Work Services	81.2
Central Services	7.0
Fire Services	8.1
Police Services	16.2
Corporate & Democratic Core Service	6.4
Other Costs	1.6
Exceptional Items	20.6
Net Cost Of Service Expenditure	422.0
Less: Internal Charges for use of Council Assets	(41.6)
Add: Repayment of loans and Interest on loans	19.0
Add: Appropriations and other internal accounting	15.2
Amount to be met from Government Grants and Local Taxation	414.6
Revenue Support Grant	(216.4)
Council Tax	(99.6)
Business Rates	(85.6)
Total Income	(401.6)
Net General Fund (deficit for year)	13.0
Balance brought forward from previous year	(22.3)
Balance carried forward to 2006/07	(9.3)

For all services revenue expenditure was £7.2 million less than budget. However the provision in the accounts for the costs of single status and compensation for equal pay was nearly £13 million higher than budget. Actual income was £0.6 million less than budget. As a result the Council's working balance was reduced to £9.3 million. The service under spends arose from a number of one-off savings which are unlikely to be repeated in future years.

3.2 Sources Of Council Finance

The chart below shows the proportion of income generated from Council Tax, Business Rates and Revenue Support Grant.



Council Income

Business rates are set nationally by the Scottish Executive, they are pooled and then paid alongside Revenue Support Grant. The Council is therefore only able to control one quarter of its total income through Council Tax. As a consequence, any one percent increase in expenditure above Government guidelines results in a four percent increase on the Council Tax.

The Revenue Budget for 2005/06 shows an increase of £22,743,000 on that for 2004/05 - an increase of 5.7%. This increase was to cover the costs of new responsibilities, specific transfers from other public bodies, grant adjustments from the Scottish Executive, provisions for pay awards, non-pay inflation such as increases on contract payments and increases in insurance premium costs.

Although increases in Government grants covered the majority of the increase in expenditure it was still necessary for the Council to increase Council Tax levels by 5%. As a result, for 2005/06 the Council set a Council Tax Band D level of £1,065. This was £29 less than the Scottish Average of £1,094 and £148 lower than the highest Council Tax in Scotland of £1,213. Aberdeenshire Council's Council Tax is the eleventh lowest in Mainland Scotland.

3.3 Capital Costs

Capital expenditure generally represents money spent by the Council on purchasing, upgrading and improving assets such as roads and buildings. In 2005/06 around £46.5 million worth of capital works were carried out. The main type of works are shown in the table below:

	£'million
Site & Building Acquisition	1.9
Building Works	20.5
Furniture & Equipment	9.4
Works - Roads	10.8
Fees	3.8
Total Capital Expenditure	46.5

Of the total capital expenditure of £46.5 million, £20.4 million was financed through borrowing, with the remainder being financed from a combination of the proceeds from the sale of assets, grants and a contribution from the revenue account.

3.4 Cost Of Running The Housing Service

It is a statutory requirement to account separately for Council housing provision. All expenditure must be met from rental income. The following table summaries expenditure for 2005/06 from the Housing Revenue Account (HRA).

	£'million
Income	
Council house rents (gross)	(30.8)
Other income	(6.1)
Total Income	(36.9)
Expenditure	
Repairs and Maintenance	10.8
Supervision & Management	6.6
Capital Financing Costs	12.2
Other Costs	6.0
Total Expenditure	35.6
Net HRA (surplus for year)	(1.3)
Balance brought forward	(21.1)
Balance carried forward	(22.4)

The increase in the HRA balance is in line with the 30 Year “Retention Plus” business plan agreed by the Council for the HRA. This seeks to ensure that the future needs of the stock and of tenants can be met and are affordable.

The increase in expenditure was funded through an increase in council house rents of 5.6 %. This increase was in line with the revised Retention Plus Business Plan agreed by the Social Work and Housing Committee on the 11th December 2003 and is based on the forecast RPI plus 2%. The increase resulted in an average weekly council house rent of £42.74.

4 Corporate Performance 2005/06



4.1 Introduction

A number of Statutory Performance Indicators can be used to illustrate how well the Council is performing as an organisation. The performance of Aberdeenshire Council in relation to these indicators is shown below. The performance of individual services in delivering some of their core activities will be shown against the relevant theme in a later part of this report.

4.2 Sickness Absence

“Sickness absence” is an absence from the place of employment because of the employee’s illness or injury for which sick leave entitlement is used. This may include self-certified sickness, absence supported by a doctor’s certificate, long-term sickness absence, and industrial injury. The following table shows the situation in Aberdeenshire in 2005/06. The sickness rates for Craft Employees and Teachers are shown separately to those for Chief Officers and other Local Government Employees because they are employed on different terms and conditions.

The percentage of working days lost through sickness absences

	Chief Officers and Local Government Employees	Craft Employees	Teachers
Aberdeenshire Council	4.6%	3.5%	3.5%
Ranking in Scotland	5th	3rd	11th
Best performing council	Eilean Siar (3.1%)	Angus (2.8%)	East Renfrewshire (2.8%)
Worst performing council	North Lanarkshire (6.8%)	Midlothian (10.8%)	Moray (5.1%)
Scottish Average	5.4%	5.9%	3.8%

The table above shows that Aberdeenshire Council was in the upper quartile (top 25%) for both Local Government Employees and Craft Employees and in the median range (middle 50%) for Teachers. Sickness levels for all three classes of employees were below the Scottish average.

4.3 Equal Opportunities




There are a number of Statutory Performance Indicators that can be used to assess the Council's performance in relation to equalities issues. These are detailed below.

(i) Percentage of highest paid 2% of earners amongst council employees that are women

Aberdeenshire Council Performance	32.2%
Ranking in Scotland	13th
Performance of Best Council	Stirling (42.1%)
Performance of Worst	Shetland Islands (10.4%)
Scottish Average	31.7%

This indicator shows a slight improvement on the position in 2004/05 which was 31.8%. However the situation shows that Aberdeenshire is still below the Scottish Average with regards women in very senior positions.

(ii) Percentage of highest paid 5% of earners among council employees that are women

	Aberdeenshire Council Performance	40.8%
	Ranking in Scotland	7th
	Performance of Best Council	Stirling (46.8%)
	Performance of Worst	Shetland Islands (10.8%)
	Scottish Average	38%




This indicator shows a slight decline in the position for 2004/05 which was 42.5%

It is essential that a council's employment policy reflect their commitment to equal opportunities. These indicators provide a picture of the current gender balance in more senior posts within the Council. These indicators help the Council to identify areas of potentially unfair or discriminatory practices as well as providing a baseline for measuring improvement over time.

One action taken by the Council to address this issue was the development of the Chrysalis Programme which aims to develop leadership abilities and enhance the skills of women within Aberdeenshire Council to enable them to be better placed to apply for senior positions when they arise. By 2006 three such programmes had been run and a number of women employees have benefited from their involvement. As a result the overall position of women in senior positions has now improved. However there is still some "occupational segmentation" in some services which needs to be addressed. Future Chrysalis programmes will be designed to address these issues.

(iii) Percentage of public service buildings that are suitable and accessible to disabled people

This indicator covers leisure centres, libraries, museums, public halls and local offices but excludes educational establishments.

	Aberdeenshire Council Performance	40.8%
	Ranking in Scotland	19th
	Performance of Best Council	Scottish Borders (85.4%)
	Performance of Worst	Eilean Siar (5%)
	Scottish Average	43.4%




The indicator reflects the extent to which the Council has been successful in meeting the requirement of Part 3 of the Disability Discrimination Act 1995 (DDA) to facilitate access to their buildings for disabled people for the purpose of service delivery.

DDA surveys of the Council's public buildings have been carried out to identify those that do not comply with the requirements of the Act and a programme of remedial works has been put in place. As a result the position is slowly improving. For example in 2004/05 only 28.3% of Council buildings were accessible to disabled people.

4.4 Council Tax Collection

Council tax is collected by the Finance Service on behalf of the Council. How effectively they do this will influence people's perception of the Council as an organisation. The following tables show the Council's performance in collecting its Council Tax.

(i) Average collection cost per dwelling




	Aberdeenshire Council Performance	£11.24 per dwelling
	Ranking in Family (out of 13)	Lowest in family
	Performance of Best Council in Family	Aberdeenshire
	Performance of Worst in Family	Eilean Siar (£29.57)
	Family Average	£14.69 per dwelling
	Scottish Average	£13.62 Per Dwelling

This indicator shows the average cost per dwelling of collecting council tax. It excludes costs associated with the collection of non-domestic rates and residual community charge. The cost includes the net cost of collecting water and sewerage charges on behalf of the water authorities.

Audit Scotland has broken this indicator down into three family groups (Rural Councils, Mixed Councils and Urban Councils). Aberdeenshire Council has been placed in the Rural Council family which covers 13 councils. The table shows that Aberdeenshire had the lowest collection cost of the family grouping.

(ii) Percentage of council tax collected by end of year

In 2005/06 the income due from Council Tax excluding relief and rebates was 394.4 million. The following table shows the proportion of the council tax due in the year that was collected by the 31st March at the end of the year. This is a measure of how effective the Councils was at collecting the council tax due to it.




	Aberdeenshire Council Performance	95.8% of the council tax income due
	Ranking in Family (out of 13)	7th
	Performance of Best Council in Family	Orkney Islands - 97.6% of council tax income due
	Performance of Worst in Family	Eilean Siar - 93.9% of council tax income due
	Family Average	95.5% of council tax income due
	Scottish Average	93.3% of council tax income due

As with the previous indicator Aberdeenshire has been included in the Rural Councils family grouping. The table shows that Aberdeenshire was ranked 7th in its family grouping. The collection rates for 2005/06 show a slight improvement on those rates for 2004/05 which were 95.3%. Collection rates are important because they influence the amount of money the Council has to spend and hence impact on the Council Tax levels set by the Council. The Council tries to collect as much of the Council Tax due to it as possible. Vigorous efforts are taken to pursue non-payers. Efforts to collect unpaid

Council Tax continue a long time after the year-end so the final collection rate will be much higher than that shown above.

4.5 Payment of Invoices

The Late Payments of Commercial Debts (Interests) Act 1998 recognises a general payment period for invoices from suppliers of 30 days unless other terms are mutually agreed. All services have a responsibility to ensure that their suppliers are paid within 30 days of receipt of invoice (unless other credit payment terms have been agreed in advance). The performance of the Council as a whole in paying invoices in 2005-06 is shown in the table below:

	Aberdeenshire Council Performance	87%
	Ranking in Scotland	11th
	Performance of Best Council	Dundee City (92.8%)
	Performance of Worst	Scottish Borders (63.5%)
	Scottish Average	85.1%

In 2005/06 the performance of Aberdeenshire Council in paying invoices within 30 days fell slightly compared to the previous years position of 87.8%. However performance was still above the Scottish average.

4.6 Financial Performance of The Trading Services

Statutory trading accounts have to be maintained for "significant trading operations." The Council maintains three such trading accounts - for Catering, Housing Repairs and Roads Operations. It is a requirement that these accounts must break-even over a three-year rolling period.

With regards Housing Repairs and Road Operations, both achieved a surplus in excess of their budget for 2005/06. This has allowed both services to achieve their statutory break-even target for the period 2003 - 2006.

However the Catering account returned a deficit of around £1.72 million in 2005/06 resulting in a cumulative deficit of £1.706 million over the three years. This failure to achieve its statutory break-even target resulted in the External Auditor recording a "failure to comply with a statutory requirement" on the Council's accounts.

The deficit was entirely due to the provision for equal pay compensation. If this element is excluded, Catering would have achieved a cumulative surplus of £33,000 over the three-year period 2003 - 2006.

5 Community Well Being



Strategic Intention

We will work to

Develop a caring community which supports its more vulnerable citizens and promotes community well being. With the active participation of service users and carers and in partnership with local agencies, we will promote socially inclusive policies.

5.1 Measure For Success 1: Work with Health partners to reduce health inequalities and promote healthy lifestyles.

Following the successful implementation of the Aberdeenshire Joint Health Improvement Plan (JHIP) for the period 2003-2005 a Joint Health Improvement Plan Group was set up under the aegis of the Aberdeenshire Community Planning Partnership to develop a new plan. As part of this process a wide range of seminars, meetings and consultations were held to establish a vision for the new plan and to look at key principles. The new plan is still in development but on completion will detail what needs to be done at an Aberdeenshire wide level to achieve set targets and objectives and will also be used as a framework for Local Community Health Partnerships to prepare more detailed implementation plans.

5.2 Measure For Success 2: Continue to promote joint working through the Joint Future Initiative to improve services for older people and people with disabilities or health problems.

The Council is working with the NHS and community care groups through the Joint Futures Initiative to improve services for people in all community care groups, primarily: older people and people with dementia; people with physical disability, learning disability, mental health problems; and people who misuse substances. Progress with the initiative is monitored and evaluated on an annual basis by the Scottish Executive by way of the Joint Performance Information and Assessment Framework (JPIAF). This framework contains 5 sets of indicators covering the different elements of Joint Futures, these include access to resources, joint resourcing, single shared assessment, outcome indicators and a “whole systems” indicator which attempts to measure performance across a range of service areas such as delayed discharge.

In December 2005 the Council received details of the outcomes of the Scottish Executive’s evaluation of the initiative. The overall summary of progress was “Good Progress.” The individual Indicators were evaluated as follows:

JPIAF Indicator	Number	Evaluation
Whole systems performance	JPIAF 10	
A) Comparative model		average
B) Holistic approach		Good Progress
Local improvement targets	JPIAF11	Good Progress
Cross agency access to resources	JPIAF 8	Good Progress
Joint resourcing	JPIAF 4	Steady Progress
Single shared assessment	JPIAF 6	Steady Progress

The outcomes of the User and Carer survey that were reported in March 2006 showed that 91.8% of users were satisfied/very satisfied with the support received arising from single shared assessment, 96.3% of carers were satisfied/very satisfied with the support received arising from single shared assessment.

5.3 Measure For Success 3: Implement major strategic initiatives included in the Carers’ Strategy, Children’s Services Plan, Older People’s Strategy, Physical Disability Strategy, Criminal Justice Annual Plan and the Alcohol and Drugs Action Strategy.

The following provides a summary of progress with some of these major strategic initiatives.

Integrated Children’s Services Plan. Local Authorities have a duty to prepare a Children’s Services Plan under section 19 of the Children (Scotland) Act 1995. The current plan was developed by the Council in partnership with NHS Grampian and other partners and has a crucial role in delivering the Council’s vision for children’s services. During the year a range of actions were taken forward to




meet standards for Child Protection including training and the development of multi-agency family resource centres in Banchory, Huntly and Kintore. Centres in Portlethen, Stonehaven and Turriff are due to open in 2007. The approach taken by the multi-agency Youth Justice strategy group to meet the needs and address the deeds of young people in the system was also very successful and Aberdeenshire continues to have one of the lowest numbers of persistent young offenders per head of population in Scotland.

The performance of Children’s services can be assessed using the following Statutory Performance Indicator:

(1) Children’s Services: Supervision Orders

National Standard 14 as defined in “Blueprint for the Processing of Children’s Hearing Cases: Inter-agency Code of Practice and National Standards” states that a local authority will give effect to supervision requirements with no condition of residence within 15 days of date of issue by the children’s hearing. Aberdeenshire Council’s performance in achieving the target is shown below:




Supervision - percentage of children made subject to a supervision order that were seen by a supervising officer within 15 days

	Aberdeenshire Council Performance	93%
	Ranking in Scotland	7th
	Performance of Best Council	Moray, Orkney Islands, Shetland Islands (100%)
	Performance of Worst	North Lanarkshire (46.2%)
	Scottish Average	76.5%

Actions from the Older Peoples Strategy are being progressed through the Older Peoples Joint Management Team along with actions from the Local Housing Strategy and the review of care home provision.




- The Learning Disability Strategy, Autism Strategy and Carers Strategy are still in the process of being updated.
- A draft Sensory Impairment Strategy has been produced and the final version of this will be informed by the current review of sensory impairment services.
- The Brain Injury Strategy has been completed and actions will now be progressed. In addition the Palliative Care Strategy is now with Local action Groups.
- **Criminal Justice.** Criminal Justice provides and supervises a range of offender-related services for all adults aged 16 or over throughout Aberdeenshire. Central to this work is the production of impartial reports to court, providing sentencers with the required offence and client background information, making assessments of re-offending potential and risk management factors in order that any community based interventions may be appropriately planned and targeted to support offenders. The National Objectives and Standards for Social Work in Criminal Justice System set out timescales for key social work actions. The following table looks at the performance in delivering Social Enquiry Reports to the courts by the due date.

(i) Social enquiry reports - the proportion of reports submitted by social work to the courts by the due date

	Aberdeenshire Council Performance	99.4%
	Ranking in Scotland	12th
	Performance of Best Council	East Renfrewshire, Eilean Siar, Inverclyde, North Ayrshire, Orkney Island, Scottish Borders, Shetland Islands (100%)
	Performance of Worst	West Dunbartonshire (85.9%)
	Scottish Average	95.8%




The next table measures the proportion of new probationers seen by a supervising officer within one week. A new probationer is defined as a person receiving a new order.

(ii) Probation - the proportion of new probationers seen by a supervising officer within one week

	Aberdeenshire Council Performance	64.3%
	Ranking	22nd
	Performance of Best Council	Midlothian (98.3%)
	Performance of Worst	Moray (9.3%)
	Scottish Average	58.3%

The final indicator shows the average hours per week taken to complete a community service order. Courts will order offenders to complete so many hours of community service. Research has shown that community service tends to be more effective the shorter the time required to complete the hours ordered by the court. However councils should identify programmes of a suitable quality and should match them to the needs and abilities of the client.

(iii) Community service - the average hours per week taken to complete community service orders

	Aberdeenshire Council Performance	3.0
	Ranking	20th
	Performance of Best Council	South Ayrshire (5.2)
	Performance of Worst	Aberdeen City (2.2)
	Scottish Average	3.4

5.4 Measure For Success 4: Implement the Local Housing Strategy which aims to provide the best quality housing services in Aberdeenshire.

The **Local Housing Strategy** is the Council's key strategic housing document. It sets out the major priorities for housing in Aberdeenshire for the next 5 years. It not only deals with Council owned housing but also identifies priorities for housing of all tenures. The Strategy was formally launched in 2004 and contains 130 actions, with the Housing Service being the lead partner for the majority of these actions. An assessment of progress for 2005/06 showed that of 66 actions planned for the year, 34 were being met, 30 were in progress and only 2 showed no progress. Some of the main achievements are detailed below:

- **Access to Housing:** During the year a Housing Needs Assessment was completed. This identified the need for an additional 915 new affordable homes which were required to meet housing need. Communities Scotland completed the development of a £11 million programme of affordable housing. A total of 176 units were developed in the priority areas and 37 units in other areas to sustain existing communities. A further 247 units were approved and work has now started on site.
- **The Private Sector Housing Strategy (PSHS)** is in its final draft form and will be completed shortly. The Strategy will contain an action plan setting out how the objectives of the strategy will be met.
- **Scottish Housing Quality Standard (SHQS).** As a landlord, the Council is required to produce a plan showing how it will bring its housing stock up to the national minimum physical quality standard for rented social housing by the deadline of 2015. During 2004/05 the Council prepared a Standard Delivery Plan setting out how we would do this. In April 2005 this Plan was submitted to Communities Scotland for approval. They have the responsibility to assess the plans produced by all Registered Social Landlords in Scotland. In February 2006 Aberdeenshire received confirmation that this plan had been accepted. Action is now being taken to implement the plan.
- **Fuel Poverty.** During 2004 Aberdeenshire commenced work on a strategy to combat Fuel Poverty. Conferences and road shows were organised to help raise the awareness of fuel poverty in Aberdeenshire and these were attended by a wide range of individuals and organisations. Following further consultations with tenants, elected members and other groups, the strategy was completed in July 2005 and was then sent off to Communities Scotland for approval. This approval has now been received. The issue will in part be tackled through the SHQS plan which will upgrade the heating systems and replace defective windows as part of the housing stock improvement process.
- **Housing for Particular Needs.** A total of 85 of the new affordable homes provided were for people with particular needs (equates to 40% of all new affordable housing). 44 units were for the Physical Disabled, 28 units for Older People, 7 units for people with Learning Disability and 6 units for homeless people.
- The performance of the Housing Service can be demonstrated using the following Statutory Performance Indicators. Note there are only 29 councils with housing services in Scotland. Three councils have transferred their stock to local housing associations.

(1) Tenancy changes

(i) The percentage of rent loss due to voids

This indicator measures the efficiency with which councils manage changes in tenancy by revealing the level of rent loss due to houses remaining empty when they could be available for letting.

<input type="radio"/>	Aberdeenshire Council Performance	1.9%
<input checked="" type="radio"/>	Ranking in Scotland (out of 29)	16th
<input type="radio"/>	Performance of Best Council	East Dunbartonshire (0.50%)
	Performance of Worst	Inverclyde (6.4%)
	Scottish Average	2.29%

The time it takes to let a property is governed by the time it takes to identify new tenants and the time it takes to identify and carry out any repairs necessary before a new tenant can move in. Factors influencing the letting of any property include the demand for housing in the area, its location, type and overall condition. The following indicator shows the percentage of vacant properties that were re-let within four weeks. Properties identified by the Council as being "low demand" have been excluded from this indicator.

(ii) The percentage of empty homes that were not low demand that were let within four weeks

<input type="radio"/>	Aberdeenshire Council Performance	45%
<input type="radio"/>	Ranking in Scotland (out of 29)	14th
<input checked="" type="radio"/>	Performance of Best Council	West Lothian (90.9%)
	Performance of Worst	Aberdeen City (1.7%)
	Scottish Average	44.2%

The following table shows the average time in days that is taken to re-let stock that is not specifically identified as low demand. In Aberdeenshire the average was 51 days to re-let a vacant property.




(iii) The average time to re-let houses that are not in low demand

<input type="radio"/>	Aberdeenshire Council Performance	51 days
<input type="radio"/>	Ranking in Scotland (out of 29)	14th
<input checked="" type="radio"/>	Performance of Best Council	West Lothian (13 days)
	Performance of Worst	Shetland Islands (257 days)
	Scottish Average	64 days

(2) Rent collection




It is the responsibility of the Housing service to collect rent from all of its tenants. When tenants fall into rent arrears the Housing service should have in place effective procedures for managing the rent arrears recovery process. The following indicators measure the Council's performance in collecting the rent due to it. Note to facilitate like for like comparisons the Accounts Commission has divided the 29 housing authorities in Scotland into two family groupings, Group A: Urban, and Group B: Rural and Semi Rural. Aberdeenshire Council has been placed in Family Group B. There are 17 councils in this grouping.

(i) Levels of current tenant rent arrears as a percentage of the net amount of rent due in the year

	Aberdeenshire Council Performance	4.7%
	Ranking in Family (out of 17)	7th
	Performance of Best Council in Family	Orkney Islands (2.4%)
	Performance of Worst in Family	Clackmannanshire (9%)
	Family Average	5.3%
	Scottish Average	7.0%

(ii) Percentage of current tenants owing more than 13 weeks rent at year-end




This excludes tenants owing less than £250 in arrears.

	Aberdeenshire Council Performance	4.3%
	Ranking in Family (out of 17)	10th
	Performance of Best Council in Family	East Ayrshire (0.8%)
	Performance of Worst in Family	Eilean Siar (9.3%)
	Family Average	3.6%
	Scottish Average	4.5%

(3) Council House Sales

The government has set a target of 26 weeks for a council to process an application to buy a council house under the "Right To Buy" legislation. This time taken covers the period from the date the council receives the formal purchase application to the date on which payment of the purchase price is made in exchange for delivery of a valid title.

Council house sales - the percentage of sales completed within 26 weeks




	Aberdeenshire Council Performance	53.2%
	Ranking in Scotland (out of 29)	23rd
	Performance of Best Council	South Lanarkshire (95.9%)
	Performance of Worst	Orkney Islands (20%)
	Scottish Average	74.6%

In Aberdeenshire in 2005/06 the average time taken to sell a house was 27 weeks.




(4) Homelessness

Councils have a duty to assess people who present themselves as homeless or potentially homeless. The following indicators show the Council's performance with regards homeless assessments. The ability of the Council to improve its performance with regards homelessness is affected by the availability of appropriate accommodation.

(i) Average time (weeks) between presentation and completion of duty by the council for those cases assessed as homeless or potentially homeless.

	Aberdeenshire Council Performance	15.3 weeks
	Ranking in Scotland	15th
	Performance of Best Council	Falkirk (3.9 weeks)
	Performance of Worst	Inverclyde (34.3 weeks)
	Scottish Average	16.5 weeks

(ii) Percentage of cases reassessed as homeless or potentially homeless within 12 months of previous case being completed

	Aberdeenshire Council Performance	3%
	Ranking in Scotland	5th
	Performance of Best Council	Angus (0.1%)
	Performance of Worst	East Lothian (32.7%)
	Scottish Average	7.9%

5.5 Measure For Success 5: Work together to make Aberdeenshire a safer place for all those living in, working in or visiting the area.

The Aberdeenshire Community Safety Partnership is responsible for the development of the Community Safety Strategy. This strategy contains a range of actions that support the national community safety objectives. These actions are implemented through 7 local community safety network groups, which have complete coverage of Aberdeenshire. During the year these groups delivered in excess of 50 projects and the outcomes of these were reported to the Scottish Executive. A summary of the key achievements is given below:

- **Safe Drive Stay Alive Road Show.** This show was held at the Thainstone Mart, Inverurie on the 8th - 11th November 2005 and was attended by over 3,500 fifth-year pupils over the three days. The aim of the show was to leave youngsters who are approaching driving age with a very hard hitting and hard to forget message about their vulnerability on the road.
- **Pubwatch.** During the year in Stonehaven a pubwatch scheme was set up to tackle unruly behaviour in Stonehaven pubs.
- **Information Card.** Grampian Police working with the Royal Bank of Scotland and Garioch and North Marr Community Safety Group designed a credit card sized information card for householders to help them reduce the risk of their homes being broken into when they go away on holiday. The card included six bullet points spelling out what householders should do before they go away leaving their home unoccupied.
- **Best Bar None.** In Inverurie Grampian Police in conjunction with the Aberdeenshire Community Safety Partnership launched the Best Bar None scheme for pubs and clubs within the town. This is a national awards scheme which establishes a benchmark for good practice in licensed trade premises and identifies and rewards responsible operators as well as sharing their good practice with others.
- **The Community Wardens** continue to be a positive development in Fraserburgh and Peterhead with the second annual report on their progress having been submitted to the Scottish Executive. Other areas wishing to have the benefits of this Service are actively seeking funding.
- **Antisocial Behaviour Strategy.** The Antisocial Behaviour (Scotland) Act 2004 places a requirement on local authorities and the relevant chief constable to work jointly to produce an Antisocial Strategy for the authority area. Following a detailed consultation exercise and an Audit of Antisocial Behaviour, the Aberdeenshire Antisocial Behaviour Strategy 2005/08 was approved by the Council in September 2005. This Strategy now provides the basis for tackling antisocial behaviour in Aberdeenshire. It sets out how partner organisations will work together to reduce antisocial behaviour throughout the area and help to sustain a better quality of life for all who live in, work in or visit Aberdeenshire.
- **ASBOS.** A multi-agency policy on the use of Antisocial Behaviour Orders (ASBOS) will be implemented along with the Strategy. This policy outlines the steps that should be taken when any of the partner organisations are considering applying for an ASBO.

Aberdeenshire Road Safety Plan. In December 2005 Aberdeenshire Council launched its third Road Safety Plan. The latest version of the Plan reviewed progress so far in meeting targets set both locally and nationally for road casualty reductions, and sets out the council's strategies to meet - and hopefully better - all of these targets. The plan covers Aberdeenshire Council's aims relating to all types of road users, including: children, older people, people with disabilities, pedestrians, cyclists, young drivers, and people operating powered two-wheeled vehicles. Aberdeenshire plays a leading role in road safety nationally through the Society of Chief Officers of Transportation in Scotland (SCOTS), and has pioneered such initiatives as the introduction of 20 mph speed limits outside schools, which is now being funded as a national programme by the Scottish Executive. The Plan shows that Aberdeenshire is making steady progress towards the target of a 40% reduction in killed or seriously injured casualties, and good progress in cutting the number of child casualties by half. The authority has already achieved the required reduction of 10% in the number of slight casualties, and will be seeking to build further upon the progress that has already been achieved in this area.

6 Jobs And The Economy



Strategic Intention

We will work to

Create an economy in which sustainable economic activity, steady growth, low unemployment and a broadening and strengthening of the economic base are established.

6.1 Measure For Success 1: Play an active part in the delivery of the Aberdeen, City and Shire Economic Forum's Strategy "Business 2010".

Aberdeen City and Shire Economic Forum (ACSEF) is a public private sector partnership committed to delivering a range of economic development projects to drive economic growth throughout North East Scotland. The partnership comprises:

- Aberdeen City Council
- Aberdeenshire Council
- Aberdeen and Grampian Chamber of Commerce
- Careers Scotland
- Communities Scotland
- Federation of Small Businesses
- Scottish Enterprise Grampian

- Visit Scotland - Aberdeen and Grampian
- Representatives from the rural, education and energy sectors.

The Forum has developed an economic growth strategy for Aberdeen City and Shire entitled Business 2010, which outlines its shared vision and sets out a programme of action under six strategic objectives, to ensure the continued prosperity and growth of the area. During 2005/06 significant progress was made in delivering this action plan. Some of the achievements for the year are given below:

- A regional identity was developed for the area - "Aberdeen City and Shire - a Brighter Outlook." The identity was launched to the business community and as a result of the Identity Champions programme a number of public and private sector businesses have now adopted the new identity.
- A number of national events were attracted to the area during the year including Radio 2 Live, and the Senior British Open Golf Championship.
- Development of Broad Band across Aberdeenshire proceeded apace with most rural exchanges now Broadband enabled.
- An Area Tourism Partnership was established.
- A Next Generation Network was created to improve engagement with the business community.
- The Airport Business Forum action plan was implemented and international passenger numbers were up almost 30% on the same period the previous year.

6.2 Measure For Success 2: Deliver the objectives in the Council's Economic Development Strategy 2001-2007

The Council's Economic Development Strategy provides the framework for the economic development activity within the Council and builds on the Council's commitments set out in the Business 2010 strategy. The Strategy was first launched in 2001 and in 2004 a mid term review was carried out. A further review of the Strategy is currently underway to identify Economic Development priorities to 2011. Progress with some of the key objectives in the current Strategy are summarised below.

- **Support For Aberdeenshire Businesses (SAB).** The SAB scheme was introduced in April 1998 and is for businesses that can demonstrate that they meet certain criteria. These criteria include: the proposal will bring additional economic benefit to Aberdeenshire; the proposal must demonstrate viability; the proposal has the potential to increase employment in Aberdeenshire. In 2005/06 a total of 52 businesses were assisted through grants and loans from the SAB scheme. As a result this scheme helped lever in £1,038,489 of private finance and £87,952 of EU and Scottish Executive funding into these business projects. In addition to the businesses assisted the SAB scheme helped create 39 jobs and safeguard 51 jobs last year.

- Significant progress was made with the development of a biomass fuel supply chain in the Aberdeen City and Shire Economic Forum area. Approval was given for the development of a pilot project in Aboyne. This project will involve the installation of a wood-burning boiler to replace the existing inefficient oil fired boiler at Aboyne Academy. When up and running the boiler will supply renewable energy to the Academy, Primary school, Community Centre and Swimming Pool. This project is expected to be fully operational by the end of 2006.
- The Council also supported the development of a number projects that could qualify for financial support from Europe. For example in early 2006 the North Aberdeenshire Harbours Programme was launched, jointly funded by Aberdeenshire Council, East of Scotland European Partnership Objective 2 Funding and the Harbour Trust. The aim of the project is to develop a network of harbours between Cullen and Fraserburgh that will provide a safe haven for local users and to improve facilities in order to promote greater use of the harbours to visiting marinas.
- On the 1st January 2006 the Peterhead Harbour Trust, which has traditionally served the fishing industry since the late 19th Century, and the Peterhead Bay Authority, which has largely catered to the oil industry since 1983, merged to create the Peterhead Port Authority (PPA) which now has operational control of the whole harbour. With the merger, Aberdeenshire Council is working with the Peterhead Port Authority and local businesses to develop opportunities for investment and to promote the area for new industries such as renewable energy and oil and gas decommissioning.

The following two measures can be used to indicate how well the economy of Aberdeenshire is doing:

- **Unemployment Rates.** Over the 12 months to March 2006 unemployment rates in Aberdeenshire decreased by 15.9%, falling from 1,922 claimants to 1,616. This equates to a change of rate from 1.3% to 1.1%. As a result Aberdeenshire has the lowest unemployment rates in Scotland. The Scottish average was 3.0% and the UK average 2.7%.
- **Average Weekly Earnings.** Average weekly workplace earnings for full time employees in Aberdeenshire grew by 3.5% over 2005-2006 (Office for National Statistics' Annual Survey of Hours and Earnings). This is below the Scottish average growth rates of 5.2% and the Aberdeen City rates of 5.9%. The largest increase across all the Scottish local authorities was in Midlothian (+14.7%) followed by East Ayrshire (+14.3%). Although average earnings in Aberdeenshire have increased over the year to 2006, full time workers in Aberdeenshire still earn on average £18.80 less per week than the Scottish average. Full time employees in Aberdeen City earn the most out of all the Scottish Local Authorities, earning on average a gross weekly wage of £606.30.

6.3 Measure For Success 3: Promote community economic development throughout Aberdeenshire.

Community Economic Development activities help release the enterprise potential within local communities. Where possible, Economic Development provides:

- real support to developing communities
- guidance in project development
- assistance in organisational development

As part of this process, during the year a number of Rural Partnerships which support Community Economic Development were developed. Most of Aberdeenshire is now covered by one of these Rural Partnerships. There is now a need to develop those partnerships into self-sufficient influential and supportive organisations

6.4 Measure For Success 4: Work with Scottish Enterprise Grampian and Communities Scotland to deliver the Buchan Action Plan and the Aberdeenshire Towns Partnership.

This year, **Ellon, Inverurie and Stonehaven** left the ATP programme after 7 years of investment as they are now deemed to have the capacity to be independent of ATP intervention. **Fraserburgh, Peterhead Banff and Macduff** remain in the programme as their steady process of regeneration continues. **Huntly** entered ATP last year and now has an adopted strategy and 3-year action plan

All of the north coast towns benefit from being within the Building Buchan New Beginnings (BBNB) initiative area, and are presently part of the successful 'Revitalisation of Small Harbour Towns' project, which is part funded until mid 2007 by the EU INTERREG IIIb programme along with similar towns in Holland and Germany.

In the central/south towns (Ellon, Inverurie and Stonehaven) the "Sustaining Small Expanding Towns" EU project continues to research best practice in town strategies. During the year delegates from all sectors in each town exchanged experiences directly with similar towns in Sweden and Poland.

6.5 Measure For Success 5: Expand the provision of industrial land and e-business centres across Aberdeenshire.

Aberdeenshire Council has agreed a strategy for providing Business Centres in locations where there is an unmet demand for business space. In previous years business centres have been provided in Fraserburgh and Turriff in partnership with organisations such as Scottish Enterprise Grampian and the East Of Scotland Grampian Partnership. Demand for business centres in Alford, Laurencekirk and other towns are being assessed on an on-going basis.

6.6 Measure For Success 6: Play an active part in the North East Scotland Transport Partnership (NESTRANS) and the delivery of the Modern Transport System and the Council's Local Transport Strategy.

- 6.6.1 Nestrans is the Transport Partnership for Aberdeen City and Shire. It is one of seven Transport Partnerships set up across Scotland to provide a co-ordinated approach to transport planning and delivery between different local authority areas. Nestrans' area covers both the City of Aberdeen and the wider Aberdeenshire area. Its Board is made up of Councillors from Aberdeen City and Aberdeenshire Councils, as well as non-councillor members appointed by the Minister for Transport.

6.6.2 Nestrans takes the lead role in the delivery of the Modern Transport System (MTS) for the North East of Scotland. This is a package of integrated transport measures to be implemented over the period to 2015. These include: Western Peripheral Route; Trunk Roads improvements; construction of new Park and Ride facilities; implementation of Bus Priority Measures; development of the Aberdeen Crossrail project; the Strategic Rail initiative; Rail Freight; Airport / Access to the Airport; Shipping / Harbours; Urban Realm; Cycling, Walking and Safer Streets; development of Travel Plans/ Travel Awareness; Maintenance of Existing Networks. Progress with some of the key projects taken forward during the year is summarised below:

- **Aberdeen Western Peripheral Route (AWPR)** On 1 December 2005 the Minister for Transport announced that the AWPR would be taken forward on the Milltimber Brae Route but with an added link south to Stonehaven. The preferred line narrows down the original planning corridor of the route. The line identifies areas the road will and will not affect, and confirms that only 19 houses will have to be removed in order to build the 46 kilometres long bypass. The next stage will be to develop this line further in order to allow the draft orders to be published at the end of 2006.
- **Strategic Roads.** Detailed design work on dualling of the A90 between Balmedie - Tipperty was taken forward by consultants on behalf of the Executive. It is anticipated that construction will begin by the end of 2008.
- **Aberdeen Crossrail.** First ScotRail introduced the first phase of the Aberdeen - Inverness line timetable enhancements, including increased services between Inverurie - Aberdeen, using spare capacity of existing Inverness trains, on 11 December 2005. Discussions are continuing with First ScotRail, Network Rail and Transport Scotland on the operational costs and implications of introducing further improvements during 2007.
- **Laurencekirk Station Re-opening.** Previous studies into the viability of reopening Laurencekirk Station had indicated a positive business case for the project in terms of transportation, economic, environmental and other benefits. As a result, during late 2005 and early 2006 further, more in depth studies were carried out into the viability of the project. The outcomes of this work was reported in May 2006 with a decision on the project expected by the end of the year.

6.6.3 During 2005 the Council carried began a review of its Local transport Strategy (LTS). As part of this review a detailed public consultation exercise was carried out during spring/summer 2005. Key concerns identified by the Council included the need to limit the environmental impact of transport; social exclusion; peripherality; lack of accessibility to employment, health, higher education and leisure facilities; availability and affordability of public transport.

6.6.4 As a result of this consultation, and other work carried out by officers the Council has developed a draft strategy for the period 2006 - 2009 which sets out the Transport Vision and Objectives of the Council and provides a three-year Action Plan for meeting local challenges and needs. It also sets out how the Council's own transport strategy seeks to contribute to, address and influence national and regional transport objectives and priorities. Further work and consultation exercises will be carried out during 2006 to finalise this strategy.

6.7 Measure For Success 7: Support and promote the development of a robust rural economy including fishing, farming, forestry and tourism.

During the year the Council took forward a number of actions aimed at supporting and developing the local economy within Aberdeenshire. A summary of the key actions is given below.

- **Support To Rural Shops.** During the year the Council provided a range of support to local shops to help them develop their businesses through the Rural Shop Support Scheme. One example of the type of support available is illustrated by the Spar shop in Bellabeg. This shop, which operates a general store, community post office and medical prescription pick up/drop off point was able to extend into the former bank next door, enabling it to provide a wider range of goods and facilities, as a result of support from the Scheme.
- **Consultations.** During the year the Council provided detailed responses to consultations on the Scottish Rural Development Programme and Strategic Plan, the Cairngorms National Park Plan and the Forestry Commission Scotland Strategic Plan.
- **Farmers Market Guide.** During the year the Council launched a guide highlighting the wealth of goods available at farmers and produce markets across Aberdeenshire. The leaflet provides a clear guide to a range of producers selling fruit and vegetables, meat, dairy, organic produce, home baking, preserves and cheeses. It also highlights where and when the markets take place and gives details of participating producers. The leaflet was created to promote the wealth of quality produce available locally, and to encourage more people to take advantage of the markets.
- **Bio diesel.** In October 2005 a report on a study undertaken by the Scottish Agricultural College on the potential for a bio diesel industry in the north east of Scotland was published. The report identified a number of key issues which required to be addressed before any production infrastructure could be developed. The Council is now leading the debate on what needs to be done to progress the development of a bio diesel industry in the region.
- **Biomass Strategy.** During the year the Council developed a draft Biomass strategy in partnership with the Aberdeen Renewables Group with the aim of encouraging joint projects in renewables.
- During the year the North East Scotland Fisheries Development Partnership was consulted by the Scottish Executive Environment and the Rural Affairs Department on National Policy on Fisheries. In addition the provision of advice by the North Sea Regional Advisory Council is now central to the development of EU Fisheries Policy.
- During the year Aberdeenshire Council, through its involvement in Building Buchan New Beginnings, has been working with businesses and the local communities of Banff, Macduff and Portsoy to develop tourism opportunities in the area. As a result Visit Scotland carried out a fact-finding visit to the area.

- In June each year Aberdeenshire Council in partnership with the ANM Group, the Grampian Food Forum, the Press and Journal and Scottish Enterprise Grampian hold the Taste of Grampian food festival at the Thainstone Centre in Inverurie. More than 100 food firms use this event to show case their produce and to give consumers an insight into the many and varied foods produced in the North East. Each year the event attracts more than 10,000 visitors who spend upwards of £100,000 at the show.

6.8 Measure For Success 8: Continue to lobby for European funding for our area.

During the year a range of activities were undertaken by the Council to lobby for more European funding for our area. European funding is provided by the European Union and administered by the European Commission. There are over 300 different European funds, each addressing an individual need. The most relevant sources of funds to Aberdeenshire come from the Community Initiative Fund which supports Interreg, EQUAL and LEADER+ projects, and structural funds available through Objective 2 and Objective 3 programmes. The European Structural funds programme was due to finish at the end of 2006 and through the year Aberdeenshire lobbied hard to ensure that the Council would not loose out from any replacement programme.

During the year five new projects were approved through INTERREG (Energise Regional Economies) and ESF (North Aberdeenshire Job Club, North Aberdeenshire Work Skills, Rediscovering Childcare and Ellon Community Works).

7 Learning



Strategic Intention

We will work to

Implement a vision of Aberdeenshire as a place where citizens participate in lifelong learning and where everyone is included.

7.1 Measure For Success 1: Work to achieve the national priorities for education - raise standards of attainment, improve facilities for teaching and learning, promote inclusion and equality of opportunity, promote citizenship and encourage creativity and ambition.

The National Priorities in Education were established by the Scottish Executive in 2000 and set out a set of strategic objectives and defined outcomes that reflect the values, principles and aspirations of all who are committed to promoting improvements in Scottish education. The National Priorities are:

(1) **Achievement and Attainment:** To raise standards of educational attainment for all in schools, especially in the core skills of literacy and numeracy, and to achieve better levels in national measures of achievement including examination results;

(2) **Framework for Learning:** To support and develop the skills of teachers, the self-discipline of pupils and to enhance school environments so that they are conducive to teaching and learning;

(3) Inclusion and Equality: To promote equality and help every pupil benefit from education, with particular regard paid to pupils with disabilities and special educational needs, and to Gaelic and other lesser used languages;

(4) Values and Citizenship: To work with parents to teach pupils respect for self and one another and their interdependence with other members of their neighbourhood and society and to teach them the duties and responsibilities of citizenship in a democratic society;


(5) Learning for Life: To equip pupils with the foundation skills, attitudes and expectations necessary to prosper in a changing society and to encourage creativity and ambition.


The Councils achievements in delivering on the National Priorities is discussed below.

7.1.1 National Priority 1 Achievement and Attainment.

- **5 -14 Reading, Writing and Mathematics.** Specific tests are used to assess pupil attainment in reading, writing and mathematics during their primary education and the first two years of secondary education. The achievements are summarised in the tables below. Note 2004 was the last time that this data was collected on a national basis so comparisons with other councils in Scotland are no longer available. In 2004 pupils in SEN units were included in the overall statistics. This caused a dip in the results in 2004.

(i) Percentage of primary pupils attaining appropriate 5 - 14 levels

 Reading Primary Levels	2002-3	2003-4	2004-5	2005-6	Target 2006
Aberdeenshire	81.8%	80.7%	80.8%	81.4%	82.0%
Comparator Local Authorities	81.6%	82.7%			
National Average	81.4%	81.8%			
Ranking	18th	24th			

 Writing Primary Levels	2002-3	2003-4	2004-5	2005-6	Target 2006
Aberdeenshire	75.7%	74.1%	74.9%	75.7%	75.2%
Comparator Local Authorities	73.4%	74.5%			
National Average	73.5%	73.6%			
Ranking	9th	17th			

Maths Primary Levels	2002-3	2003-4	2004-5	2005-6	Target 2006
Aberdeenshire	80.5%	79.5%	82.4%	83.2%	80.0%
Comparator Local Authorities	80.4%	82.6%			
National Average	80.0%	81.8%			
Ranking	17th	24th			

The three tables above show that attainments in primary reading, writing and maths have all improved for the second year in a row. However, whilst attainment in writing and maths exceeded targets in 2005/06, attainments in primary reading fell below target.

(ii) Percentage of secondary pupils attaining level E by the end of S2

Reading Secondary Levels	2002-3	2003-4	2004-5	2005-6	Target 2006
Aberdeenshire	66.2%	67.1%	67.9%	71.9%	67.6%
Comparator Local Authorities	64.4%	67.2%			
National Average	60.5%	64.5%			

Writing Secondary Levels	2002-3	2003-4	2004-5	2005-6	Target 2006
Aberdeenshire	57.2%	55.5%	55.0%	55.3%	55.0%
Comparator Local Authorities	55.2%	56.7%			
National Average	51.2%	52.2%			

Maths Secondary Levels	2002-3	2003-4	2004-5	2005-6	Target 2006
Aberdeenshire	60.7%	66.2%	67.5%	67.3%	67.5%
Comparator Local Authorities	56.2%	64.3%			
National Average	54.2%	59.5%			

The table shows a steady improvement in secondary reading attainments over the past few years with the 2006 attainment target significantly exceeded. Attainments in mathematics in 2005/06 were just below the 2004/05 level, and just below target but are still significantly above levels for 2002/03. Levels in writing have not improved over the last three years.

- **SQA Exam Results.** The examination results in the SQA's Standard Grade, Intermediate 1 and 2, Higher and Advanced Higher are reported annually. Aberdeenshire's performance is compared with all national performances and with its comparator family of local authorities. The following tables show attainments at Secondary and Higher levels.

(i) Percentage of pupils gaining 5+ standard grade credit awards (level 5 or better) by end of S4

	2002-3	2003-4	2004-5	2005-6
Aberdeenshire	43.1%	42.8%	43.9%	42.9%
Comparator Local Authorities	37.6%	37.7%	37.4%	37.2%
National Average	34.0%	34.6%	33.8%	34.3%

(ii) Percentage of pupils gaining 5+ higher in S5 (Level 6 or better)

	2002-3	2003-4	2004-5	2005-6
Aberdeenshire	12.3%	12.1%	13.0%	11.8%
Comparator Local Authorities	10.9%	10.1%	10.7%	10.5%
National Average	9.6%	9.4%	9.4%	9.3%

The tables show that educational attainments in Aberdeenshire in 2005/06 continue to be above the national average. In 2006, Aberdeenshire was in the top 3 local authorities in Scotland in 5 out of the 21 recognised measures of attainment for S4, S5 and S6, in the top 6 for 19 of these measures and in the top 10 for all 21 of the measures.

Across the authority, the attainment of girls tends to exceed that of boys, with the difference being either in line with that seen nationally, or on some measures, greater than the national gender gap. The Council is currently developing strategies to close these gaps in gender attainment.

How Good Is Our School (HGIOS) Quality Indicators. Annually head teachers and their staff self-evaluate their schools using the HMle quality indicators from How Good Is Our School. The scoring is then ratified and moderated by the Education Network Manager during one of their school quality assurance visits. The scale used for evaluation up to 2005/06 was a four point scale: Very Good, Good, Fair and Unsatisfactory.

Analysis of all schools self-assessment showed that in 2003 only 74.8 of schools had evaluated themselves as Good or Very Good. However by 2006 91.7% of schools were confident enough to evaluate themselves as Good or Very Good. A detailed analysis of each criteria used in the self-assessment shows that some level of improvement is evident in most of the quality indicators with significant improvements in: Assessment as part of teaching; Accommodation and Facilities; and Staff Review and Development. These were all identified as priority areas for improvement in previous years. However there is still further room for improvement for the criteria Accommodation and Facilities.

7.1.2 National Priority 2 Framework For Learning

Flexibility in the Curriculum. Good progress continues to be made in this area. For example Skills for Work provision and agreed vocational and enhancement courses have been provided to pupils through a partnership agreement with Aberdeen College and Banff and Buchan College. Offsite bases for Skills for Work Courses have been established in Alford and Peterhead Academies. Schools now offer a range of flexible provision for young people at risk of falling into the category of Not in Education, Employment or Training (NEET). These include alternative curriculum projects, vocational education programmes, transition to work/career programmes and other Pupil Support Projects. Two of our schools are currently piloting the “Activate” programme, which is designed to give vulnerable young people extra support in their final three months of school.

A Curriculum For Excellence. Nationally Aberdeenshire is seen as making very good progress in this area. Achievements include the provision of materials to all schools designated to support head teachers engage directly with the staff in their schools and encourage staff to reflect on their current practice in relation to the values, purposes and principles of A Curriculum for Excellence. Working in partnership with Aberdeen City and Moray Councils, a four-day programme was planned and involved staff from all schools in Aberdeenshire.

Behaviour and Ethos. A multi-agency steering group which includes pupil, parent and union representatives has been set up to steer activity over the next 3 years towards fully meeting the recommendations in the national report: “Better Behaviour - Better Learning”. This group has met on several occasions and has developed a programme of future activities designed to match the recommendations of the national report.

Positive Behaviour. Again good progress has been made in this area. An audit of provision in Aberdeenshire has been undertaken against the recommendations of the national report: “Better Behaviour - Better Learning.” A short term working group has been set up to develop a staged procedure and guidance for schools. This has now been rolled out to all schools in Aberdeenshire and schools have identified behaviour support co-ordinators whose role is to support staff in taking a solution focussed approach to dealing with low level indiscipline.

Management Structure. In line with the impetus towards increasing curriculum flexibility, each Secondary school has devised an Indicative Plan detailing revised Faculty structures. Principal Teacher Faculty posts will be filled in accordance with these revised structures as and when opportunities arise in schools. A review of Primary school management structures has still to be carried out.

School occupancy levels. Aberdeenshire Council is responsible for the following educational establishments:

	School	Number Pupils	Number of Teachers
Nursery	83	3,434	100
Primary	153	19,733	1,202
Secondary Schools	17	16,059	1,231
Special Needs	55	1,381	257

The occupancy rate of these establishments is shown in the following tables:

(i) Primary schools

The percentage of schools with occupancy of:	2004/05	2005/06
a) 40% or less	7.1%	6.6%
b) 41 - 60%	23.2%	21.7%
c) 61 - 80%	26.5%	31.6%
d) 81 - 100%	25.2%	22.4%
e) 101% or more	18.1%	17.8%

(ii) Secondary schools

The percentage of schools with occupancy of:	2004/05	2005/06
a) 40% or less	0.0%	0.0%
b) 41 - 60%	0.0%	0.0%
c) 61 - 80%	5.9%	0.0%
d) 81 - 100%	47.05%	47.1%
e) 101% or more	47.05%	52.9%

7.1.3 National Priority 3 Inclusion and Equality

- **Inclusion and Additional Support for Pupils.** Overall progress with this objective is very good. Joint working has been agreed between Health, Social Work, Education, Community Learning and Development and other agencies to take this issue forward. An awareness raising and training strategy is currently in development. Mediation and dispute resolution procedures have been developed. An Aberdeenshire Framework for supporting Children's Learning is currently in development along with policies and guidelines for practitioners.
- **Integrated Community Schooling (ICS)** There is evidence of good co-operative working in the networks in respect of local priorities and development strategies. For example Community School Network Executive Groups have been established and all have prepared a Community School Network Plan.
- **Accessibility Strategy.** All three strands of the Accessibility Strategy 2005 - 2008 to improve access to education for pupils with disabilities have been implemented. These are: to improve physical access to school environment, including transport; to improve access to the curriculum; and to improve communication of information.
- **Race Equality.** The revised E&R race equality and strategy for 2005-2008 was approved by Committee in December 2005 and was then distributed to all schools. This strategy links to the corporate race equality scheme and to the education service accessibility strategy for pupils with additional support needs. It is too early to evaluate the effectiveness of the strategy although the service is making good progress in its implementation through work in schools.

- **Education for Pupils with Additional Needs.** Good progress is being made with this objective, although further work is required. Multi-agency partnership arrangements are being established with Aberdeen College and Banff and Buchan College to support and improve education provision for pupils with additional needs.
- **Achievement through learning for young people.** Good progress has been made implementing the Youth Work Strategy and increasing provision for young people and opportunities for progression. For example young people, especially those who are disengaged from formal schooling, have been supported and encouraged by youth workers to enhance their learning experiences in and out of school. In addition, as part of the Aberdeenshire Community Learning and Development Strategy, access to youth information and advice has been increased across Aberdeenshire.

7.1.4 National Priority 4 Values and Citizenship

- **Aberdeenshire Pupil Forum.** Progress in maintaining the Forum has been good. During the year the Forum met several times and has become familiar with, and commented on national initiatives such as the “Young Scots” travel card. The Forum has also been consulted on and has gathered comments from schools on national policies including Health Promoting Schools, and recent legislation, including the Smoking Ban and the Additional Support for Learners Act.
- **Education For Citizenship.** Aberdeenshire has addressed the curricular aspects of citizenship through the development of an Authority Citizenship Curriculum Support Group. This group is made up of primary and secondary representatives as well as others involved with the delivery of Education for Citizenship. This Group has completed an audit of Education for Citizenship delivery in Aberdeenshire and has provided planning grids to schools to use to help plan and ensure progression for citizenship activities. The Group also provides guidance and support to schools delivering Education for Citizenship.

7.1.5 National Priority 5 Learning for Life

- **Education For Enterprise Curriculum.** Very good progress has been made with this objective. For example all Aberdeenshire schools have incorporated Enterprise in Education into their School Development Plan. In addition increased provision has been made for pupils to experience experiential entrepreneurial activities. Progress with Sports Development, Heritage, Arts and Libraries is discussed in section 7.3 of this report.

7.2 Measure For Success 2: Address the wide range of learner needs in Aberdeenshire communities through the implementation of a Community Learning Strategy in partnership with other bodies.

Local Authorities are required to take the lead role in drawing up strategies for community learning, however they must do so in partnership with other agencies which have a role in community learning. In 2005 the revised Community Learning and Development (CLD) Strategy was launched. This Strategy was developed by Aberdeenshire Council in conjunction with the Community Learning and Development Partnership which is part of the Community Planning Partnership. The Strategy has six strategic priorities:

- Engaging with Communities
- Achievement Through Learning for Adults
- Achievement Through learning for Young People
- Ensuring Learner Support and Progression
- Building Community Capacity
- Partnership working and ensuring best value in the use of resources.

Achievements in delivering this strategy are discussed below:

- 17 Community Development Groups (CDG) have been established in Aberdeenshire, each based on a Community Schools Network. They have a core membership of learners and active community members who assist Area Planning Partnerships in assessing needs and determining local priorities within the context of the overarching CLD Strategy. The scope of the CDGs' work has now been extended to include sport and cultural activities.
- Targets to increase the number of adult learners have been exceeded in relation to literacy work but some targets for community based adult learning have not yet been met.
- A Youth Work strategy has been developed and approved by Committee. Work has focused on improving access to youth information and services for young people; developing youth work partnerships including involvement of young people; developing and promoting an accreditation framework for informal and formal education opportunities for young people; supporting young people at key transitional stages in their lives; and enabling young people to fulfil their potential by accessing opportunities for learning, training and employment.
- Progress on community capacity building work has been slower than anticipated but this is in line with the position across the country. National Standards for Community Engagement and an evaluation model have been published which will be used by Recreation as well as Community Learning and Development staff.
- Work to enable learners to progress has focused on supporting and developing voluntary organisations and community led activities and building the skills of those who run them. Skills shortages have been tackled by providing local vocational training opportunities. Staff also support and encourage people in planning to resolve local issues and participating in the community planning process.

7.3 Measure For Success 3: Expand and continuously improve opportunities for recreation through participation in the arts, heritage, sport and libraries.

7.3.1 Arts. The Arts Education Team are dedicated to ensuring that the schools in Aberdeenshire have access to the best possible arts and culture experiences available. As a consequence a range of Arts activities were carried out in schools. In addition work was progressed on implementation of the agreed Arts Strategy, including appointment of externally funded Arts Marketing & Information Officer to work on audience development initiatives, and appointment of two full-time Cultural Co-ordinators. Some of the achievements of the service within the year include:

- Implementation of a summer term programme involving 22 schools and over 970 pupils. Three projects carried out with the Buchan Heritage Association, Scottish Museum of Lighthouses and Techfest, and Multi-ethnic Aberdeen Limited were deemed to be excellent by the participating schools.
- 98 shows were staged which attracted 5,402 attendances as part of North East Arts Touring (NEAT) programme.
- 125 adults with learning difficulties participated in the ArtsAbility programme (run in collaboration with Social Work).
- The Open Studios project was the largest event of its kind in Scotland with 150 artists receiving 30,000 visits to their studios.
- The North East Folklore Archive website attracted over 10,000 “visits.”
- £400,000 was raised for arts related projects in collaboration with the Aberdeenshire Towns Partnership.
- An arts “toolkit” was created for use by arts organizations. This was made available on the web site along with an e-bulletin that provides a range of information including advice on training opportunities.
- The What’s On publication was discontinued since evaluation showed limited cost-benefit but it has been replaced with a regular newsletter providing information on arts and cultural initiatives.
- Support continues to be given through grants and professional advice from the Arts Team to a range of organisations including the three Arts Forums which represent the voluntary sector and for local cultural festivals.
- Funding was secured from the Scottish Arts Council for a temporary Marketing Officer post to address the findings of the “Arts Atlas”, a comprehensive market research exercise which has provided detailed information on participation and interest in the arts across Aberdeenshire.

7.3.2 Aberdeenshire Heritage is the museums section of Aberdeenshire Council's Education & Recreation Service. The service operates 12 museums and a range of visitor centres across Aberdeenshire, from Fordyce in the north to Stonehaven in the south. All the Council's museums are accredited through the national scheme administered by the Scottish Museums Council and are thereby achieving the required standards. Achievements of the service in the year included the following:

- Securing a three-year grant from the Regional Development Challenge Fund to widen access and promote lifelong learning opportunities to museums services in the northeast in partnership with Aberdeen City Council and Aberdeen University.
- Developing a joint approach with Moray Council to conservation.
- Increasing support for the independent sector.
- Upgrading security for the firearms collection.
- Only 15% of collections have been transferred to the new store at Mintlaw. Speedier progress should be made with the appointment of a new conservator. Cataloguing of objects also needs to be carried out at a faster pace. This has been held back pending the introduction of suitable software.
- The North East Museums Partnership (NEMP) funded through the Regional Development Challenge Fund was established with Aberdeen City Council and Aberdeen University as partners.

7.3.3 Sport and Recreation. Aberdeenshire Council provides 16 swimming and leisure centres that offer a wide range of activities for people of all ages and abilities. As well as swimming pools a number of these facilities include well-equipped fitness suites, saunas, squash courts, sports halls and climbing walls. Using these facilities, the Education Service works in partnership with the Recreation Service to deliver the National Priorities and Local Improvement Objectives for Sports and Physical Activity. During the year good progress has been made delivering these objectives. Achievements are summarised below:

- Funding was secured to appoint additional full-time Active Schools Co-ordinators to work with 10 primary school networks to develop and promote opportunities for young people to take part in sport and physical activity.
- £2 million of Big Lottery Fund money was used to provide new all weather outdoor facilities at Fraserburgh, Turriff and Mintlaw, a replacement surface for the all weather pitch at Ellon and upgrading of the ski centre at Huntly.
- Twelve new skate parks and five all weather, multi use games areas have been provided and five fitness suites have been created or refurbished in sports centres through external funding. Over 31,000 visits were recorded during the first nine months of operation of the new fitness suites.
- Work has been completed on all swimming pools and sports centres to comply with the Disability Discrimination Act. The condition of swimming pools in particular and Recreation facilities generally gives some cause for concern and further investment is required from the Council to improve facilities.

- The Sports Development Team works closely with Aberdeenshire Sports Council which represents almost 300 clubs in the voluntary sector. During 2005/6 780 volunteers attended Council run courses on coaching and administration and approximately 400 local coaches are now registered on a coaching database. 14 local athletes are members of the Grampian Institute of Sport compared with 10 in the previous year.
- The following indicators show the extent to which some of these facilities are utilised.

(i) Number of attendances per 1,000 population for all pools

Aberdeenshire Council Performance	3165
Ranking in Scotland	19th
Performance of Best Council	Shetland Islands (15626)
Performance of Worst	Glasgow City (1809)
Scottish Average	3463

(ii) Indoor Facilities - the number of attendances per 1,000 population

This indicator relates to all activities provided by the Council at purpose built indoor sports and recreational facilities other than pools. Attendance figures indicate the extent to which these indoor leisure facilities are used.

Aberdeenshire Council Performance	771
Ranking in Scotland	28th
Performance of Best Council	Shetland Islands (19171)
Performance of Worst	Stirling (104)
Scottish Average	4146

The indicator for swimming pools shows Aberdeenshire in 19th place out of the 32 councils. Attendances have gradually increased over the last 3 years. This is particularly heartening given that several facilities have had to close for varying lengths of time for repairs to be carried out. The indicator for attendance at indoor sports facilities show Aberdeenshire in 28th place out of the 32 councils. This is due largely to the fact that the Council only has five free standing sports centres. Audit Scotland do not allow community use of sports facilities in schools to be recorded in this PI. It is anticipated that this PI will improve as a result of the investment in the five new and upgraded fitness suites over the last year.

The national quality assurance scheme for sport, Quest, is used both for Sports Development and facilities management. The Sports Development Team achieved the third highest score in the UK placing them in the highly commended category. The next round of external assessment is due in October 2006. The use of Quest for sports facilities is less well developed and external assessment has yet to be carried out.

7.3.4 Libraries. Aberdeenshire Council operates a network of 36 libraries supported by 6 mobile libraries. In addition to its core business of providing books and other materials for a loan the library service now offers opportunities for learning, particularly through the use of Information Technology. All our libraries are now equipped with computers which have Internet access. The school and public library service and information service are now integrated into one service. During the year 2005/06 a number of strategic initiatives were progressed by the Library Service. Notable successes include:

- The Summer Reading Programme, sponsored by Total which attracted 3,341 children last year compared with 2,564 the previous year.
- The Reader Development Initiative which encourages more people to read books.
- 16 homework clubs for children in P7 were set up.
- Development of Writers' workshops and the Write On initiative for schools, which were run in conjunction with Community Learning and Arts Development staff.
- The "Tutor" ICT programme in Fraserburgh, Ellon and Stonehaven libraries.
- The establishment of careers information points in seven libraries with the support of Careers Scotland.
- Good progress was made on following up on the survey on curriculum support in secondary schools with particular emphasis on information literacy skills.
- Good progress was also maintained in the use of self-evaluation skills in curriculum support through secondary school libraries.
- The Service developed materials to support Environmental Studies in collaboration with schools.
- Information skills toolkits were also developed for primary and secondary schools and were fully implemented in secondary schools. Similar kits are currently being trialled in primary schools.
- The Library Service website provides access to an on-line catalogue of all library materials. Use of the web site increased from 370,961 in 2004-5 to 530,827 in 2005-06. Recent figures show that numbers are continuing to rise.
- Performance The following shows how well the service performed against a range of statutory performance measures.

(a) Use Of Libraries

The following table shows the number of people who actively borrowed books and other items of media during the year, expressed as a percentage of the resident population. The average is calculated by dividing the total number of items of all forms of media issued on loan during the year by the number of borrowers.

(i) Number of borrowers as a percentage of the resident population

Aberdeenshire Council Performance	23%
Ranking in Scotland	21st
Performance of Best Council	Eilean Siar (46.3%)
Performance of Worst	Inverclyde (14.5%)
Scottish Average	23.1%

The table shows that 23% of the population is registered as a library user compared to the national average of 23.1%.

The following indicator shows the extent of borrowing by those people who make use of the library lending facilities. The average is calculated by dividing the total number of items of all forms of media issued on loan during the year by the number of borrowers.

(ii) Use of libraries - the average number of issues per borrower

Aberdeenshire Council Performance	26.4
Ranking in Scotland	14th
Performance of Best Council	Falkirk (32.1)
Performance of Worst	Eilean Siar (17.1)
Scottish Average	26.2

The Government is committed to lifelong learning and improving information technology and communication skills. As a result, funds made available through the New Opportunities Fund have allowed councils to develop learning centres in each of their public libraries. These learning centres provide access to a range of electronic resources which include office packages covering word processing, spreadsheet and database applications, information resources including CD Rom, disk and database services, Internet and e-mail facilities. The following table shows the extent to which people are using these learning centres and access points.

(iii) Learning centre and learning access points - numbers of users as a percentage of the resident population.

Aberdeenshire Council Performance	8.5%
Ranking in Scotland	22nd
Performance of Best Council	Dumfries & Galloway (21.7%)
Performance of Worst	West Lothian (4.7%)
Scottish Average	10.1%

This indicator reflects the use being made of the electronic resources provided in libraries. It measures the number of times terminals are accessed in a year by a user.




(iv) Learning centre and learning access points - Number of time terminals are used per 1,000 population.

Aberdeenshire Council Performance	407.2
Ranking in Scotland	31st
Performance of Best Council	Aberdeen City (1737.1)
Performance of Worst	Aberdeenshire
Scottish Average	776.7

(b) Stock Turnover

The COSLA report “Standards for the Public Library Service in Scotland” published in 1995 recommends that annual additions of adult materials should be 280 items per 1,000 of the population. The following table shows how well Aberdeenshire Council performed against this indicator.




(i) The percentage of the national target met for replenishing lending stock for adults.

	Aberdeenshire Council Performance	82.2%
	Ranking in Scotland	6th
	Performance of Best Council	Shetland Islands (142%)
	Performance of Worst	Inverclyde (20.5%)
	Scottish Average	66.4%

The above table shows that for 2005/06 Aberdeenshire achieved 82.2% of the recommended target, a massive improvement on the 37.3% achieved in the previous year.

The same COSLA report recommended that the annual additions of children’s and teenage materials should be 100 items per 1,000 of the population. The following table shows how well Aberdeenshire Council performed against this indicator.

(ii) Stock turnover - percentage of the national target met for replenishing lending stock for children and teenagers

	Aberdeenshire Council Performance	175.7%
	Ranking in Scotland	2nd
	Performance of Best Council	Shetland Island (272.1%)
	Performance of Worst	Midlothian (10%)
	Scottish Average	77%

The table shows that in 2005/06 Aberdeenshire achieved 175.7% of the recommended target, again a huge improvement on the previous years performance of 74.6% and shows that during the year 2005/06 there was a significant investment made by the Council in new library stock.

7.4 Measure For Success 4: Make schools and other learning and recreational facilities more accessible to those with disabilities and additional support needs.

A number of achievements can be reported for the year. These include:

- Publication in September 2005 of the Aberdeenshire Accessibility Strategy "Improving Access To Education. This has now been distributed to all schools and to Education Network Managers.
- The school estate has been assessed for physical accessibility. School buildings have been categorised and prioritised in terms of compliance with legislation. A 5 to 7 year upgrade programme to improve access for pupils with disabilities has been drawn up and costed.
- Inclusive guidance was prepared for schools on planning trips.
- Advice was provided to schools on improving access to physical environment, the curriculum and communication.
- A Database of pupils with physical access needs was established.
- Supervisory janitors and school administrators attended session on basic accessibility
- Key information to parents has been translated into a range of languages.

7.5 Measure For Success 5: Working with our partners in higher and further education and in the business community to promote economic prosperity through the availability of learning and development opportunities for the people of Aberdeenshire.

A number of achievements can be reported in this area:

- Development of a Strategy for Vocational Outreach Facilities was progressed during the year with Care provision being put in place at Inverurie Academy and Hairdressing provision in Peterhead Academy.
- The Further Education/Higher Education Strategy Group was extended to include Angus College.
- A Partnership Agreements was signed for each of the three FE Colleges.
- The SQA Skills for Work courses were extended in Banff & Buchan College.
- An alternative Work Placement Model to assist with the Recruitment and Training of Young People in Aberdeenshire Council is currently being developed.
- WorkIT and Careers Box were introduced into all secondary schools into all schools.

7.6 Measure For Success 6: Promote the integrated community schools approach to address the needs of learners in a holistic way.

A revised model for Integrated Community Schooling has been introduced across Aberdeenshire. The model supports all professional staff involved in providing services for children and young people with identifying priorities and with working across professional and Service boundaries in planning and delivering services. Policy and practice is being adapted to take account of community planning principles and new statutory duties e.g. in relation to Additional Support for Learners (ASfl). Officers have been working with colleagues in NHS Grampian and Social Work to develop an implementation strategy to support the ASfl Legislation. An action plan with short and medium term objectives has been developed. This has been subject to HMIE inspection. Three multi-agency teams have been set up to take this forward. The pre-school admissions procedure has been updated to comply with ASfl legislation. There is a need similarly to review admissions procedures for compulsory school age children.

7.7 Measure For Success 7: Continuously improve schools, community learning and recreation facilities by upgrading buildings and resources, including increasing access to information technology.

A number of successes can be reported in this area.

- New Build Schools. Very good progress has been made in the provision of new school buildings during the year. In the primary sector Rosehearty and Longside opened in October 2005. Rothienorman opened in December 2005, Kintore and Hill of Banchory opened in February 2006. These new build schools contain community facilities as appropriate to the locality, including public libraries at Rosehearty and Kintore and Social Work Family Centres at Hill of Banchory and Kintore.
- Asset Management Plans. "Core Facts" information as well as "fit for purpose" reports have been compiled for all schools and submitted to the Scottish Executive. In addition the Education & Recreation Committee received a report on the stakeholder consultation exercise in December 2005, and agreed which options should remain under consideration for the 21 identified priority projects. Actions have now to be taken to deliver on these options.

8 A Sustainable Environment



Strategic Intention

We will work to

Ensure that all our actions are as sustainable as possible and meet the needs of the current generations of Aberdeenshire's people without compromising the ability of future generations to meet their own needs.

8.1 Measure For Success 1: Agree a new Sustainability Charter by 2004.

The new Sustainability Charter was launched in February 2005. The Charter sets out what the Council will do to improve its own environmental performance and contains an Action Programme to 2007 to guide achievement. During the previous year, the 5 key actions of the Sustainability Charter were progressed through the Sustainability Officers Working Group and Members' Working Group, culminating in the production of an Annual Report and Executive summary. Progress with these actions is described in the following sections of this report.

8.2 Measure For Success 2: Set targets to cut our use of energy and water, the amount of waste we produce and the amount of staff travel by car.

Aberdeenshire Council's Energy Conservation Unit deal with energy purchasing and efficiency measures. They have progressed a wide range of projects that will reduce emissions. Examples of progress are given below:

- As part of the major refurbishment at Woodhill House the old inefficient lighting is being replaced with a new lighting system that is 45% more efficient. In addition, the old inefficient electric boilers, pneumatic controls and electric motors are also being replaced with condensing gas-boilers, electronic controls and variable speed drive motors which will reduce energy consumption further.
- Measures are being carried out in other properties to reduce energy consumption; these measures are funded from the Central Energy Efficiency Fund, set up to fund future energy efficiency projects. Examples include the replacement of inefficient tungsten lamps in schools and offices, timers to reduce the energy used by vending machines and the installation of condensing boilers and swimming pool covers. In all, 24 energy conservation projects have been approved through this fund, with a capital cost of £215,000. Annual energy consumption will be reduced by over 2.8 million kWh and carbon dioxide reduced by 877 tonnes. The financial savings through these projects will be worth approximately £85,000 per year.

The Energy Conservation Unit are also responsible for water use reduction measures. The increasing cost of water coupled with the environmental problems associated with increasing demand for water means that water conservation is a priority. A number of measures have been implemented to reduce water consumption, including a Monitoring and Targetting system to measure water and energy consumption and identify inefficiencies that was introduced in 2003. The system provides opportunities to make savings across Aberdeenshire's properties.

8.3 Measure For Success 3: Together with our community planning partners establish a sustainable development forum for Aberdeenshire by expanding the existing Sustainability Working Group.

To progress actions in the Sustainability Charter a Sustainability Officers Working Group meets every two months. The group comprises service representatives who are in a position to action sustainability initiatives. Elected Members and officers also join with external representatives at meetings of Aberdeenshire's Sustainability Working Group. This group meets every three months and discusses sustainability initiatives and monitors the work carried out under the Sustainability Charter. It is the intention to extend the role of the Working Group to take on activities under the Sustainable Environment Theme of the Community Plan.

8.4 Measure For Success 4: Provide training for our staff in sustainability.

One of the key aims of the Sustainability Charter is to raise awareness of key sustainability issues affecting the Council. As a result a new Sustainability and Sustainable Environmental Assessment (SEA) Training Course was designed. The first such training sessions took place in January 2006 for 20 employees and regular training events were planned throughout 2006. Linked to this the following actions took place:

- The Council has launched a sustainability site on the Aberdeenshire Council website and intranet. The website is called the Green Living site, and features all the latest developments on sustainability within Aberdeenshire Council.

- The Eco schools project was also launched. This is an international programme designed to encourage whole-school action for the environment. The programme promotes environmental awareness in a way that links to most curriculum subjects. It is also an award scheme, which encourages teamwork and a shared understanding of what it takes to run a school in a way that respects and enhances the environment. 73% of all Aberdeenshire schools are registered as Eco Schools.

8.5 Measure For Success 5: Develop a sustainable purchasing strategy.

2005 saw a number of key developments in sustainable purchasing. A key achievement has been the publication of Aberdeenshire Council's Sustainable Purchasing Policy in November 2005. The policy seeks to balance the Council's commitment to Best Value with the need to consider the 'whole life costs' of goods and services. Whole life costs include the costs of a product throughout its life, such as running costs and energy usage, likely repair costs and the costs of eventual disposal. With ever increasing energy costs and the rising cost of disposal of waste to landfill sites, environmentally sound products are increasingly the best value option. The new Sustainable Purchasing Policy will ensure that sustainability is considered as a matter of routine and new methods of monitoring the Policy will be devised.

Sustainable purchasing can take many forms and covers many issues. One increasingly popular issue is fairtrade. Fairtrade is, according to the Fairtrade Foundation, "a trading partnership which aims at sustainable development for excluded and disadvantaged producers. It seeks to do this by providing better trading conditions, by awareness raising and by campaigning". Aberdeenshire Council linked with community members in Ellon to support their efforts to establish a Fairtrade Towns Steering Group and to progress a number of local fairtrade initiatives. The Group hopes that by raising the profile of fairtrade in Ellon it will become an official Fairtrade Town.

8.6 Measure For Success 6: Establish the environmental "footprint" of Aberdeenshire with our partners so we can measure and reduce the impact of our operations on the environment.

Aberdeenshire Council is a key partner in an innovative project called the North East Global Footprint Project. Our footprint is a measurement of how much land and sea we use to provide us with the water, energy, food and materials we need to support our lifestyle, as well as absorb our waste. It helps us judge how sustainable our lives are and what changes we need to make to improve our quality of life. Already the footprint of Aberdeenshire has been calculated, and it stands at 5.18 global hectares per person, slightly higher than the Scottish average (5.1 global hectares per person). The estimated 'ecological capacity' (area available for each member of the planet's population to live within environmental limits) is 1.8 hectares per person. That means that we would need an estimated three planets to supply all the resources we require, and deal with all of our wastes, if everyone on Earth lived like we do in Aberdeenshire.

Aside from carrying out the research necessary to establish our ecological footprint the project has delivered 'scenario modelling workshops' to instruct key staff how to construct policy options that can be appraised using footprint analysis. Ultimately, these staff members will be able to use

a software tool to analyse policy and project decisions so that the footprint is accounted for when important decisions are made.

8.7 Measure For Success 7: In the long term aim to become “carbon neutral” by purchasing renewable energy and reducing energy use further, so offsetting the carbon emissions we produce.

As was reported earlier, a contract has been awarded and arrangements are now being made to install a wood-burning boiler at Aboyne Academy. The new boiler will replace one of the existing inefficient oil-fired boilers and provide renewable energy to the Academy, Primary, Community Centre and Swimming Pool.

Feasibility studies are also taking place to install wind turbines and solar energy at three Council properties.

Aberdeenshire Council currently sources 30 percent of its electricity from small-scale hydro electricity sources, and 70 percent of its electricity from large-scale hydro electricity.

8.8 Measure For Success 8: Develop, in consultation with staff, businesses and communities, a Travel Plan for Aberdeenshire which promotes increased use of sustainable travel alternatives.

At the start of 2006 Aberdeenshire Council published its own Travel Plan for Aberdeenshire. The document sets out how Aberdeenshire will adopt a range of measures to manage its travel in an environmentally sustainable manner. Like the Sustainability Charter it sets targets. These targets are under review as part of the ongoing Local Transport Strategy (LTS) review. They include:

- To achieve a 10 percent reduction in drive-alone car commuting by Aberdeenshire Council employees by 2007
- We will work to cut the business mileage of Council staff by 1 percent by 2006 / 2007

In advance of the Travel Plan’s publication a number of projects were progressed to help meet these targets. These include:

- Development of the Aberdeenshire Car Share Scheme which consists of a public scheme that is open to all Aberdeenshire residents and a private scheme open to all employees.
- Installation of new shower facilities and cycle lockers at Woodhill House, Viewmount and Gordon House which will encourage cycling to work.
- School Travel Planning is also a major priority, with a target for all schools to have Travel Plans by 2008. A School Travel Planning Officer has been employed to increase uptake amongst schools.

8.9 Measure For Success 9: Continue to reduce, re-use and recycle waste as part of the Council's Waste Management Strategy and deliver the initiatives funded from our allocation of the Scottish Executive's Strategic Waste Fund.

Progress in delivering the Waste Management Strategy is summarised below.




- In Spring 2005, the Council's Waste Section was successful in securing Scottish Executive funding for 2 waste auditors to audit waste at all Council properties; work is currently ongoing to establish baseline information so that waste reduction measures can be effectively targeted.
- With regards residents waste, 2005/06 was a busy year for the Waste Team and a major rollout of a new kerbside collection scheme began in October in Deeside, followed soon after in Kincardine and Mearns. The new scheme introduces fortnightly recycling collections of glass bottles and jars, plastic bottles, paper and thin card and cans for settlements of 300 or more and monthly collections of paper and thin card for settlements of 300 or less, alongside residual waste.
- Across the Council there has been a continued expansion of recycling points and initiatives. It is planned to submit a bid from capital to carry out improvements to the Household Waste Recycling Centres (HWRC) at Banchory, Fraserburgh and Peterhead. The identification of a HWRC for Portlethen is ongoing and the site clearance work for the construction of the HWRC at Stonehaven has commenced.
- The performance of the Council with regards waste management can be demonstrated using the following statutory performance indicators.

(a) Refuse Recycling

A Statutory Performance Indicator is used to measure the proportion of household, commercial and industrial waste that is recycled. The European Commission landfill directive sets targets for the amount of biodegradable municipal waste going to landfill. The first of these targets is that by 2006 the amount of biodegradable municipal waste that a council sends to landfill must be reduced to three quarters of the 1995 level. In support of these EU targets the Scottish Executive has set two targets of its own. These are to increase the amount of waste that is recycled or composted to 25% by 2006; and to reduce land filling of biodegradable waste to 1.5 million tonnes by 2006.

As a consequence of these targets the Council has had to find alternative methods of disposing of refuse and recycling has become a high priority.

Recycling - of municipal waste collected by the authority, the percentage that was recycled

	Aberdeenshire Council Performance	15.2%
	Ranking in Scotland	29th
	Performance of Best Council	Clackmannanshire (40.1%)
	Performance of Worst	Dumfries & Galloway (10.4%)
	Scottish Average	24.7%

The Council's municipal waste was disposed of by the following methods:




- (i) Landfill 84.8%
- (ii) Composted 4.5%
- (iii) Recycled 10.7%
- (iv) Other recovery including energy from waste. 0.0%

Of the waste that went to landfill 63.0% was biodegradable.

(b) Refuse Collection




The following indicator shows how much it costs the Council to collect refuse from domestic and commercial premises, and domestic bulky uplifts. For comparative purposes the Accounts Commission have split all the councils in Scotland into three family groupings: Rural Councils; Mixed Councils and Urban Councils. Aberdeenshire Council has been placed in Family Group A (Rural Councils). There are 9 councils in this family.

(i) Refuse Collection- net cost per property of the refuse collection service

	Aberdeenshire Council Performance	£33.63
	Ranking in family (9 councils)	2nd
	Performance of best council in family	Perth and Kinross (£30.66)
	Performance of Worst council in family	Orkney Islands (£76.04)
	Group Average	£49.09
	Scottish Average	£53.76




The second indicator shows how much it costs the council to dispose of refuse collected from domestic and commercial premises, and domestic bulky uplifts. Costs of disposal includes sorting, compacting bailing, shredding, composting and recycling waste as well as transportation costs and the costs associated with providing civic amenity sites or skips. As with the previous indicator Aberdeenshire has been placed in Family Group A (Rural Councils).

(ii) Net cost of disposing of refuse collected per property

	Aberdeenshire Council Performance	£79.36
	Ranking in family (9 councils)	5th
	Performance of best council in family	Scottish Borders (£33.5)
	Performance of Worst	Highland (£139.91)
	Group Average	£90.54
	Scottish Average	£63.18

(iii) Number of complaints per 1,000 households




This table shows the recorded incidence of complaints to the Council arising from its refuse collection service. Such complaints may be due to missed collections or other matters such as spillage, refusal to collect rubbish not put in the wheelie bins, or attitude of staff.

	Aberdeenshire Council Performance	10.9
	Ranking in Scotland	5th
	Performance of Best Council	Shetland Islands (0.5%)
	Performance of Worst	Stirling (114.0)
	Scottish Average	38.6

(c) Street Cleaning

Criteria produced by Keep Scotland Beautiful has led to the development of a cleanliness index which can be used to assess how clean a council keeps its streets and other relevant land. Cleanliness is a measure based on the amount of litter (e.g. smoking related, sweet wrappers, drinks related, fast food packaging and animal faeces) contaminating the streets. A measurement process known as the "local environmental audit and management system" is used by all councils and provides a consistent survey methodology and protocol for calculating the cleanliness index.

Cleanliness - overall cleanliness index achieved.

	Aberdeenshire Council Performance	70
	Ranking in Scotland	15th
	Performance of best council in family	Moray (78)
	Performance of Worst	City of Edinburgh (65)
	Scottish Average	70

9 Quality Services

Strategic Intention

We will work to

Maintain and improve the quality of life for everyone in Aberdeenshire by delivering first class public services.



9.1 Measure For Success 1: Continually seek and take account of the views of the people of Aberdeenshire on our services.

The Council undertakes a range of consultation exercises each year. Some are statutory requirements, others are used by the Council to identify customer views and areas for improvement. The following highlights the main consultation exercises carried out by the Council during 2005/06.

9.1.1 Residents Survey

Each year the Council undertakes a survey of residents to gain information that can be used to further improve services. Every second year a large overarching survey is carried out involving around 12,000 residents. This is then followed the next year by more focused research looking at specific issues arising from the overarching survey. In 2005 focused research was carried out:

- To identify effective communications approaches which would assist the Council to improve its image and reputation amongst Aberdeenshire residents.
- To identify how customer service activity could best be developed to have a positive impact on residents' perception of the Council.

- To recommend an appropriate approach for the Council to take with respect to its Public Performance Reporting.

A key theme of the survey was contact with citizens and service-users, and a number of the 20 recommendations contained in the report concentrated on how this can be developed. This includes looking at ways of helping the public recognise the key decision makers and officials that make up the council, including councillors themselves.

Aberdeenshire Council is also working to make it easier for residents to make contact. Already this year, a series of new direct phone numbers has been launched to help residents contact the department they need via a dedicated number. Work is also on-going to develop and install a Customer Relations Management System (CRM)

A timetabled action plan to address the recommendations is now to be developed by council officers and the Public and Employee Survey Team to address the recommendations.

9.1.2 Citizens Panel

In 2003, the Scottish Executive (SE) awarded a grant to Aberdeenshire Community Planning Partnership (ACPP), to be used to investigate various means of providing greater local understanding of and engagement with the delivery of services. As a result the Partnership set up the Citizens' Panel, initially on an 18-month trial, with the aim of increasing the effectiveness of our community consultation mechanism. Using the panel Partners can seek the views of citizens and communities on the services they provide both jointly and as individual organisations. Between December 2003 and May 2004, nearly 20,000 invitations to join the panel were sent out to a carefully selected sample of the Aberdeenshire population. From this mailing the Partnership was able to recruit over 1,350 residents of Aberdeenshire who were willing to be consulted regularly on matters of local concern.

Four surveys were carried out in 2004. The fifth survey was sent out to panel members in early June 2005. This questionnaire focused on the Jobs and Economy theme. It covered topics such as Working and Training, Entrepreneurship, Renewable Energy and Business, Travel and Employment and Involvement in the Community. It also had a section where the panel members themselves are able to evaluate the Citizens' Panel so far.

The sixth survey was carried out in November 2005 and sought views on potential changes within the NHS and on Transport throughout Aberdeenshire.

A seventh survey was sent out to panel members in March 2006. This survey covered several issues including the 2007 local government elections, outdoor access, Citizens' Accounts and traffic calming.

9.1.3 Tenant Satisfaction

In March 2006 the Council carried out a satisfaction survey of all its Council tenants. The aim was to clarify customer views and priorities with regards to the programme for the continuous improvement of the housing service. The survey covered many issues. A summary of the tenants responses covering the issue of satisfaction are given below:

- 86% are satisfied with their home.
- 11% of respondents feel Housing Services provided by Aberdeenshire Council have improved over the last 3 years and a further 65% said it has stayed the same. Some 13% think services have deteriorated.
- Over three quarters (79%) of respondents express satisfaction with the way the Council undertakes day to day repairs.
- 66% of tenants agree the Council gives them value for money, only 11% disagree.
- 92% of respondent tenants feel safe in their home.
- The vast majority (86%) of respondent tenants consider it important that the Council provides new affordable housing for rent.
- 82% of tenants also say it is important for the Council to improve energy efficiency (e.g. insulation).

9.1.4 Education

During 2005 the Education carried out a lengthy and detailed consultation on wide ranging plans for the development of the school estate. Under its 21st Century Schools Programme the public were consulted on a set of options on how the school estate should be developed over the course of the next 10 - 15 years. The strategic goal of the programme was to ensure all our schools are 'Fit for Purpose' in the 21st Century.

In 2004, following consideration of the Asset Management Reports prepared for all Aberdeenshire schools, and consultation with Members at Area Committees, 25 projects were identified as priority projects for the School Improvement Programme. Following a detailed option appraisal exercise the Council decided to take 24 of these projects forward for public consultation.

Of these, 21 covered projects that had no realistic prospect of proceeding within the next twelve months (Consultation Level 1). Three of the projects proposed closure of schools. Consultation regarding these projects was at Consultation Level 3 (Statutory Consultation).

Following the Level 3 consultation the Council approved proposals to close three primary schools. Following the Level 1 consultation a programme was of school refurbishments and redevelopments was drawn up. Many of the projects are long term, and the costs of implementing them will be more than £200 million.

9.2 Measure For Success 2: Develop our partnership working with other organisations in order to deliver public services in the most efficient and effective way.

The review of community planning was completed in January 2006 and the new community plan was launched in March 2006. The following major recommendations of the review have already been completed:

- membership of partnership has been changed to include voluntary and community sectors. Membership of the Aberdeenshire Community Planning Partnership now includes Aberdeenshire Council, Aberdeenshire Community Councils, Aberdeenshire Councils for Voluntary Service, Aberdeenshire Local Rural Partnerships, Communities Scotland, Grampian Fire and Rescue Service, Grampian Police, NHS Grampian and Scottish Enterprise Grampian.
- local community planning groups have been established. These groups are based on the Council's six administrative areas. They are initially to be led by the Council Area Managers. They are the crucial level in the partnership structure in allowing information from Aberdeenshire communities to reach high-level management in public agencies in the area. They also directly lead local community planning.
- The Community Plan is based around five themes: Community well Being; Jobs and the Economy; Lifelong Learning; Sustainable Environment; and Developing our Partnership. For each theme a Forum has been set up to progress the issues related to that theme. The Forums report regularly to the Executive and through it to the Board. Any relevant stakeholders in Aberdeenshire have the opportunity to attend these forums. Each is led by a representative from one of the community planning partners.

Work is currently on-going to establish performance management and reporting systems so that progress with the Community Plan can be reported on a regular basis.

9.3 Measure For Success 3: In the light of the Local Government in Scotland Act 2003, review and refocus how we seek to achieve best value in everything we do.

In order to review our approach to Best Value, in 2005 the Council commissioned a "Peer Review" through the IDeA's Local Government Improvement Programme. The Peer Review involved a visit from an external team made up of a serving local authority chief executive; one or two senior members of a local authority; a senior local authority officer at chief or assistant chief officer level; an external person representing the private or voluntary sector; an academic specialising in local government or a government official; and a review manager from the Improvement Programme Team.

Over the course of a week this team carried out a review of the Council's achievements, they reviewed leadership, community engagement and performance management and based on their feedback report the Council developed an action plan designed to improve performance and take forward the development of Best Value within the Council. Work is currently on-going to implement the agreed actions.

9.4 Measure For Success 4: Review how we measure and manage performance to provide a firm basis for improving our services.

Linked to the preparations for the Best Value Audit the Council carried out a comprehensive review of its performance management systems and developed a framework setting out how performance management will be used to drive forward continuous improvement.

The Performance Indicator system has not been in place long enough to provide a complete picture of how well Council services are performing, however the following Statutory Performance Indicators do show some areas of performance.

(1) Development Services

Planning and Environmental services are responsible for processing planning applications. The following two indicators provide an assessment of how efficiently the service dealt with such applications.

(a) Percentage of household applications dealt with within two months

<input type="radio"/>	Aberdeenshire Council Performance	75.6%
<input checked="" type="radio"/>	Ranking in Scotland	23rd
<input type="radio"/>	Performance of Best Council	West Lothian (94.3%)
	Performance of Worst	Orkney Islands (36.8%)
	Scottish Average	78.3%

This indicator shows the Council's performance in dealing with planning applications from householders seeking approval to build extensions to their homes, or to make other alterations to their properties that need permission.




(b) Percentage of all applications dealt with within two months

<input type="radio"/>	Aberdeenshire Council Performance	56.2%
<input checked="" type="radio"/>	Ranking in Scotland	23rd
<input type="radio"/>	Performance of Best Council	West Lothian (83.2%)
	Performance of Worst	Orkney Islands (35.6%)
	Scottish Average	60.9%

This indicator provides information on how long it takes the Council to deal with all planning applications including those from householders, builders and developers. Only 37.9% of non-householder planning applications were dealt with within two months so bringing down the overall average.

(2) Roads and Lighting




(a) Percentage of the road network that should be considered for maintenance treatment

	Aberdeenshire Council Performance	33.2%
	Ranking in Scotland	3rd
	Performance of Best Council	Shetland Islands (26.9%)
	Performance of Worst	East Renfrewshire (55.5%)
	Scottish Average	41.8%

This indicator is derived from a combination of road surface condition parameters covering rutting, profile and texture (A roads only) which are collated into a single network level index and assessed against nationally agreed standards. The indicator is measured on the basis of a survey covering all classes of roads for which the council is responsible. A breakdown of condition by road type is shown below:




Road Type	Condition 2004/05	Condition 2005/06
i) A class roads	27.0%	28.7%
ii) B class roads	36.8%	30.8%
iii) C class roads	22.4%	17.9%
iv) Unclassified roads	35.8%	45.5%
v) Overall	31.0%	33.2%

(b) Street lighting repairs - percentage of repairs completed within seven days

	Aberdeenshire Council Performance	84.8%
	Ranking in Scotland	27th
	Performance of Best Council	Glasgow City (98.7%)
	Performance of Worst	Shetland Islands (50%)
	Scottish Average	93.5%

The position for 2005/06 shows a significant fall on the performance for 2004/05 which was 93.9% of repairs completed within seven days.

(c) Bridges - percentage of council and private bridges assessed that failed to meet the European standard of 40 tonnes

	Aberdeenshire Council Performance	8.9%
	Ranking in Scotland	15th
	Performance of Best Council	Orkney Islands (0%)
	Performance of Worst	Highland (32.4%)
	Scottish Average	9.2%

The above shows the proportion of the Council's bridges that have failed to meet European standards. This equates to 96 bridges. Of these bridges 91 are owned by the Council and 5 are in private hands. Although these bridges may not have restrictions currently placed on them, if work is not carried out to strengthen them, restrictions may be required at some point in the future.




(3) Protective Services

(a) Food Hygiene Inspections

The Council has a responsibility to inspect food premises to identify potential risks to the public arising from the processing, cooking, handling and storage of food and to confirm that food preparation processes meet the requirements of the Food Safety Act 1990.

Business premises dealing with food are categorised according to the frequency with which they should be inspected, depending on their level of food safety risk. The risk is determined on the basis of the type of premises and the confidence that the council has in the management of food processes at the premises. The following table shows the performance of the Council in inspecting premises that have a minimum frequency of inspection of 12 months or less.




Table showing the percentage of premises with a minimum inspection frequency of 12 months or less, that were inspected on time

	Aberdeenshire Council Performance	98.2%
	Ranking in Scotland	14th
	Performance of Best Council	East Renfrewshire, City of Edinburgh, North Lanarkshire Renfrewshire, West Lothian (100%)
	Performance of Worst	Shetland Islands (63.2%)
	Scottish Average	95.7%

(b) Noise Complaints




The way in which the Council deals with noise complaints is measured using the following two indicators:

(i) Table showing the percentage of noise complaints settled on first contact that were dealt with on day of receipt

	Aberdeenshire Council Performance	88.9%
	Ranking in Scotland	12th
	Performance of Best Council	Clackmannanshire, East Dunbartonshire, East Lothian, East Renfrewshire, Highland, North Ayrshire, Orkney Islands, Renfrewshire, Scottish Borders (100%)
	Performance of Worst	Falkirk (46.7%)
	Scottish Average	83.8%

Noise complaints settled on first contact with the complainant are those settled as a result of initial discussion or correspondence between the council and the complainant without the requirement for further investigation or action to check the extent of the problem. In 2005/06 Aberdeenshire Council resolved 88.9% of noise complaints in this way.

(ii) Table showing the percentage of noise complaints requiring further action that were settled within 14 days




	Aberdeenshire Council Performance	98.3%
	Ranking in Scotland	1st
	Performance of Best Council	Aberdeenshire
	Performance of Worst	Falkirk (24.9%)
	Scottish Average	84.6%

This indicator covers incidence of noise complaints for which the Council accepts a responsibility to try to resolve but cannot be adequately dealt with without further investigation. The table shows that Aberdeenshire Council resolved all such complaints within 14 days.

(c) Trading Standards Customer Complaints

The Consumer Protection section within the Council is responsible for investigating the activities of trader or traders. The following indicator measures how they respond to enquiries or complaints which relate to goods or services which the consumer suspects or believes have been poor, unfair or based on illegal trading practice by a trader - for example, selling faulty, dangerous or wrongly described goods, or setting unreasonable conditions of sale.




Table showing the percentage of consumer complaints processed within 14 days of receipt

	Aberdeenshire Council Performance	75.3%
	Ranking in Scotland	14th
	Performance of Best Council	East Lothian (96.3%)
	Performance of Worst	North Lanarkshire (45.7%)
	Scottish Average	72.6%

(d) Trading Standards Business Advice

Consumer Protection also provides advice to individual businesses on request. The advice given covers aspects of consumer law, issues of unfair trading practices, etc. The following table shows how quickly the Council responds to requests for advice.

Table showing the percentage of business advice requests dealt with within 14 days of receipt

	Aberdeenshire Council Performance	95.5%
	Ranking in Scotland	17th
	Performance of Best Council	Dundee City, Eilean Siar, Renfrewshire (100%)
	Performance of Worst	Angus (86.1%)
	Scottish Average	95.1%




The Council includes in this PI figures for complaints made by businesses and not just requests for advice, which is not the case with all Councils. Complaints take longer to investigate and resolve and hence reduce the percentage figures shown in the PI.

(e) Inspection of Trading Premises

The Council has a duty to inspect trading premises such as shops, market stalls and vehicles to confirm whether they are trading in accordance with consumer law, and to maintain standards for these premises in relation to fair-trading, quantity, quality and safety.

Councils categorise all premises which must be inspected into one of three bands - high, medium and low risk. These bands reflect the priority for inspecting them and the frequency of inspection. The highest risk premises are inspected the most frequently. The following indicator provides information on the extent to which the planned programme of premises in the high and medium risk categories (one to two years) was successfully completed.




Table showing the percentage of trading premises in high and medium risk inspection level that were inspected on time

	Aberdeenshire Council Performance	51.3%
	Ranking in Scotland	27th
	Performance of Best Council	East Renfrewshire, Renfrewshire, South Lanarkshire
		(100%)
	Performance of Worst	Aberdeen City (28.6%)
	Scottish Average	75.9%

(5) Benefits Administration

(a) Costs




Aberdeenshire Council is responsible for processing claims for Housing Benefit (from claimants in both public rented sector and the private rented sector) and Council Tax Benefit. The following table shows the overall gross administration cost (£) per council tax or housing benefit application.

	Aberdeenshire Council Performance	70.40
	Ranking in Scotland	26th
	Performance of Best Council	South Lanarkshire (17.67)
	Performance of Worst	Eilean Siar (91.86)
	Scottish Average	50.13

(b) Benefits Administration Time To Process Claims




(i) Average time taken to process new claims

The Department of Works and Pensions has set a target for councils to process all new claims within 36 days. The time taken for each claim to be processed is counted in calendar days from date of receipt of application to date of determination. The table shows the average time in days taken to process new claims.

	Aberdeenshire Council Performance	33.3
	Ranking in Scotland	18th
	Performance of Best Council	South Lanarkshire (15.3)
	Performance of Worst	Fife (52.3)
	Scottish Average	31.7

(ii) Accuracy of processing claim

Apart from measuring the cost of administration and the time to process claims the Council is also required to monitor the accuracy and security of processing. This is done by going through a sample of completed cases to determine the accuracy with which they are calculated. The table shows the percentage of cases for which the calculation of benefit due was correct.

 Aberdeenshire Council Performance	95%
 Ranking in Scotland	28th
 Performance of Best Council	Shetland Island (100%)
Performance of Worst	Perth and Kinross (89.2%)
Scottish Average	97.4%

9.5 Measure For Success 5: Put in place a continuous improvement programme that supports our staff in making improvements to their own area of work.

As part of our commitment to continuous improvement the Council adopted the Kaizen Blitz technique for making improvements. Kaizen is a Japanese word meaning “making something as good as it can be.” It is a tried and tested technique with the purpose of bringing about real and sustainable improvement in processes. Kaizen originated in the manufacturing industry and Aberdeenshire has become the first local authority in Scotland to really embrace this way of working to bring about change.

By the end of March 2006, 21 Kaizen projects had been completed leading to significant improvements in services such as Planning, Building Maintenance, Roads Maintenance, Council house sales, training and Development, Health and Safety and Home Care services.

9.6 Measure For Success 6: Aim to demonstrate excellent performance and improvement in the best value audit of the council that will be carried out in 2007.

In the near future the Council expects to undergo an Audit of Best Value. This is a whole-council audit carried out by Audit Scotland. All councils in Scotland will be subject to this audit. To prepare for the audit the Council reviewed its approach to Risk Management, Asset Management, Member Leadership in Best Value, Trading, and Sustainability. In addition during 2006 work began on developing the Council’s submission which forms the key part of the audit process.

The outcomes of the audit will form part of an audit report which will be made available to the general public by audit Scotland.

9.7 Measure For Success 7: Complete Asset Management Plans for the Council’s properties and infrastructure.

Asset Management is about making effective use of Council’s buildings and other assets to deliver its key policies and strategies. Following on from the development of asset management plans for the school estate during 2005/06 work began on developing asset management plans for the rest of the Council’s assets. Progress has been slow however revised targets for the completion of the first stages in the process are now December 2006 for operational properties and April 2007 for non- operational properties.

9.8 Measure For Success 8: Strengthen the role of our Area Committees by improving the contribution they make to forming Council policy, setting priorities for their Area and monitoring service performance locally.

Aberdeenshire Council is too large to run as a single unit and as a result has established six areas, these are Banff and Buchan; Buchan; Formartine; Garioch; Kincardine and Mearns; and Marr. Within each Area an Area Committee has been established. The Council's decentralisation policy ensures that, wherever possible and desirable, local decisions are taken locally by elected members. The Area Committees are the Council's main point of contact with communities and their representative organisations and community councils. Each year the Committees prepare an Area Plan which reflects local needs and provides input for the Council's policies and programmes. Area Committees use a variety of methods, including area forums, to liaise with the community.

Area Committees are also responsible for holding services to account for their performance. As a result they receive reports of service performance on a quarterly basis. In addition they receive reports on the progress of major Council initiatives such as where new waste management arrangements have been introduced.

9.9 Measure For Success 9: Promote Scrutiny & Audit Committee's independent role in examining Council operations by actively considering the recommendations that arise from their investigations.

The Scrutiny and Audit Committee was established in 2002 with the role of reviewing the effectiveness of Council policies and service performance, and reviewing the effectiveness of the Council's financial and audit arrangements.

To facilitate its investigative role the Committee has a composition of 12 members reflecting the political balance of the Council. To give the Committee a degree of independence, its members do not include Councillors who are group leaders or chairs or vice chairs of policy committees. The Committee is expected to operate as a cross-party team on a non-partisan basis.

During 2005/06 the Committee investigated and made recommendations on a number of important issues, these included:

- Recruitment Process (May 2005)
- Governance and Accountability in Partnership and Joint Working (September 2005)
- Decentralisation of Decision Making (January 2006)
- Developer Contributions in Aberdeenshire (March 2006).

9.10 Measure For Success 10: Continue to promote our case for a better and fairer level of Government Grant for Aberdeenshire by launching a public campaign - the "FairShare" campaign.

As was shown earlier in this report nearly three quarters of the income of councils comes from Government grant. Aberdeenshire Council does not believe it is getting a fair share because the grants that we get are 11% less than the Scottish average, while similar rural councils get up to 14% more than the average. If we received the same levels of grant as the Scottish average we would be £42m better off each year.

Because of this inequality in grant allocations Aberdeenshire Council has been lobbying the Scottish Executive for a number of years for an improved grant settlement. We have made 3 requests of the Scottish Executive:

- Look into the way grant is calculated
- Limit the shortfall to 5% of the Scottish average
- Simplify the grant calculation

We will continue to lobby the Scottish Executive until we get a grant settlement that is fair and reflects the needs of Aberdeenshire. For example six councils, including Aberdeenshire, are working on a report that seeks improvements in the GAE for concessionary transport, including school transport. This report is due to be considered by the CoSLA/Scottish Executive 3 Year Settlement Group during August 2006.

10 Other Publications

If you want more information about what the Council does and the way in which it operates the following plans, policies, strategies and reports should prove very helpful.



Aberdeenshire Additional Support Needs Policy Framework

This brings together a range of policies, procedures and guidelines which exist to support children's and young people's learning.

Aberdeenshire Carers Strategy

This strategy sets out how carers can be supported in their caring role and actions that are planned to achieve these aims.

Aberdeenshire Local Plan

This is the first statutory local plan for the whole of Aberdeenshire and supersedes all the previously adopted District based Local Plans. It also replaces the Consolidated Aberdeenshire Local Plan. It sets the context for development within Aberdeenshire.

Aberdeenshire Fuel Poverty Strategy

This sets out the objectives and actions that the Council will take to achieve the overarching aim of meeting the Scottish Executive's target to eradicate fuel poverty, as far as reasonably practical, by 2016.

Aberdeenshire Public Arts Strategy

Aberdeenshire Council and its partners in the independent and voluntary sector have worked together to develop the Arts Strategy for Aberdeenshire. The purpose of the Arts Strategy is to promote the development of arts across Aberdeenshire and to create rich and stimulating art experiences for all people and communities, young and old.

Aberdeenshire Road Safety Plan

The latest Road Safety Plan covering the period 2005 - 2010 was launched at the end of 2005. The Plan sets out the Council's targets for road casualty reduction. These are based on and are the same as, or more stringent than, national casualty reduction targets for the period to 2010, as specified by Central Government

Aberdeenshire Youth Work Strategy

Entitled "Investing in the Future" this strategy aims to underpin the development of youth work through supporting young people participation within decision making structures, and by shaping opportunities which help develop their potential.

Accessibility Strategy Plan

This is a plan to improve the accessibility for Aberdeenshire schools for everyone with disabilities.

Adult Learning Strategy

Called AI-Together Achieving: Adult Learning in Aberdeenshire, this strategy outlines the approach that will be taken to meet the adult learning needs of communities in Aberdeenshire.

Annual Reports and Accounts 2005/2006

The purpose of the Annual Statement of Accounts is to demonstrate proper stewardship of the Council's financial affairs. The forward to the report provides an explanation of the Statement of Accounts and of the most significant matters reported in the accounts together with a summary of the financial outturn for the year ending 31st March 2006.

Antisocial Behaviour Strategy

The Aberdeenshire Antisocial Behaviour Strategy 2005/08 provides the basis for tackling antisocial behaviour in Aberdeenshire.

Beach Maintenance Strategy

This strategy classifies Council beaches by usage and sets out a maintenance regime for each type of beach.

Building Buchan - New Beginnings

"Building Buchan New Beginnings" is a three-year Action Plan to address the economic challenges facing coastal communities across North Aberdeenshire. It is led by three core partners - Scottish Enterprise Grampian, Aberdeenshire Council and Communities Scotland. The aim of the Action Plan is to build on the economic foundations within the area, to create a sustainable growing economy and integrated communities.

Burial Ground Strategy

The aim of this strategy is to ensure a quality service is provided to the public through the careful and sympathetic management of burial grounds and cemeteries. The strategy addresses all types of burial (green and traditional burials and cremations) and considers the cultural needs of burials for minority groups within Aberdeenshire.

Business 2010

The Aberdeen City and Shire Economic Forum (formerly the North East Scotland Economic Forum). Forum has developed an economic growth strategy for Aberdeen City and Shire entitled Business 2010, which outlines its shared vision and programme of action to ensure the continued prosperity and growth of the area.

Circuses and Fun Fair Policy

This sets out the arrangements and charges that apply when applying for a licence for a Circus or Fun Fair.

Community Plan

The Community Plan is the overarching plan for all public agencies in Aberdeenshire. It sets out how the major providers of public and voluntary services within the area will work together and with their communities to deliver better services. The Community Plan is divided up into four major themes of Community Well-being, Jobs and the Economy, Lifelong Learning and Sustainable Environment. It is also supported by a fifth theme of Developing our Partnership.

Community Learning and Development Strategy.

Produced by Aberdeenshire Council and its strategic partners in community learning. The strategy is the overarching community learning and development plan for Aberdeenshire. It is supported by six Area Action Plans as well as the Youth Strategy and the Adult Literacy Plan.

Community Safety Strategy

A Community Safety Steering Group is responsible for the development of the Community Safety Strategy which is then implemented through 7 local community safety network groups which have complete coverage of Aberdeenshire. Each year an Action Plan is drawn up to help deliver the Community Safety Strategy. The Action Plan for 2004-05 was based on the results of the Safety Audit 2003 and set out a range of tasks to be carried forward under the main headings of Personal Safety, Safety of Property, Safety in the Neighbourhood and Environment, Safety while Travelling and Developing Links.

Economic Development Strategy

The Council's Economic Development Strategy for the years 2001 - 2007 was first launched in September 2001. The Strategy provides a framework for the economic development activity within the Council and builds on the Council's commitments set out in the Aberdeen City and Shire Economic Forum Economic Growth Strategy, Business 2010. During 2006 work began on developing the Council's economic vision to 2011.

Family and Friends Caring for Children Policy

The purpose of this policy is to support families to make arrangements to care for their children within their own networks and avoid children and young people becoming looked after where this is not in their interests.

Homelessness Strategy

The Housing (Scotland) Act 2001 requires the Council to develop a Homelessness Strategy. The Council's Homelessness Strategy was developed in 2003 covering the period 2003-2006. The strategy sets out 17 main objectives to help tackle homelessness.

Homelessness Review Policy Statement

The Review policy and related procedures provide a simplified review mechanism for quick and consistently addressing requests for reviews of homelessness decisions.

Housing Allocation Policy

This sets out how the Council carries out its statutory duty of allocating houses based on assessment of housing need of applicants.

Housing Void Management Policy

The aim of this policy is to maximise the utilisation of the Council's housing stock through efficient management to reduce the level of vacant houses and re-let times.

Integrated Children's Services Plan 2005 - 2008

This plan was produced by a multi-agency group consisting of representatives from Housing & Social Work, Education & Recreation, NHS Grampian Children's Services, Aberdeenshire Community Health Partnership, Community Planning and the local Children's Reporter. The plan draws together a range of existing planning requirements for children and young people into one integrated plan.

Joint Community Care Plan

Production of the Joint Community Care Plan is a statutory requirement. The Plan sets out the intentions of Aberdeenshire Council and NHS Grampian for the provision of community care services over a three-year period.

The Council has to implement major strategic initiatives in conjunction with planning partners in health and other key stakeholders. These include the Carer's Strategy, Children's Services Plan, Older People's Strategy, Physical Disability Strategy, Criminal Justice Annual Plan and the Alcohol and Drugs Action Strategy. It does this under the umbrella of the Joint Community Care Plan.

Joint Health Improvement Plan

This closely links to the Joint Community Care Plan and has been developed as part of the Community Planning process. It is a government requirement that Community Planning partners develop these plans to set out the objectives, strategies and actions for each partner to improve health and reduce inequalities within their local population. The Joint Health Improvement Plan for Aberdeenshire covers the period 2003-2005 and provides a framework for the delivery of a range of health improvement actions.

Local Housing Strategy

The Local Housing Strategy is the Council's key strategic housing document. It sets out the major priorities for housing in Aberdeenshire for the next 5 years. It not only deals with Council owned housing but also identifies priorities for housing of all tenures, including Housing Associations, Owner Occupier and the Private Rental Sector.

Local Transport Strategy 2006 - 2009

The Local Transport Strategy sets out Aberdeenshire Council's plans and priorities for maintaining and improving the transport system. It includes all forms of transport - cars, walking, cycling, public transport, and freight transport. It considers transport wholly within Aberdeenshire, between Aberdeenshire and Aberdeen City, and also links to the rest of the UK and Europe. The latest Strategy, which covers the period 2006 - 2009 provides a three-year Action Plan for meeting local challenges and needs. It also sets out how the Council's own transport strategy seeks to contribute to, address and influence national and regional transport objectives and priorities.

Modern Transport System

The Modern Transport System was developed by NESTRANS and sets out proposals for a number of initiatives to improve transport to and within the north east of Scotland by 2011. These include improved park and ride schemes, expanded cycle routes, urban traffic control, increased pedestrianisation, trunk road improvements throughout the region and the development of the Aberdeen Western Peripheral Route. Improved freight rail enhancements and access to areas such as the airport, harbour, industrial areas, city centre and other town centres are also proposed.

North East Scotland Local Bio-Diversity Action Plan

In the North East of Scotland action to protect and enhance biodiversity (the variety of all living things) is being co-ordinated through the development and implementation of the BioDiversity action Plan. A Steering Group consisting of officers from the three local authorities in the area (Aberdeen City, Aberdeenshire and Moray), together with representatives from the various statutory and voluntary agencies are responsible for managing the plan.

Parks and Open Space Strategy

This provides strategic direction for the development and management of Aberdeenshire's parks and open spaces.

Peer Review 2005

The report sets out the findings of the Peer Review carried out in June 2005 by a group of councillors and senior managers from other local authorities.

Race Equality Scheme

Aberdeenshire Council is committed to equality of opportunity. In support of this commitment the Council has adopted the equality vision statement "working together to ensure there is equality of opportunity for everyone in Aberdeenshire". How we will achieve this vision is set out in the Council's Race Equality Scheme. This scheme was extensively revised in 2005.

Recycling Policy for Construction Materials

The aim of this policy is to reduce the amount of excavated materials going to landfill by increasing the proportion of these materials that are reused and recycling.

Rent Arrears Policy

The aim of this policy is to minimise loss of rental income to the Council through a range of preventative measures to stop tenants going into rent arrears.

Rural Verge Maintenance Policy

This sets out the maintenance regime for the verges of rural roads in Aberdeenshire.

Sale of Council Houses Policy

This sets out how the Council will fulfil its statutory duties under the current Right To Buy legislation.

Schools Improvement Policy

This policy forms the overarching strategic management tool under which operational and procedural guidelines will be produced to direct and support improvements in Aberdeenshire schools.

Sports and Active Lifestyle Strategy

The Strategy was produced in response to the national strategy for sport set out in the document "Sport 21" and takes account of recommendations made by the National Physical Activity Taskforce. The Strategy promotes an integrated approach to sport and active lifestyles and provides a focus and framework to encourage participation in line with the national aim of making more people, more active, more often.

Standards and Quality Report For Education 2005-2006

The focus of this report is on the Council's progress and achievements in delivering the National Priorities for Education.

Statutory Performance Indicators

Published under the Local Government Act 1992 this report contains performance information for the main Council services.

Strategic Plan

The Strategic Plan sets out the strategic objectives for the Council in relation to the Community Plan. It provides a framework for service delivery for the period 2003 -2007. The Strategic Plan is divided into the five major themes of Community Well-Being; Jobs and the Economy; Learning; Sustainable Environment and Quality Services. The six principles of inclusion, accountability, participation, communication, using an evidence base, and encouraging effective partnerships underpin the Council's way of working and are used to test all that the Council does.

Sustainability Charter

The Charter sets out what Aberdeenshire Council will do to improve its own environmental performance. The Sustainability Charter features an Action Programme to 2007 to guide achievement.

Tenant Participation Strategy 2006 - 2009

This strategy sets out how the Council will involve service users in decision making on issues that directly affect them in their homes, in their neighbourhoods, and in the communities where they live.

Waste Management Strategy

This sets out the Council's policies and priorities for dealing with waste arisings and will guide waste management in Aberdeenshire for the next 15 - 20 years. The Strategy emphasises the need to reduce the amount of waste arising and to encourage recycling.

11 Contacts

Aberdeenshire Council aims to maintain and improve the quality of life for everyone in Aberdeenshire by delivering first class public services. As users of these services we respect your opinions on the quality and way in which we provide services. You can contact us to comment on our services in three ways:

1 Firstly our offices can be contacted using the New General Enquiry telephone number Monday - Friday, 9am - 5 pm on 08456 08 12 07.

2 Alternatively you can write to the Chief Executive at the following address:

CHIEF EXECUTIVE

Alan G Campbell

Woodhill House, Westburn Road, Aberdeen, AB16 5GB

Tel 01224 665400

3 Thirdly you can e-mail us through the Council's Web Site

Aberdeenshire Council Website www.aberdeenshire.gov.uk

General Enquiries: enquiries@aberdeenshire.gov.uk

This is the Annual Public Performance Report for 2005/2006. If you have difficulty understanding this document and require a translation, or would like a copy in a larger print, please telephone 01224 664560.

“এটি হলো এবাউনশায়ার কাউন্সিল এর এ্যানুয়াল পাবলিক পারফরমেন্স রিপোর্ট। আপনি যদি অন্য কোন ভাষায় বা ফরমেটে এর এক কপি পেতে চান তবে দয়া করে 01224 664560 নম্বরে ফোন করবেন।”

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Перед Вами – открытый годовой отчет о работе муниципалитета графства Абердиншир. Если Вы нуждаетесь в копии на другом языке или в другом формате, пожалуйста, обращайтесь по телефону: 01224 664560.

Aberdeenshire
COUNCIL



Aberdeenshire, from mountain to sea – the very best of Scotland