



STRATEGIC PRIORITIES 2007-2011

PERFORMANCE REVIEW

This document supports '**Strategic Priorities 2007-2011 Performance Review (Aberdeenshire Performs)**' – Policy & Resources Committee (9 June 2011)

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Notes:

Key		Decision Based On	
↑	Performance is better	2010/2011	Performance at end March 2011 is better than at March 2010
		2007-2011	The last two years have been better than at April 2007 OR In four year period performance has improved continuously for three years
↓	Performance is worse	2010/2011	Performance at end March 2011 is worse than at March 2010
		2007-2011	The last two years have been worse than April 2007 OR In four year period performance has declined continuously for three years
↔	No change	2010/2011	Performance at end March 2011 has not changed since March 2010
		2007-2011	There has been no change since March 2007 (after applying rules above)

1. In 2008 a range of strategic performance definitions were developed to support the monitoring of the Strategic Priorities. The strategic performance definition, where agreed, has been mapped to the relevant strategic priority and is shown in *italics* at the start of the narrative against each strategic priority.
2. Where available 2010/11 performance data has been included in the performance review. If 2010/11 data was not available at the time of the review the most recent available data has been used.
3. For the first time, the 2010 Residents Survey included a range of specific questions designed to capture information on perceived achievement of the Strategic Priorities. The percentage of residents who perceive the council to be good/very good at achieving key aspects of the Strategic Priorities has been included as part of narrative in order to provide additional context. It should be noted that respondents had the option of indicating that they did not have enough information to comment and between 40% and 60% of respondents indicated they did not know enough to comment on each question relating to the Strategic Priorities.

COMMUNITY WELLBEING

Overarching Outcome: That people in Aberdeenshire enjoy the best quality of life in safe, friendly and lively communities.



Performance Assessment 2007-2011

Based on the performance information available, the council has got better at delivering the Community Wellbeing overarching outcome between 2007 and 2011. 75% of residents rated their quality of life in Aberdeenshire as good or better in the 2010 resident's survey.

Highlights during the four years include:

- **The number of adults killed on Aberdeenshire roads is at the lowest level for three years**
- **Implementation of the Integrated Assessment Framework that puts the child and their family at the centre, offering opportunities for earlier intervention and focusing on improved outcomes for children and young people**
- **The balance of care for older people continues to shift towards home based support with over 35% of older people with intensive care needs receiving care at home**
- **A positive inspection of the Housing Service with Asset Management and Repairs rated as Excellent**
- **Nine beaches have achieved the Keep Scotland Beautiful Seaside Award, Aden Country Park is the most northerly park to be awarded a prestigious Green Flag award and five caravan sites achieved Visit Scotland Green Business awards**

Action is being taken to:

- **Improve outcomes for Adults with Learning Disabilities**
- **Manage the challenge of meeting the Scottish Government target of eradicating homelessness by 2012**
- **Increase visitor numbers to Country Parks**

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
CW1	Enhancing community safety	↑	↑	<p><i>Aberdeenshire is a place where people feel safe after dark and on the roads</i></p> <p>There has been a 10 percentage point increase in the percentage of residents who feel safe after dark in Aberdeenshire town centres (up from 41% in 2007/08 to 51% in 2009/10). Within their own neighbourhood, almost 90% of residents felt safe when questioned in 2009/10 compared to 84% in 2007/08. (Citizen's Panel)</p> <p>Residents also perceive anti-social behaviour to have reduced during the life span of the Strategic Priorities and believe levels of crime are decreasing. (Citizen's Panel 2007-2010)</p> <p>By December 2010, the long term trend for recorded vandalism offences continues to be downwards and the period October-December 2010 saw the fewest vandalism offences in three years. Similar trends are also apparent in youth disorder.</p> <p>Road Safety remains a high priority of the Council and in 2011 a joint Road Safety Plan with partners at Aberdeen City and The Moray Council was approved. The council has also been a key player in the development of education and awareness raising campaigns including the Operation Zenith motorcycle safety campaign with Road Safety Grampian, and the Bus Stop! School Transport Safety initiative. In 2010, Operation Zenith resulted in a 20% reduction in motorcycle casualties compared to the level of casualties</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>2009</p> <p>The number of adults killed on Aberdeenshire roads has reduced and in 2010/11 was at its lowest level for three years. The number of adults seriously injured is starting to reduce following an increase over the two years to 2009/10.</p> <p>There has been a significant reduction in the number of child casualties in road accidents and the target of a 50% reduction in child casualties when compared with the average over the period 1994-1998 was met by March 2010. By June 2010, no children had been killed in a road traffic accident for a consecutive 9 month period.</p> <p>Residents Survey 2010 13% believe the council is good/very good at tackling anti-social behaviour 27% believe the council is good/very good at improving road safety</p>
CW2	Delivering services for children, young people and adults	↑	↑	<p><i>Aberdeenshire is a place where people who are young and vulnerable have support</i></p> <p>During the life of the Strategic Priorities, the council implemented, in partnership with NHS Grampian, an Integrated Assessment Framework that put the child (and their family) at the centre, provides earlier intervention in order to ensure that all children achieve their potential and focuses on</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>improving outcomes for children and young people. At June 2010 424 children and young people have an integrated assessment and plan to meet their needs when required.</p> <p>The number of children looked after by Aberdeenshire Council has risen steadily over the four years 2007-2011 and at March 2011 there were 492 children and young people looked after. Despite slight decrease, over 88% of children and young people looked after have three or fewer placements which is an indicator of stability.</p> <p>The council continues to facilitate employment and training opportunities for a significant proportion of adults with learning disabilities. 27% of the adults that we are in contact with are in some form of employment (compared with a national average of 14%) and 18% are receiving training (compared with 7% nationally). However the number of adults with learning disabilities living in their own tenancies or in further education in Aberdeenshire is below the Scottish average, and fewer adults in Aberdeenshire have a personal life plan that in other parts of Scotland. The number of carers of adults with learning disabilities having regular short breaks is also lower than the Scottish average. We need to improve outcomes for adults with learning disabilities and during 2009/10 a number of workstreams were initiated. This includes a review of all high cost care packages and of care of people placed outwith Aberdeenshire.</p> <p>A major review of Day Services is underway and throughout 2011 will be</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>engaging with service users, parents, carers and other stakeholders to design improved community based services. Day Service provision regulated by the Care Commission shows improvements in the last 12 months with grading improving generally and most services being graded overall at 5 – very good or 6 –excellent. Further details available at: http://www.scswis.com. An Employment Development Service review is also underway with service design improvement and change agreed at management level and an implementation date set for September 2011</p> <p>The Scottish House Condition Survey findings from 2007 – 2009 were published in late November 2010 and the survey shows that fuel poverty in Aberdeenshire has decreased from 33% - 31%. The target of reducing the percentage of households in fuel poverty to 23% was not met. Fuel poverty is linked to fuel prices which are currently rising faster than wages therefore more people are likely to be in fuel poverty than had been anticipated. National energy efficiency targets, established by the Scottish Housing Quality Standard, are to be achieved by 2015 and the ‘need’ as far as reasonably practical to eradicate fuel poverty in Aberdeenshire by 2016. A rolling programme for Universal heating insulation (UHS) is ongoing and progressing well. Currently 85% of all households in Aberdeenshire have been insulated.</p> <p>Residents Survey 2010 19% believe the council is good/very good at ensuring child protection</p>

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				measures are in place to protect vulnerable children 21% believe the council is good/very good at ensuring the needs of vulnerable adults are met
CW3	Delivering health and care	↑	↑	<p><i>Aberdeenshire is a place where people who are elderly have their needs assessed and care provided</i></p> <p>When an assessment of needs is required, 90% will now be completed within the published local standards, which is a 15 percentage point increase over the four year period. When personal care is necessary, it will be in place within six weeks of first contact for over 70% of service users.</p> <p>Between 2007 and 2011, the percentage of older people with intensive care needs receiving care at home has increased from 18% to over 35% which is positive evidence of the effectiveness of the policy to shift the balance towards care at home for older people with more complex care needs. The council remains in the top quartile of all Scottish councils for the percentage of personal care provided.</p> <p>The council works in partnership with NHS Grampian through the Aberdeenshire Community Health Partnership to deliver enhanced joint working and planning between Health, Local Authority and other stakeholders and to achieve improved services and health outcomes for citizens of Aberdeenshire. A key achievement of this joint working includes sustained</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				zero patients waiting more than six weeks for discharge to an appropriate setting since April 2008. The partnership has now submitted a change plan 2011/12 in order to access the Change Fund which was created by the Scottish Government to enable health and social care and third sector partners to implement local plans for making better use of their combined resources to support older people.
CW4	Providing quality housing services	↑	↑	<p><i>Aberdeenshire is a place where people have access to good quality affordable housing and people who are homeless get care and support</i></p> <p>Almost 50% of council housing stock currently meets the Scottish Housing Quality Standards and plans are in place to ensure compliance with the 100% target by 2015.</p> <p>92% of lets to new tenants are now offered within 5 days which is an increase of eight percentage points since 2007. It now takes 39 days on average to re-let a property compared with 52 days in 2007/08 (Housing key indicators).</p> <p>The council continues to keep the average weekly rent for its housing stock below the Scottish average. In 2011/12 the average rent will be £55.01.</p> <p>The number of affordable homes developed across Aberdeenshire has risen from 148 in 2007/08 to 534 in 2009/10, well above the 350 target set. During 2010/11 277 units were successfully delivered, however the constrained</p>

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			<p>financial climate has clearly had an impact upon the number of affordable units delivered and is likely to continue to do so whilst the economy and funding remains constrained. Meantime 152 council homes will be developed by March 2012 in all six areas with a further bid being submitted to the Innovation & Investment Fund to secure further funding to enable the delivery of affordable housing. Partnership working also continues to identify alternative funding models to ensure the continued delivery of affordable housing.</p> <p>The number of homeless presentations continues to rise – in 2010/11 presentations rose by 3% compared to 2009/10 (1587 to 1784) and over the four year period there has been an overall increase of 12% in the number of presentations. It now takes on average 17 weeks to complete a homeless case compared to 16 weeks in 2007/2008. There has also been a steady increase in the average number of days that homeless households spend in bed and breakfast accommodation. Should the trend in increasing presentations continue there will be significant challenges in meeting the Scottish Government target of eradicating homelessness by 2012. An updated homelessness action plan, with a particular emphasis on prevention activities, was approved by Social Work & Housing committee in December 2010. The action plan also forms the basis of the Strategic Overview of homelessness in Aberdeenshire.</p> <p>In 2008/09 the Housing service was inspected by the Scottish Housing</p>

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				<p>Regulator and received a generally positive inspection with Asset Management and Repairs rated as Excellent, Housing Management rated as Good and Homelessness services rated as Fair.</p> <p>Residents Survey 2010 8% believe the council is good/very good at ensuring a wide enough range of housing choices 12% believe the council is good/very good at ensuring that the council's housing stock is of an appropriate standard 11% believe the council is good/very good at ensuring that the needs of homeless people are met</p>
CW5	Community engagement	↑	↑	<p><i>Aberdeenshire is a place where people are listened to and involved in council decisions</i></p> <p>Between March 2008 and 2011 over 195 public consultations have taken place covering all aspects of Aberdeenshire Council service delivery including a series of community engagement sessions in Winter 2010 in relation to financial challenges. Residents and members of the public can now participate in consultations via the website, sign up to receive notification of the latest consultations via email alerts and follow consultations on Twitter.</p> <p>An E-newsletter is also distributed on a quarterly basis providing information on upcoming consultations, and feedback and key actions on consultations</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>that have recently occurred.</p> <p>In 2010 a Consultation Code of Practice was approved which reflects the council's endorsement of the National Standards for Community Engagement. Associated with this code of practice is a revised and updated Consultation Toolkit.</p> <p>The Consultation Strategy and Action Plan 2007-2010 was comprehensively reviewed in early 2010. All actions within the plan had been completed or were on target and a new Action Plan 2010-2013 has been developed that focuses on the coordination of council consultation activities, promotion of consultations and feedback, utilising new methods of engagement and more effective evaluation and monitoring of consultation.</p> <p>There has been modest improvement in the ratings regarding the council genuinely listening to the views of local communities and residents having an influence on council decisions between 2006 and 2010 (Resident's surveys). 32% of residents believed the council's consultation activity was genuine when questioned in 2010, which compares favourably to the Scottish average of 22%.</p> <p>There has been a radio campaign running for two months (April & May on Original 106) promoting the consultation section on the website and encouraging members of the public to become involved by signing up to</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?												
				<p>email alerts and taking part in our consultation process. This campaign has contributed to an increase in new visitors to the consultation pages of 26.9%</p> <p>It is planned to run a promotional campaign in August/September 2011 to promote the consultation database and the support that can be provided to services by corporate communications. This approach will cover both consultations and engagement activity that is currently taking place.</p>												
CW6	Promoting inclusiveness	↑	↑	<p><i>No strategic performance definition</i></p> <p>By March 2011 86% of the council's buildings (including village halls), from which services are delivered to the public, had public areas suitable and accessible to disabled people. This is a 20 percentage point increase compared to March 2008.</p> <p>When considering residents' overall satisfaction with the council, the difference in satisfaction between all residents and residents who are under 18, over 65, disabled or identify ethnicity as not Scottish/British is positive.</p> <table border="1"> <thead> <tr> <th></th> <th>All</th> <th><18</th> <th><75</th> <th>Disabled</th> <th>Ethnicity</th> </tr> </thead> <tbody> <tr> <td>I am satisfied with the council as a provider of local services – agree/agree strongly</td> <td>57%</td> <td>60%</td> <td>70%</td> <td>62%</td> <td>59%</td> </tr> </tbody> </table>		All	<18	<75	Disabled	Ethnicity	I am satisfied with the council as a provider of local services – agree/agree strongly	57%	60%	70%	62%	59%
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				<p>In 2009 a guide to Living and Working in the North East of Scotland was produced by the Aberdeenshire Community Safety Partnership which was made available in hardcopy and electronically in 7 different languages, The guide was fully revised and updated in February 2011.</p> <p>In 2010, the council introduced a Multi Equality Scheme with actions plans that provides a framework for ensuring compliance with the recently enacted Equality Act 2010. It covers race/ethnicity, disability, age, gender, gender re-assignment, religion or belief, and sexual orientation. Between January and December 2010, 52 actions were identified and monitored and at December 2010, 96% of these actions were progressing on target.</p> <p>Residents Survey 2010 14% believe the council is good/very good at integrating migrant workers and ethnic minority groups in Aberdeenshire's communities</p>
CW7	Providing good quality public spaces	↔	↑	<p><i>Aberdeenshire is a place where people have access to good quality recreational and leisure facilities</i></p> <p>Aberdeenshire has over 208 kilometres of coastline offering sandy beaches, shingle beaches and dramatic rocks and cliffs. Aberdeenshire beaches are assessed through the Keep Scotland Beautiful Seaside Awards Scheme and in 2010, once again, 9 beaches were award winning - six beaches achieved rural status and three beaches were awarded resort status.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?															
			<p>The council is responsible for 7 harbours (Banff, Johnshaven, Portsoy, Gourdon, Macduff, Stonehaven, Rosehearty). There has been significant investment in the harbours over the past four years including the modernisation of Macduff slipway, at a cost of almost £4million, enabling larger vessels to use the harbour and servicing facilities. The number of seasonal berths available at recreational harbours increased in 2007 following the completion of Banff Marina in 2007. Over the past four years usage of recreational harbours has been:</p> <table border="1" data-bbox="947 799 2045 914"> <thead> <tr> <th></th> <th>2007</th> <th>2008</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>Summer</td> <td>86% (319)</td> <td>82% (321)</td> <td>83% (332)</td> <td>86% (334)</td> </tr> <tr> <td>Winter</td> <td>62% (264)</td> <td>79% (264)</td> <td>62% (255)</td> <td>68%</td> </tr> </tbody> </table> <p>Usage numbers are on the increase following a decline over the past three years. Many recreational harbours are deficit funded which cannot be sustained in the long term. It is intended to review the management of these harbours to consider management arrangements and examine options for the transfer of the harbours into trusts.</p> <p>The council is responsible for the management of 4 Country Parks (at Alford (Haughten), Balmedie, Tarves (Haddo) and Mintlaw (Aden). In 2010 Aden Country Park was recognised as one of the country's best green spaces with a prestigious Green Flag Award. The success makes the park the most</p>		2007	2008	2009	2010	Summer	86% (319)	82% (321)	83% (332)	86% (334)	Winter	62% (264)	79% (264)	62% (255)	68%
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Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>northerly recipient of a Green Flag in the United Kingdom. In the last two years, use of the Country Parks has increased during the April – September period however overall visitors to country parks have reduced since 2007. The winter conditions in 2009/10 and 2010/11 resulted in a significant reduction in visitor number during the winter period (20% reduction in 2009/10) which has impacted on the overall trends. Landscape Services is developing an Asset Management Strategy for the assets it maintains. Once implemented it will impact on the maintenance and management regimes in each Country Park. Together with refurbishment work planned for Haddo, these initiatives should make Country Parks more attractive and encourage greater visitor numbers and raise satisfaction levels. In 2010 84% of residents who use Aberdeenshire country parks indicated they were very or fairly satisfied with the parks which is an increase compared to 2008 (75%).</p> <p>A number of caravan sites were awarded Visit Scotland Green Business Awards in 2010 including: Bronze - Haughton and Stonehaven caravan parks; Silver - Aden, Banff and Ballater caravan parks. This is a repeat of the success at these awards in 2009. In November 2010 Aberdeenshire Council approved a recommendation to externalise the operation and management of caravan parks. The legal position of each site has to be clarified however interest in operating the sites has been shown by a number of local community groups as well as some commercial operators.</p> <p>In 2010, 46% (net) of residents agreed with the statement 'The council does a</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>good job of maintaining open spaces and greenery' which is slightly lower than the net agreement in 2008 (49%). Overall satisfaction with the maintenance of parks and open spaces is also slightly lower in 2010 at 71% compared to 75% in 2008. It is expected that the Parks and Open Spaces Strategy will result in improvements to satisfaction levels once fully implemented.</p> <p>Every two years the council surveys undertakers in Aberdeenshire to determine satisfaction with the burial grounds service. In 2010 over 90% of undertakers who responded were satisfied with the service which above the locally set target (85%)</p> <p>Residents Survey 2010 31% believe the council is good/very good at providing recreational opportunities in well maintained public spaces</p>

JOBS AND THE ECONOMY

Overarching Outcome: Aberdeenshire is the best area, where the council works with partners to create and sustain the best quality of life for all. We achieve this through an enterprising, adaptable economy, that is the location of choice for high value employment, for smaller expanding businesses and for social enterprise.



Performance Assessment 2007-2011

Based on the performance information available, overall the council has got better at delivering the Jobs and Economy overarching outcome between 2007 and 2011.

Highlights during the four years include:

4-5 bullet points of good things to be added once each priority updated

- **Smith's Quay built at Peterhead Port assisted by Aberdeen City and Shire Economic Future**
- **Peterhead Energy Park established**
- **Lead on the Business Gateway contract for Aberdeenshire and Aberdeen City Councils**
- **Aberdeenshire Council named Scottish Transport Local Authority of the Year in 2008 and 2009 and shortlisted in 2011**
- **Re-opening of Laurencekirk railway station**

Action is being taken to:

- **Increase the percentage of Major planning applications determined within 4 months**
- **Manage the percentage of the Aberdeenshire road network that should be considered for maintenance**

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
JE1	Promote Aberdeenshire locally, nationally and internationally as a location for employment, living and leisure	↑	↑	<p><i>Aberdeenshire is a place where residents feel that the council is contributing towards the economy and people enjoy the best quality of life</i></p> <p>During the life of the Strategic Priorities, Aberdeenshire has ranked either top or second in the Bank of Scotland Quality of Life annual survey each year. In addition Three coastal towns (Stonehaven, Fraserburgh, Peterhead) offer the best quality of life among Scotland's seaside towns, according to the Bank of Scotland survey.</p> <p>Set up in 2008, the Aberdeen City and Shire Economic Future (ACSEF), which is a public private sector partnership driving economic development in the area, has been acknowledged by the Scottish Government as an exemplar in the approach for local collaborative working and will facilitate over £1.5 billion in investment over the next 15 to 20 years, safeguarding and creating thousands of jobs.</p> <p>One of ACSEF's key projects is Energetica – a 30 mile development corridor and one of Scotland's most exciting and ambitious schemes. Energetica will help secure Aberdeenshire as a leading destination for energy production and intelligence, leading the second age of energy and creating the blueprint for world class sustainable living and working. The project is integral to local development plans and has seen a £9million investment in science and energy parks and secured land for a new business park and substantial investment at Peterhead Port. With the groundwork now laid, the project is</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>moving to delivery phase.</p> <p>In 2009 30% of Scotland's top 100 companies had their headquarters in Aberdeen City and Shire.</p> <p>Residents Survey 2010 25% believe the council is good/very good at promoting Aberdeenshire locally, nationally and internationally as a location for employment, living and leisure 18% believe the council is good/very good at encouraging organisations such as the Scottish Government, UK Government and private companies to invest in Aberdeenshire</p>
JE2	Attract and support businesses	↑	↑	<p><i>Aberdeenshire is a place where business start up and businesses expand, there are facilities to support enterprise and there is an adequate supply of industrial land</i></p> <p>The most recently published data (2009) shows that 80% of VAT registered businesses are still trading three years on compared to a Scottish average of 70%. There are 42 VAT registered businesses per 10,000 of the Aberdeenshire population compared to the Scottish total of 34 per 10,000 population. The number of VAT registered businesses continues to rise Latest published figures (2008) show that the GDP for Aberdeenshire is £3,201 million (contributing 3.5% of the total Scottish GDP). This is 1.3%</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>growth compared to a Scottish average of 0.7%.</p> <p>Average weekly earnings in Aberdeenshire have remained some of the highest in Scotland throughout the four year period. The most recently published data (2009) indicates average weekly earnings are £587.90 per week compared to a Scottish average of £555.40. Those in the lowest 10% of earnings earn an average of approximately £286.70 in Aberdeenshire compared to a Scottish average of £268.70. Overall there has been a 13% increase in average earnings since 2006 compared 7.9% Scotland wide.</p> <p>During the lifespan of the Strategic Priorities there have been a number of companies making redundancies (e.g. International Fish Cannery, Inverurie Paper Mill) or going into administration (e.g. Woolworths, Les Taylor Group). Since 2008, Aberdeenshire Council has undertaken responsibility for administering the Business Gateway contract in Aberdeen City and Shire providing support to start-up and growth businesses. In the period of recession, Business Gateway introduced the Survive & Thrive project in April, 2009 as an additional service to help sustain business and preserve jobs during the recession. The programme, which is operating throughout Aberdeenshire focussed on practical advice and support on vital areas such as strategy, stabilisation, access to finance and marketing planning. 29 businesses were assisted during 2009/10 with 14 of these businesses receiving three or more days intensive support. An estimated 150 jobs were safeguarded and feedback, via e-mail and telephone surveys for the</p>

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			<p>programme has been very positive. The programme was extended into 2010/11 and will run in 2011/12.</p> <p>The Support for Aberdeenshire Businesses (SAB) scheme distributed over £321,000 of grants and loans in 2010/11 which helped create 73 jobs and safeguard a further 53. In addition this supported approximately £4 million of funding from other sources into the businesses supported...</p> <p>In a recent analysis (2010) by Experian, Aberdeenshire is the local authority area with strongest business resilience because of a favourable mix of business factors including a high proportion of business start-ups, a high proportion of international or exporting firms, high levels of self employment and evidence of a more adaptive business base.</p> <p>Although there has been a small decline in the supply of Established Employment Land (reduction of 5.6% between 2007 and 2009) there was a slight increase in the availability of marketable land (land with secure planning permission which can be serviced within five years).</p> <p>The council manages a range of serviced industrial locations, business centres, shops and lock-ups supporting economic development and providing an income stream to the council. In 2010/11 96% of commercial and industrial properties have been occupied which is at the same level as 2009/10 but slightly lower than 2008/09 (98%). The locally set target of 90% is being met.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>The percentage of major planning applications determined within four months has remained low over the four year period. Aberdeenshire Council currently receives a considerably higher number of Major Applications than any other council in Scotland. A revamped Major Applications process was launched in April and the Service is currently developing its Master-planning process through the emerging Local Development Plan. It is anticipated that this will result in applicants/agents entering into meaningful dialogue with the Planning Service and the wider community earlier in the development process. This should result in improved application submissions to expedite decisions.</p> <p>Over half of all residents participating in the 2010 Residents Survey were fairly or very satisfied with the council's support to local businesses, 55% were satisfied with planning and building control and 50% of residents were satisfied with training and employment initiatives</p> <p>Residents Survey 2010 18% believe the council is good/very good at encouraging the development of new and existing businesses 15% believe the council is good/very good at ensuring that the necessary skills and workforce are available within Aberdeenshire 20% believe the council is good/very good at ensuring an adequate supply of employment land and business premises across Aberdeenshire</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
JE3	Improve the transport network	↑	↑	<p><i>No strategic performance definition</i></p> <p>During the four year span of the Strategic Priorities, commitment has been gained from Scottish Government to trunk road improvements:</p> <ul style="list-style-type: none"> - A90 – Balmedie to Tippetty - A96 – Inveramsay Bridge <p>Scottish Ministers agreed to proceed with the AWPR in December 2009 however construction continues to be delayed whilst awaiting the outcome of the legal challenges presented to the Court of Session in February 2011.</p> <p>Passenger numbers for Aberdeenshire rail stations have also, on the whole, continued to increase in recent years. A notable highlight has been the successful re-opening of Laurencekirk railway station, with passenger number exceeding expectations by 85% during initial weeks. 56,496 total passenger entry and exits through station between 2009-2010</p> <p>Passenger numbers continue to decrease on Aberdeenshire Council's subsidised bus services with a net 7% decrease between 2007/08 and 2009/10. Although further research is required to fully explore the reasons for this, it is thought that service cuts brought about through the economic recession is the primary reason behind this. The council has recently been awarded over £192,000 to introduce real time passenger information. The Council's A2B dial-a-bus network continues to be a success. First introduced</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>in 2004/05 with five services, the network now comprises ten services, making over 2,400 trips in 2009/10 for the benefit of 53,814 passengers. A recent satisfaction survey also indicated that 95% of respondents stated that the service had made a “big difference” to them.</p> <p>Work is progressing on cycleways such as the Fraserburgh and Blackburn networks with future developments for the Banff/Macduff network planned for 2011/12. Continued investment is being made to develop Peterhead as Scotland’s first Cycle Demonstration Town. Cycle monitoring is being developed with the introduction of nine fully automatic, solar powered permanent cycle counters. Two ‘No Excuse Zones’ have been successfully piloted which aim to promote journeys by bicycle of between 10 and 20 minutes. The Formartine & Buchan Way has been upgraded within Peterhead Town Centre and a series of new maps promoting the route will be released summer 2011. Scottish Household Survey for 2007-08 shows the proportion of journeys to work by bike was up from the previous average across Scotland of 2% to 2.7% for the entire north east.</p> <p>Aberdeenshire Council was named Scottish Transport Local Authority of the Year in 2008 and 2009 and has been shortlisted for the award in 2011. The Council has also been shortlisted for a 2011 Physical Activity and Health Alliance Awards for the work undertaken on the Council’s first Walking & Cycling Action Plan, published in 2009.</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>Citizens Panel Surveys reveal that single occupancy car use is in a steady decline decreasing from 71% in 2007 to 63% in 2010. 16% of trips to local shops are now by foot compared to 5% in 2007.</p> <p>School Travel Planning continues to be a success story, and through sustained effort and commitment by the School Travel Planning team some 95% of schools across the area are now involved in the process. In 2006, 24.2% of school trips were made by car, and by 2009/10, this had reduced to 21%.</p> <p>Residents Survey 2010 12% believe the council is good/very good at encouraging the Scottish Government and others to deliver the necessary transport links with the rest of Scotland, UK, Europe and beyond.</p>
JE4	Maintain road infrastructure	↘	↘	<p><i>Aberdeenshire is a place where the roads and infrastructure are well maintained and residents rate the transport service and road maintenance highly</i></p> <p>In 2010/11 28.2% of the Aberdeenshire road network should be considered for maintenance treatment based on the annual Scottish Road Maintenance Condition Survey. Although this is modest deterioration compared to previous years it is still below the locally set target level of 32%. Aberdeenshire continues to rank in the top quartile of local authorities for the condition of the</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>road network.</p> <p>The severe winters in 2009/10 and 2010/11 have contributed to the decline in the quality of the road network.</p> <p>The Board of regional transport partnership Nestrans has agreed to allocate more than a million pounds of funds for the second year in succession to enable further strategic roads maintenance and safety works to be undertaken throughout Aberdeen City and Shire.</p> <p>The ongoing development of the Highways Asset Management Plan will assist in targeting resources, however it is acknowledged that it will continue to be a challenge as investment levels are below that required to maintain 'steady state' as calculated by the Society of Chief Officers for Transportation in Scotland (SCOTS).</p> <p>Resident satisfaction with road maintenance generally has declined since 2006 with one-third of residents expressing satisfaction in 2010 which is a decline of 11 percentage points.</p> <p>Resident satisfaction with winter gritting/snow clearing is now at the 2004 level of 51%; however this does represent a fall from 2008 where satisfaction levels reached 59%. Following a prolonged period of relatively mild winters, the severe winter in 2009/10 is likely to have impacted negatively on</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			residents' views.

LIFELONG LEARNING

Overarching Outcome: Aberdeenshire is the best area with its special environment and diverse culture. It is the best possible place to live and learn, work and play. It is the area where working together for the best quality of life for all is the norm.



Performance Assessment 2007-2011

Based on the performance information available, the council has got better at delivering the Lifelong Learning overarching outcome between 2007 and 2011.

Highlights during the four years include:

- **Implementation of the national Curriculum for Excellence programme has been a major priority for the Service over the period.**
- **Youth participation and engagement work has been recognised nationally The Reaching Out regeneration and community capacity building project in Peterhead and Fraserburgh achieved a gold COSLA award in 2009.**
- **Three new schools have opened and there continues to be an extensive upgrading programme with funding secured for the replacement of three secondary schools, three primary schools and three special schools.**
- **Designing the area's flagship running event 'Run Balmoral' to enable all levels and abilities to take part in a premier running event**
- **Launch of the Active Aberdeenshire scheme, linked to the National Entitlement card, which offers reduced admission prices to council facilities.**
- **As one of the first local authorities in Scotland to make an express commitment to the support and promotion of the national Year of Homecoming in 2009, Aberdeenshire Council developed a wide range of activities and projects including heritage fairs, homecoming themed exhibitions, school arts projects, culminating in a major Homecoming finale concert which featured Aberdeenshire's specially commissioned Homecoming tune, "Land of the standing stones".**
- **Several Aberdeenshire schools have had their achievements acknowledged and celebrated in a range of contexts at a national level - for example, two secondary schools were finalists in the Scottish Education Awards for 2010 for their work in relation to Global Citizenship and for supporting the life and work of the school community.**

Action is being taken to:

- Sustain levels of attainment at standard and higher grade
- Ensure Early Years provision reflects best value, quality and meets the needs of children and families

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
LL1	Effective targeting of resources	↑	↑	<p><i>Aberdeenshire is a place where education and leisure resources are well managed</i></p> <p>Over 70% of secondary schools and 55% of primary schools continue to have a ratio of pupils to available places between 61% and 100%. All secondary schools that fall outwith the 61-100% band are over-capacity, whereas most primary school outwith the band tend to be under capacity. This issue is being addressed through the Council's Asset Management processes and through the Service's school estate review.</p> <p>Approximately 60% of school buildings are rated as good/satisfactory in terms of suitability in the Scottish Government School Estate Survey and there has been small but steady improvement in the estate over the life of the Strategic Priorities. There has been a similar small improvement in the suitability community facilities (sports centres, libraries, pools community centres, halls etc) with 48% rated within the top two categories. Over the four year period, three new schools have opened and there continues to be an extensive upgrading programme with funding secured for the replacement of three</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>secondary schools, three primary schools, three special schools and a swimming pool complex in Fraserburgh.</p> <p>Peterhead library reopened in March 2010 following refurbishment and in July 2010, work began on a new Community Library for Westhill. The new library will be situated within Westhill Primary School and will support lending, learning and cultural participation for all age groups across the community.</p> <p>Several swimming pools have been refurbished and upgraded over the last four years. Most recently Huntly Swimming Pool had almost £500,000 spent to modernise the changing areas, provide easier access to the reception areas and provide a larger spectator area alongside the swimming pool. Turriff Swimming Pool had £300,000 worth of improvements made to the changing and staff areas and the facilities for disabled customers using the pool have been dramatically improved.</p> <p>Residents Survey 2010 28% believe the council is good/very good at management and maintenance of education, learning and leisure buildings 36% believe the council is good/very good at ensuring access to computer technology in education and learning services</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
LL2	Improved early years opportunities	↔	↔	<p><i>Aberdeenshire is a place where everyone is encouraged to participate and extra support is provided to those who need it</i></p> <p>In 2010, 75% of residents who use before and or after school care are fairly or very satisfied with the service.</p> <p>In 2010/11 all HMIE pre school inspections have been positive, building on the 91% achievement in the previous year.</p> <p>During Session 2009/10, almost all children had preschool experience on entry to Primary One. Over 5,300 children received preschool education within Aberdeenshire Council nursery classes or partner provider settings. Following a wide ranging review of Early Years provision, pre-school admissions policy has been reviewed to reflect need for best value, quality of provision and meeting needs of children and families. Work is also progressing to review the position of CLD managed playgroups and move towards integrating current CLD managed provision within a single service approach, whilst continuing to support and develop models of joint delivery.</p>
LL3	Improved achievement for all	↑	↑	<p><i>Aberdeenshire is a place where everyone is encouraged to achieve the best they can</i></p> <p>The national Curriculum for Excellence programme has been a major priority for the Education, Learning & Leisure service. The approach was to develop a distinctive policy framework, within which the aims of Curriculum for</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Excellence could be developed and, increasingly, delivered. This was the Aberdeenshire 3-18 Curriculum framework, which received a broad level of support from a wide range of stakeholders in a major consultation exercise during 2008. The framework envisages a coherent curriculum, from age 3-18, which delivers high quality learning experiences through a range of cultural, environmental, creative, enterprising and vocational contexts. Aberdeenshire's approach to developing appropriate structures to deliver the curriculum has received positive acknowledgement from HMle, and a commitment to ensuring that new technologies have an important role in supporting learning, including the development of glow, has also been recognised nationally.</p> <p>The most recent set of exam results (2010) continue to demonstrate a high level of attainment at both standard and higher grade levels and the results continue to rank above national averages. Nearly 80 fifth year pupils achieved straight A passes in five or more Highers, while overall pass rates at Standard Grade Credit Level improved by 3% to 51% (over 10% above the national average). When benchmarked against the family of comparator authorities, Aberdeenshire continues to feature in the top three in most measures. However attainment levels are not quite as strong as they were in the first half of the decade. It is likely that there is no one underlying cause of the trends in attainment however the E, L&L service have identified a number of priorities for action in a report to E, L&L committee in October 2010.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Two schools in Aberdeenshire reached the finals of the Scottish Education Awards 2010 – Ellon Academy for the Global Citizenship Award, and Aboyne Academy for Educational Supporter of the Year.</p> <p>Since 2007, over 90% of school-leavers move onto ‘positive destinations’ such as higher or further education, training, employment or voluntary work which is ahead of the national average of 86%. The More Choices, More Chances partnership has helped maintain this high standard with multi-agency work with young people leading to a reduction in the numbers not achieving positive outcomes. 96.6% of young people reaching the statutory leaving age at summer 2009 received an appropriate 16+ Learning Choice offer</p> <p>The second phase of Determined to Succeed is now embedded throughout schools through Curriculum for Excellence, teaching practices and pupil experience. There is a strong enterprise culture now in place with several HMIE inspection reports specifically referring to enterprise as either a school strength or example of good practice.</p> <p>In 2010, 78% of residents who have school age children are satisfied with their school. This is slight increase compared to 2008 (75%)</p> <p>Several Aberdeenshire schools have had their achievements acknowledged and celebrated in a range of contexts at a national level - for example, two</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>secondary schools were finalists in the Scottish Education Awards for 2010 for their work in relation to Global Citizenship and for supporting the life and work of the school community.</p> <p>Aberdeenshire continues to support talented cultural and sports performers. A number of our top sports performers have been accepted by the Scottish Institute of Sport and are receiving support for their preparations for the Olympic and Commonwealth Games.</p>
LL4	Improve inclusion and participation across the service	↑	↑	<p><i>Aberdeenshire is a place where everyone is encouraged to participate and extra support is provided to those who need it</i></p> <p>The 2009 HMIE inspection of services to protect children and young people in the Aberdeenshire area found services were good or very good across all areas inspected and acknowledged the improvements made since the 2007 inspection.</p> <p>In 2009 HMIE inspected the Educational Psychology Service post school psychological service and concluded that the service demonstrated both enthusiasm and creativity in progressing post school psychological services based on the needs of young people and an awareness of the local context. Strong partnerships were found to be at the heart of the service developments and a willingness to share expertise and build capacity in others. The EPS has also held a Charter Mark award for the last three years</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>and achieved Customer Service Excellence in Spring 2010.</p> <p>The attainment of looked after children continues to improve with 40% of children previously looked after attaining at least level 3 in English and Maths in 2010. This is a 7 percentage point increase compared to 2009.</p> <p>Aberdeenshire's Parental Involvement Strategy received a positive response in a wide ranging consultation exercise in 2010. Taking the strategy forward will involve encouraging, facilitating and supporting the establishment of Parent Councils in all schools, opening up opportunities and removing barriers to parental involvement and supporting and developing parent/carers' active involvement in their children's learning.</p> <p>Figures from the General Household Survey indicate that Aberdeenshire has the second highest level of participation in sport across Scotland. Participation in cultural activities is also high. A review of pricing policy and programmes to support under represented sections of the community are helping to ensure opportunities are available to all.</p> <p>Residents Survey 2010 27% believe the council is good/very good at involving parents in schools 17% believe the council is good/very good at meeting the leisure needs of older people 14% believe the council is good/very good at meeting the leisure needs of</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				disabled people 17% believe the council is good/very good at increasing participation in sports and leisure activity
LL5	Improved access to sport and cultural activities	↑	↑	<p><i>Aberdeenshire is a place where there is good access to sport and cultural activities</i></p> <p>Aberdeenshire Council was one of the first local authorities in Scotland to make an express commitment to the support and promotion of the national Year of Homecoming in 2009. The main themes of the programme provided a very good fit to the range of educational and cultural services provided by the Education, Learning and Leisure service, and a wide range of activities and projects were developed as part of the Year of Homecoming. Some of these were: Involvement of schools in a wide range of Homecoming projects linked to Curriculum for Excellence developments; Heritage Fairs across all of the 17 learning networks; Every school in Aberdeenshire was involved in a schools' visual art project, the outcomes of which were exhibited successfully at Woodhill House, at BP Head Quarters in Dyce, and in the Scottish Parliament building; Libraries staff worked with Council Registrars, local family history societies and Aberdeen City's Archivist to co-ordinate the promotion of genealogy; Cultural Services staff provided a range of activities, from hosting Homecoming themed exhibitions, to promoting the work of local writers within the context of national events such as World Book Day. Finally, a major Homecoming finale concert was organised, which featured</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Aberdeenshire's specially commissioned Homecoming tune, "Land of the standing stones".</p> <p>Together, the range of events and activities that were organised in connection with Year of Homecoming, represents a significant legacy of collaborative working across the Education, Learning and Leisure service that the service can build upon, through a range of programmes and projects in the future.</p> <p>The Lifelong Learning and Leisure service has encouraged young people to lead healthy and active lifestyles, both in and out of curriculum time, and to ensure that active interests are sustainable as they make the transition to adulthood through:</p> <ul style="list-style-type: none"> • Expansion of the Active Schools Initiative which links curricular and extra curricular activity to every school in Aberdeenshire • Revamping of the council's 'learn to swim' system to increase the capacity to deliver this critical skill to the vast majority of Aberdeenshire children • Designing the area's flagship running event 'Run Balmoral' to enable all levels and abilities to take part in this premier event • Launch of the Active Aberdeenshire scheme, linked to the National Entitlement card, which offers reduced admission prices to council facilities.

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>During the life of the Strategic Priorities, all of the directly managed council museums have achieved Museums, Libraries and Archives Council registration / accreditation. In 2010/11 there has been a small decline in museum attendance which is possibly due to a reduction in the opening hours of some facilities as prior to 20010/11 there had been an 11% increase in attendances.</p> <p>In 2010 over 80% of residents who have used museum and arts services rated them as satisfactory.</p> <p>Visits in person to the 32 libraries throughout Aberdeenshire continue to increase year on year with over 4,000 visits per thousand population in the period April to December 2010. Online transactions are also on the increase with average monthly 'hits' on the online database increasing to 2,100 in 2009/10.</p> <p>There is a high satisfaction rating with library services from those who use the service (86% - Residents Survey 2010). This is a five percentage point increase compared to previous surveys.</p> <p>In 2009/10 there were over 400,000 participants in Sports Development run programmes (including those delivered through the Active Schools programme and by coaches and instructors trained and mentored by Sports Development). Attendance at leisure facilities declined slightly in 2009/10 as</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>a result of the temporary closure of swimming pool facilities to allow for renovation and upgrades. However despite some of this renovation work continuing into the next year, overall attendances at swimming pools and sports facilities in 2010/11 has improved slightly, coinciding with the launch of the Active Aberdeenshire campaign, including the National Entitlement card being activated to provide reduced admission prices to Council facilities.</p> <p>70% of residents who use council run leisure/sports facilities expressed satisfaction with these services in 2010 which an increase of almost 10%.</p> <p>Residents Survey 2010 21% believe the council is good/very good at promoting cultural and heritage opportunities for people of all ages 17% believe the council is good/very good at increasing participation in sport and leisure activity</p>
LL6	Enhanced community and learning and development	↑	↑	<p><i>Aberdeenshire is a place where communities are encouraged, through learning and development, to tackle things that matter to them</i></p> <p>Youth work in Aberdeenshire has been consistently strong and work on youth participation and engagement has been recognised nationally. The innovative and effective work in Kemnay was recognised as excellent by HMle (in 2009) and Aberdeenshire has also hosted the national Young Quality Scot Awards (in Huntly) and the biggest ever sitting of the Scottish Youth Parliament in</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Peterhead. The Reaching Out regeneration and community capacity building project in Peterhead and Fraserburgh achieved a gold COSLA award in March 2009.</p> <p>In 2009/10 there were 11,755 participants in youth work, 6,109 participants in adult learning and 9,969 participants in community capacity building. 74% of residents who use youth clubs and associated services were satisfied with these services (Residents survey 2010).</p> <p>In February 2010, the Citizen's Panel were surveyed about community involvement. 58% of participants were involved in community activities and there was increased participation across all the community activities identified compared to 2008. Over one third of those surveyed were involved in a local community or voluntary organisation, one fifth were involved in a sports club (or similar) and 18% provided support to a neighbour or someone in the community (increase of six percentage points). 60% of participants had volunteered in the past 12 months which was up from 53% previously.</p> <p>A new strategy for Community Learning and Development has been issued for formal consultation. The strategy identifies three priorities for the three years to 2013:</p> <ol style="list-style-type: none"> 1. To engage communities and build their confidence, understanding and skills 2. To ensure learner support and progression in promoting achievement

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>for adults 3. To support young people in realising their potential</p> <p>Across Aberdeenshire some 4500 adults and a similar number of young people participate in activities providing directly, or in partnership, on a weekly basis, while over 200 community groups receive advice and support from staff.</p> <p>Residents Survey 2010 20% believe the council is good/very good at youth work and youth participation 17% believe the council is good/very good at increasing participation in sport and leisure activity</p>

SUSTAINABLE ENVIRONMENT

Overarching Outcome: Aberdeenshire is the best council always looking to the future, finding new and more efficient ways of doing things. We raise awareness in others to secure measurable behaviour change by individuals, communities, business and public sector partners. Aberdeenshire will be a sustainable and carbon neutral region in the medium term e.g. by the year 2030.



Performance Assessment 2007-2011

Based on the performance information available, the council has got better at delivering the Sustainable Environment overarching outcome between 2007 and 2011.

Highlights during the four years include:

- **Cosla Delivering Excellence Award 2008 for the Aboyne Wood Chip Boiler Project**
- **Over £6million contributions negotiated by the Planning Gain Service from developers**
- **Aberdeenshire local Development Plan submitted to the Scottish Government and the Aberdeen City and Shire Structure Plan formally approved by Scottish Ministers**
- **Over 40km of paths opened or improved**
- **85% of residents now recycling**

Action is being taken to:

- **Reduce Aberdeenshire Council emissions**
- **Enhance the influence the council has on the wider community in supporting a reduction in the carbon footprint of Aberdeenshire**
- **Improve recycling performance**

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
SE1	Reduce Aberdeenshire's global footprint	↑	↔	<p><i>Aberdeenshire is a place where there is an action plan to manage the challenge of climate change, where energy consumption is reducing and renewable energy promoted and where the majority of resident's feel that the council behaves in an environmentally friendly way.</i></p> <p>The council has approved annual Climate Change Action Plans which reflect the Strategic Priorities. In February 2011, the Climate Change Action Plan 2011-2015 was signed off and it takes into account the public bodies duties imposed under the Climate Change Act 2009. The new plan is designed to address the operations of Aberdeenshire Council and the influence of the Council on the wider community, including business and industry and provides the basis for monitoring the carbon footprint of Aberdeenshire. The council has also signed Scotland's Climate Change Declaration and submits an annual statement, detailing progress in mitigating, and adapting to, climate change (www. climatechange.sustainable-scotland.net).</p> <p>The latest emissions data from Department of Energy and Climate Change (DECC) (2008) indicate Aberdeenshire as a whole has consistently higher than average per capita emissions level when compared to Scotland as a whole (Aberdeenshire - 11.7tCO₂, Scotland – 7.9tCO₂). There has been a substantial increase in the emissions for land use, land use change and forestry in Aberdeenshire and further information is awaited to understand this rise.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>For the council specifically, there has been a rise in emissions of 1.3% (excluding fleet transport) between 2008/09 and 2009/10. However there has been a reduction in emissions due to council waste disposal and business mileage so positive progress is being made.</p> <p>In 2009/10, the Energy Management Team implemented over £100,000 of energy efficiency projects – including swimming pool covers, draught proofing and improved heating controls – saving 796,000 kWhs, 262 tonnes of CO₂, and £46,000 annually. This team is also supporting behavioural change which is key to reducing our energy consumption. A new ground source heat pump has been installed at Balmedie Primary School to heat the new nursery. Carbon emissions from the heating system are 66% lower than a conventional heating system.</p> <p>The delivery of the Worksmart programme is supporting behavioural change and supporting sustainability through reducing business and commuting mileage and by supporting the asset strategy enabling a reduction in premises and associated costs for heating and lighting. At March 2011 the target of having 620 employees changing work profiles through Worksmart has been exceeded.</p> <p>Resident's Survey 2010 24% believe the council is good/very good at encouraging energy conservation as well as the use of green fuels and renewable energy sources</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>23% believe the council is good/very good at raising awareness of sustainability issues</p> <p>14% believe the council is good/very good at encouraging the adoption of more sustainable travel methods in Aberdeenshire</p>
SE2	Achieving sustainable development	↑	↑	<p><i>Aberdeenshire is a place where sustainable development is achieved through effective planning</i></p> <p>The Sustainability Charter was approved by Aberdeenshire Council Committee in April 2008. The Charter will be revised in 2011/12 to take into account of the Climate Change (Scotland) Act 2009.</p> <p>The council operates a highly successful unit that negotiates significant levels of contributions from developers. In the year ending March 2011 over £1.4million funds had been accumulated by the Planning Gain Service. This takes the total amount of incoming funds to over £7.5million since 2007. Funds have been spent on a number of projects including improvements to Banchory Town Hall, purchase of land for recreation and educational use in Huntly and the provision of CCTV in Fraserburgh. In addition, the Planning Gain Service also negotiates funding from wind turbine operators towards sustainability and environmental measures for expenditure on existing buildings in the locality.</p> <p>All planning permissions are now required to conform to supplementary</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>planning guidance on carbon neutrality in new developments prior to approval. This is a significant development and is key to supporting the achievement of this priority.</p> <p>The Aberdeen City and Shire Structure Plan was formally approved by Scottish Ministers on 14 August 2009. The plan sets out a strategy for the future use of land over the next 20 years and provides a long term vision for the development of a sustainable community in the North East. It contains a vision statement, aims and 6 objectives on economic growth, sustainable development and climate change, population growth, quality of the environment, sustainable mixed communities and accessibility. Through its vision, objectives and targets the plan sees the area taking a lead in mitigating and adapting to climate change - recognising the urgency and challenge of delivery. The structure plan provides guidance for the Aberdeenshire Local Development Plan that was submitted to the Scottish Government in March 2011 following two years of extensive consultation and engagement with communities, landowners and developers. The plan links to the Regional Transport Strategy, approved in 2008, and the Local Transport Strategy 2007-2011 which are now both under review. The revised plans will also underpin the successful achievement of this priority.</p> <p>Resident's Survey 2010 9% believe the council is good/very good at managing sustainable development through effective use of land planning</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
SE3	Protect and promote the historical environment	↑	↑	<p><i>Aberdeenshire is a place where the cultural and historical environment is protected</i></p> <p>There are 19,256 archaeological sites within Aberdeenshire maintained on the Sites and Monuments Record (SMR) and there has been a year on year increase in the number of sites added. The SMR is used as a resource for planning, roads, utility companies, oil and gas pipelines, tourism, education establishments and individuals.</p> <p>The Archaeology Service instigated 437 excavations and evaluations of sites in 20010/11 in order to mitigate against the loss of sites, continuing a year on year increase in this area of activity.</p> <p>The council is involved in several historical projects including The Defence of Scotland Project which is part of the larger Defence of Britain Project. The project hopes to record as much of the 20th-century military heritage as possible. In Aberdeenshire a large amount of information has been collected which has been sent to the National War Museum to collate. Other projects include a programme of systematically recording all the war memorials in Aberdeenshire and an on-going project to record medieval and later stone masons' marks on as many churches, castles, bridges etc as possible in the NE of Scotland which also enables local heritage groups and societies to become involved in recording part of their own local history.</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>Resident's Survey 2010</p> <p>28% believe the council is good/very good at protecting Aberdeenshire's culture heritage and historical environment</p> <p>23% believe the council is good/very good at raising awareness of sustainability issues</p>
SE4	Protect and promote the natural environment	↑	↑	<p><i>Aberdeenshire is a place where the natural environment is protected</i></p> <p>In 2010/11 £273,000 was spent on projects to improve the natural and historic environment and access to the outdoors leveraging in expenditure of £2 million by others in the process. Although this spend was slightly lower than in 2009/10, the funding leveraged in is in excess of previous years levels.</p> <p>638 educational events delivered to adults and school groups on environmental themes during 2010/11. Over the four year period there has been a 28% increase in the number of school pupils participating in environmental programmes supported by the Ranger service.</p> <p>The council's Access Team has dealt with 71 access issues which is an increase compared to previous years with a more limited staff resource.</p> <p>The Core Paths Plan has been developed and consulted upon during the life of the Strategic Priorities. The final version of the plan will be adopted in late 2011/12. In 2010/11 the council had a target to open or improve 15kms of</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>paths and achieved 9.4kms which is lower than the 17.5km opened or improved in 2009/10 but preparation work in 2010/11 is expected to increase the kms developed in 2011/12. Between 2008 and 2011 a total of 40km of paths have been opened or improved.</p> <p>In 2009/10, 40 hectares of land were maintained in accordance with biodiversity objectives, almost one-fifth more than in 2007/08. In the 2010 Residents survey, over 60% of residents were satisfied with the council's protection of the environment.</p> <p>Resident's Survey 2010 27% believe the council is good/very good at managing access to the natural environment 17% believe the council is good/very good at protecting and promoting biodiversity</p>
SE5	Managing waste	↔	↑	<p><i>Aberdeenshire is a place where waste is effectively managed</i></p> <p>In 2009/10 the council collected over 150,000 tonnes of waste. 33% of the waste was recycled continuing a year on year increase in the percentage of waste recycled. At December 2010 the average recycling rate for 2010/11 was just over 33%. The exceptional weather conditions during Winter 2010/11 did affect the quantities of waste and recycling materials collected. Many kerbside and other waste collections were curtailed, postponed or</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>cancelled. Collections made by recycling brokers from Household Waste Recycling Centres and Bulking Points were also similarly postponed. Closure of the MBT plants which previously achieved reduction of waste and the cancellation of such allowance by SEPA since July, 2010 has impacted on the recycling figure by 0.77% each quarter. By 2013 over 50% of waste has to be recycled and programmes such as the Zero Waste Fund are helping to increase the amount of waste diverted from landfill as has the changing behaviour of residents and businesses. Continuing to improve the recycling rates for domestic waste and put less waste to landfill is identified as a Service Priority within Infrastructure Services 2011-2014 Service Plan and the council's intended contract as a waste management company will present further opportunities to improve recycling performance.</p> <p>The council did not meet the target of 54,900 tonnes landfill allowance in March 2010 with 65,800 tonnes of biodegradable waste landfilled. However the amount of biodegradable waste landfilled is lower than in previous years.</p> <p>Within the council 45% of office-type waste arising from council premises is recycled, saving money, resources and helping meet carbon reduction targets.</p> <p>Resident satisfaction with refuse collection rose by 15 percentage points in 2010 with 72% of residents expressing satisfaction compared to 57% in 2008. This is the highest level of satisfaction since 2004. The sharp dip in</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>satisfaction in 2006 and again in 2008 was as a result of the introduction of fortnightly collection cycles for residential waste.</p> <p>Satisfaction with recycling is also very high with 79% of residents expressing satisfaction and over 85% of residents now recycling as a result of changes to the service in the past four years.</p> <p>Resident's Survey 2010 51% believe the council is good/very good at improving opportunities for people to recycle</p>

DEVELOPING OUR PARTNERSHIPS

Overarching Outcome: Aberdeenshire is the best council in Scotland, where the community planning framework and joint working with communities, private and voluntary sector partners ensures that people are involved, listened to and empowered and where excellent services are provided for all.



Performance Assessment 2007-2011

Based on the performance information available, the council has got better at delivering the Developing our partnerships overarching outcome between 2007 and 2011.

Highlights during the four years include:

- **£3.24 million awarded to Aberdeenshire under LEADER programme to support quality of life and economic prosperity in rural areas and communities with a population of less than 5,000**
- **Aberdeenshire Community Plan 2011-2015 approved along with a three year community planning budget with maintained levels of partner contributions**
- **Aberdeen City and shire Joint Procurement Board attained a national award for Team Excellence**
- **First shared service point opened in Westhill**
- **Citizens' Panel awarded Bronze at 2010 COSLA wards**

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
DP1	Developing community planning	↑	↑	<p><i>Aberdeenshire is a place where local community planning ensures close working with other service providers.</i></p> <p>In the 2008 Audit of Best Value and Community Planning concluded that the council required a more effective approach to community planning, with members providing leadership and working more closely with community planning partners.</p> <p>Since the audit, the Community Plan 2006-2010 has been fully reviewed and the Aberdeenshire Community Plan 2011-2015 was approved by the Community Planning Board in January 2011. The community planning structure has been streamlined to take account of feedback both locally and from Audit Scotland's 2006 national review on community planning which highlighted duplication in the work of partnerships. The last annual report for the 2006-2010 plan indicated that in 2009/10, 86% of the actions in the partnership's work programme were completed, and those remaining would be completed in 2010/11.</p> <p>A new three-year community planning budget (2010/11-2012/13) was developed by funding partners and agreed by the Partnership Board in June 2009. Despite increasing pressure on budgets, external partners have maintained their levels of contribution. The Tackling Poverty and Inequalities Group has been successful in leveraging significant match-funding locally, nationally and at European level. In 2010/11, the group funded local projects</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>£1,377,971 which resulted in £3,433,614 of activity across Aberdeenshire (a ratio of 1:2.5).</p> <p>The partnership agreement was revised to incorporate recommendations from a Policy and Resources partnership review of the Council's participation in the Community Planning Partnership to strengthen existing governance arrangements.</p> <p>The first single outcome agreement between Aberdeenshire Council, Aberdeenshire Community Planning Partnership and the Scottish Government was agreed in 2008 and set out the priorities which focused on the delivery of better outcomes for the people of Aberdeenshire. The SOA has been monitored and reviewed on an annual basis and in 2011 the Community Planning Partnership agreed the SOA would become the monitoring tool for the Aberdeenshire Community Plan 2011-2015. In the 2009/10 SOA, where data were available, 51% of indicators were showing positive performance, 39% neutral and 9% negative.</p> <p>Promotion of community planning within partner organisations and externally to Aberdeenshire communities has improved but remains a challenge for the partnership. A survey of the ouraberdeenshire website user and citizens' panel members evidenced continued satisfaction with the website. The partnership issues quarterly newsletters, monthly ebuletins and regular news releases to increase the understanding of community planning amongst</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>partners and communities.</p> <p>Local community plans were first developed in 2008 replacing Area Plans. Supporting the Aberdeenshire Community Plan, the six plans bring together key projects and actions for each area. The local community plans enable local communities to have a say in how services from a range of partners are delivered. After six months of the 2010-2014 local community plans, 86% of actions were on track, 8% were progressing but behind schedule and 3% had problems and fallen behind schedule. Local Community Planning Groups continue to work well with a range of local partners, successfully implementing initiatives such as With Inclusion in Mind, Pandemonium and the Marr Ward Forums.</p>
DP2	Working in partnership	↑	↑	<p><i>Aberdeenshire is a place where partnership and joint working is the preferred way of working with other agencies and organisations and voluntary sector partners are involved, listened to and empowered.</i></p> <p>The 2008 Audit of Best Value and Community Planning considered that the council has developed good working relationships with its partners and is involved in a range of joint-working initiatives.</p> <p>In 2009 the Community Planning Partnership agreed a framework document (the Aberdeenshire Compact) that confirmed the shared principles and commitment to the roles and contributions of the Aberdeenshire</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Community Planning Partnership and the third sector. An action plan supporting the compact was developed focusing on the three areas of the compact – recognition, representation and resources.</p> <p>During the last four years, NESTRANS, Skills Development Scotland, ACSEF, Aberdeenshire Alcohol and Drug Partnership and Aberdeenshire Youth Council have all become full members of the partnership.</p> <p>Since 2007, the partnership has developed youth engagement and community engagement strategies. The community engagement strategy was developed as a result of a recommendation from the Audit of Best Value and Community Planning which asked Aberdeenshire Council to take a more co-ordinated and systematic approach to community engagement activities. Action plans to ensure that these strategies are successfully carried out are well underway. The proportion of people who feel they have enough opportunities to influence decision-making in Aberdeenshire has increased from 38% in 2009/10 to 46% in 2010/11.</p> <p>The Partnership has a citizens' panel which continues to be an effective community consultation and engagement tool. In any year there is on average 1250 panel members and response rates (across 4 surveys carried out during 2010/11) ranged from 66% to 73%. The panel was awarded a bronze at the 2010 COSLA Excellence Awards. A recent survey of satisfaction showed that 79% of panel members were either satisfied or very</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>satisfied with the citizens' panel overall.</p> <p>At October 2010 there were 39 partnerships registered with the council, including the Aberdeenshire Community Planning Partnership, which is a slight increase compared to 2008. A Partnership and Joint Working Policy has been developed that sets out key criteria (accountability, public accessibility, internal governance, conduct of members and evaluation of the costs and benefits) against which partnerships can be measured. There is a rolling timetable in place for all partnerships that the council is involved in to be reviewed every three years and to date over two-thirds of partnerships have been reviewed.</p> <p>Through community economic development activities, the council provides support to help communities develop projects and take action locally. The Aberdeenshire Community Asset Fund was launched in 2008 and in 2010/11 it contributed approximately £37,000 to 7 projects which have levered in almost £300,000 from other funding sources. The Area Rural Partnership Fund supports the six area partnerships with £126,000 of funding available annually. A further £50,000 is available to other local partnerships through the Aberdeenshire Rural Partnership Fund.</p> <p>The council is the lead partner in the Rural Aberdeenshire Local Action Group (LAG) which delivers LEADER, a rural development programme that aims to improve the quality of life and economic prosperity in rural communities</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				through locally driven rural development initiatives and projects. Funding is awarded to projects that relate to the overarching themes of Revitalising Communities or Progressive Rural Economy. At end of March 2011, LAG has committed over £3.6million to over 100 projects including the Rural Broadband Initiative Project (2011), Inverbervie Community Caravan Park Improvements, Stirling Hill Access Network , Pitcaple Environmental Project Interpretation Centre (all 2010), Cairngorm and mid-Deeside /rural Aberdeenshire Communities Path Network, Turra Coo Sculpture (both 2009), and Cairnbulg Harbour development (2008).
DP3	Sharing services	↑	↑	<p><i>Aberdeenshire is a place where services are shared with other public bodies where this enables improved services to be delivered and efficiencies to be gained.</i></p> <p>The Aberdeen City and Shire Modernisation and Shared Services Board was created in 2007 and operates under a framework agreement. Current work includes a focus on a joint Procurement Transformation Programme. The Joint Procurement Unit attained the National Award for Team Excellence and was second out of 32 councils in the Procurement Capability Assessment.</p> <p>In 2010, Grampian Police and the council joined together to create a shared service point in Westhill, allowing members of the public to access help and advice from both organisations in a single location. The service point adviser, funded by the council provides help and advice on a range of council</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>services.</p> <p>In May 2010 the Aberdeenshire Joint Equipment Service was launched. Developed in partnership by the council and NHS Grampian the facility stores, distributes, collects, recycles and maintains community equipment, supporting individuals with increased independence at home.</p> <p>In March 2011, the Community Planning Partnership Board agreed to participate in Transport Scotland's low carbon vehicle scheme. Aberdeenshire Council, Grampian Fire and Rescue Service, Grampian Police and NHS Grampian are taking part in a pilot scheme to reduce carbon emissions and will use electric vehicles to deliver internal mail to a number of locations.</p>
DP4	Community councils	↑	↑	<p><i>No strategic performance definition</i></p> <p>Aberdeenshire has 72 active Community Councils across the whole of Aberdeenshire which is 100% coverage. In 2008, coverage was 97%.</p> <p>In 2010, 85% of Citizen Panel respondents stated that they were aware of a Community Council operating in their local area and 71% would know how to contact their local Community Council to have an issue raised. 71% of the respondents also felt that their local Community Council made at least some difference to their local area. This is a significant improvement when compared to the last time the citizen's Panel was consulted on Community</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			Councils – in 2005 63% of respondents were aware of their Community Council, 33% knew what the Community Council did and 37% thought their local Community Council was effective in their area.

CORPORATE IMPROVEMENT

Overarching Outcome: Aberdeenshire is the best council. It is a modern, effective organisation aiming to provide excellent services by finding new and more efficient ways of doing things. The focus is on continuous improvement of the quality, efficiency and levels of service provided for all.



Performance Assessment 2007-2011

Based on the performance information available, the council has got better at delivering the Corporate Improvement overarching outcome between 2007 and 2011.

Highlights during the four years include:

- **Implementation of a range of interlinked business transformation programmes including:**
 - **Asset Management**
 - **Worksmart**
 - **Kaizen for Daily Improvement**
 - **Customer Relationship Management**
 - **Information Management Strategy**
 - **Workforce Strategy**
- **Over 80% of calls to the Customer Contact Centre resolved at first point of contact**
- **99.6% of the council's revenue budget spent**
- **COSLA bronze award for the Healthy Working Lives initiative**
- **Corporate Communications were Highly Commended at the UK Customer Satisfaction awards for the 2011/12 budget planning communications**

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
CI1	Efficiency	↑	↑	<p><i>Aberdeenshire is a place where council services are provided efficiently</i></p> <p>The 2008 Audit of Community Planning and Best Value concluded that the council generally makes good use of its resources. The Shared Risk Assessment: Assurance and Improvement Plan 2010-2013 (AIP) highlights the council's culture of continuous improvement. This culture is being further embedded through the Kaizen for Daily Improvement (KDI) programme. KDI, which has gained momentum in the last two years, supports the review of key customer processes in order to increase efficiency, quality and the customer focus. By March 2011, 27 teams had achieved bronze level at KDI which means the teams apply the following requirements as standard:</p> <p>Workplace: We Take Pride In Our Working Environment Our Role: We Contribute To Service Provision Performance: How Well We Perform Flexibility: We Work Flexibly Procedures: How We Do Our Work</p> <p>Based on the most recently published, robust, data (2009) Aberdeenshire Council employs 39.6 staff per 1,000 population. This is a small increase compared to previous years but is still below the national average of 42.78 staff per 1,000 population.</p> <p>In 2010/11 it took on average 41 days to relet a council house. This is the</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>shortest average timescale in the last four years and it now takes 11 days less to relet a house when compared to 2007/08.</p> <p>As at December 2010 68% of householder planning applications were dealt with within two months. Although below the target of 75%, this is a significant improvement when compared to 2007/08 (52.5%) and demonstrates a slight improvement compared to 2009/10.</p> <p>The percentage of major planning applications determined within four months has declined over the four years of the Strategic Priorities however a revamped Major Applications process will be launched in April and the Service is currently developing a Masterplanning process through the emerging Local Development Plan. This will result in applicants/agents entering into meaningful dialogue with the Planning Service and the wider community earlier in the development process. It is anticipated this will result in improved application submissions to expedite decisions.</p> <p>The amount of time taken to process new benefits claim continues to improve with new claims taking 22 days on average to process at December 2010 which is lower than the 2009/10 average of 34 days. Change in circumstance processing takes on average 10 days (as at December 2010) which is the same as in 2009/10.</p> <p>Through improved procurement it is anticipated that a net saving of £2.8</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
				<p>million will be achieved in 2010/11 which is £1.2 million higher than the savings achieved in 2009/10.</p> <p>In early 2011 managers of teams/individuals that had adopted Worksmart were surveyed. 62% of those surveyed indicated that they felt productivity had increased as a result of adopting Worksmart, the remaining 38% felt it remained the same.</p>
CI2	Outcome focus	↔	↑	<p><i>No strategic performance definition</i></p> <p>The 2008 Audit of Community Planning and Best Value concluded that the council was clear in its overall direction and priorities highlighted that the council</p> <p>The AIP 2010-2013 confirmed that the council has made good progress in delivering outcomes for communities and no significant areas of concern or scrutiny risk were identified. There were, however, areas of uncertainty due to gaps in performance information for a number of local outcomes however the scrutiny bodies acknowledge that a new performance management framework was being implemented and in the 2011-2014 update of the AIP confirmed that this area of uncertain scrutiny risk will be kept under review through the shared risk assessment process.</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
CI3	Delivering high quality customer service	↑	↑	<p><i>Aberdeenshire is a place where residents feel they are receiving good quality service from the council</i></p> <p>There has been a steady increase in the level of satisfaction expressed by residents responding to the residents' survey over the last 6 years. In 2010 57% of residents agreed or agreed strongly with the statement 'I am satisfied with Aberdeenshire Council as a provider of local services'. In 2004, the satisfaction rate was 47% and in 2008, 53%. Net satisfaction has also increased over the life of the Strategic Priorities with a 43% net satisfaction level compared 35% in 2008. The proportion of residents who expressly disagree that they are satisfied has decreased from 18% in 2008 to 14% in 2010.</p> <p>The council opened the Customer Contact Centre at the end of 2006 and over the last four years the contact centre has steadily increased the number of services that residents can access directly on first point of contact including job applications, request a council house repair, home care enquiries, reporting street light faults, reporting road faults, benefit fraud hotline, occupational therapy requests, council tax and waste collection. In 2010/11 the centre received over 15,000 calls and 1200 internet enquiries/text messages on average per month and, in keeping with previous years, over 80% of the calls were resolved at first point of contact. Customer satisfaction surveys completed for the service provided in the Contact Centre have steadily increased with over 95% of customers being satisfied/very satisfied</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?															
				<p>with the service provided by the team, and this is in spite of failing to achieve our telephone response target in 2010/11 which aims to answer 75% of our calls within 20 seconds (66.43%). Consideration is being given as to how best to manage peak morning calls, including changing rotas and considering better use of other contact channels (such as delivering more services on the web so customers can request interactive services 24/7) on order to improve the telephone response target.</p> <p>The 2010 resident's survey results indicate a continuing overall positive trend towards improving customer service:</p> <table border="1"> <thead> <tr> <th></th> <th>2008</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td>The staff I spoke to were helpful</td> <td>75%</td> <td>77%</td> </tr> <tr> <td>I am satisfied with the most recent contact I had with the council</td> <td>63%</td> <td>64%</td> </tr> <tr> <td>The staff I spoke to delivered very good customer service</td> <td>60%</td> <td>64%</td> </tr> <tr> <td>The staff I spoke to were competent in handling my enquiry</td> <td>67%</td> <td>70%</td> </tr> </tbody> </table>		2008	2010	The staff I spoke to were helpful	75%	77%	I am satisfied with the most recent contact I had with the council	63%	64%	The staff I spoke to delivered very good customer service	60%	64%	The staff I spoke to were competent in handling my enquiry	67%	70%
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Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?		
				I find it easy to contact the council when I need to	72%	68%
				Residents are also indicating positive improvement in a range of service attributes:		
					2008	2010
				Personalised service	21%	25%
				Clear about reasons for their decisions	14%	21%
				Sorting things out when they go wrong	19%	21%
				Doing what they say they will do	18%	21%
				Speedy service	12%	16%
				Over the last two years over 95% of customer complaints were resolved within 20 days which is a significant improvement when compared to the 2006-2007 period. Additionally all services are now fully transferred to our new corporate Feedback System, which is an impartial team to ensure consistency of service throughout the council for the handling of all complaints.		

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
CI4	Effective corporate communications	↑	↑	<p><i>Aberdeenshire is a place where residents are satisfied with the level of information they receive about council services</i></p> <p>In 2010 82% of people rated the council's communications as average, good or very good and we are working towards improving this to 90% by 2012.</p> <p>Since 2007, several new channels for communication with the public have been developed.</p> <p>Members of the public can now subscribe for a consultation e-newsletter, launched in 2010, which provides information on upcoming, ongoing and completed consultation activity across Aberdeenshire.</p> <p>The communication team's support for internal and external communications relating to Aberdeenshire Council's budget planning in 2010 received a 'highly commended' award in the UK Customer Satisfaction Awards. This work included a series of public engagement events in winter 2010.</p> <p>The corporate Twitter feed @aberdeenshire was launched in 2009 and currently has 2,234 followers (as of May 2011). The feed provides access to news releases, temporary school closures and other information.</p> <p>Other social networking sites, including Facebook and Bebo, have been used to provide public information on elections and the Safe Drive Stay Alive road</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>safety initiative.</p> <p>A series of public information advertorials ran in the Aberdeenshire local press between 2008 and 2010 to provide information on a range of themes, including budget, consultation, education, performance and local initiatives.</p> <p>Feedback from council services as part of a review in February 2009 highlighted the advertorials had led to increased visitor numbers at leisure services, ranger events and libraries.</p> <p>There has been extensive communication of the Local Development Plan process, which has been out to consultation in various forms since January 2008 and includes many of the development aspirations of communities, developers and individuals.</p> <p>Extensive coverage has been gained in the local media and national coverage has also been achieved, including development/planning trade and industry. Information has been published extensively on our website and on the Aberdeenshire Live network.</p> <p>There have been concerted efforts to increase the levels of electoral participation among voters in Aberdeenshire, and a communications strategy was developed with this in mind.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Activities included a mock election event in local schools in 2010 and 2011 and the use of social networking.</p> <p>The council's website continues to be one of the most visited sites in the UK, ranking second, based on weighted population. The Socitm 'Better Connected 2011' report also highlights the website's A-Z as an example of good practice. The website is one of only two council websites in Scotland to have retained the Shaw Trust accreditation which means it has a good level of accessibility for those with disabilities. Over the last four years the website has been developed to enable residents to pay bills, book sporting events, submit planning applications, participate in consultations and report faults and repairs. One of the most popular features on the website is School Closures and the School Closures system was recently awarded second place in the final of the UK Customer Services Awards 'Best Application of Technology' Awards 2011.</p> <p>In 2010 the communications team dealt with more than 1,900 press enquiries, issued more than 700 news releases, responded to the media with more than 500 statements, posted more than 200 articles on the council's intranet, registered more than 60 new consultations, and helped with nearly 150 surveys conducted on the council's corporate Survey Monkey account.</p>

Strategic Priority		Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
CI5	The best workforce	↑	↑	<p><i>No strategic performance definition</i></p> <p>The 2008 Audit of Best Value and Community Planning found that the council demonstrated a genuine concern with the motivation and welfare of its people, and staff are well motivated and committed. The Audit noted that the council had successfully implemented the single status agreement. However the council needed to take a more structured approach to key elements of people management.</p> <p>In response to this finding, the council approved a Workforce Strategy which provided a framework for addressing workforce issues. An implementation plan supported the Strategy which identified 28 prioritised actions to address the key elements of: Profiling and Planning; Reviewing Service Provision; Recruitment & Retention; Pay & Remuneration; Developing our Workforce; Leadership & Management; Health & Well-Being and Employee Relations & Engagement.</p> <p>During 2010/11 a succession planning framework was developed that will allow the council to identify key posts and employees with the potential to be appointed into these positions. Employees who are identified will be assessed and provided with learning and development opportunities to allow them to progress within the organisation.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>The Recruitment Team within HR & OD now operate an in-house Search and Assessment function for appointment to senior posts within the council which has proven to deliver better quality candidates at considerably less cost than an external provider. The team has also developed an online function to assist employees whose jobs may be at risk of redundancy to find alternative employment. In addition a drop-in service has been initiated within Learning and development to assist employees with their use of this facility.</p> <p>The council has undertaken to improve and expand on its existing mediation service, to introduce a wide ranging provision accessible to all staff. Nine mediators have been trained to take over from the two single status chairs who previously undertook mediation on an ad hoc basis. A mediation policy has been approved by P&R committee which is now published on Arcadia along with accompanying guidance. Initial marketing of the service has taken place with articles published in core brief, on Arcadia and a mention in the Chief Executive's blog. The introduction of the programme will be monitored over the next six months, with an evaluation of the process to be introduced soon to monitor perceptions, involvement and outcomes.</p> <p>During the last four years, the Policy team has been reviewing and developing new HR & OD policies and procedures which are streamlined, accessible and user friendly. The team has also developed a communication strategy to raise employee awareness of the policies improving implementation and monitoring.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Supporting the continual development and review of policies and guidance in relation to current health and safety legislation the Health & Safety team are developing new computerised systems and e-learning packages to assist services to manage their health and safety risks. As well as this, in order to try and gauge the culture of this council, a reviewed health & safety auditing process is being trialled, which includes employee questions specifically in this area. With this proactive approach, year on year the council has seen a positive reduction in the total number of reportable injuries to the Health & Safety Executive (HSE), and since 2005 there has been a decrease of 27% in these.</p> <p>The Well-being team achieved the bronze Healthy Working Lives award for the council. With part of the criteria specifically related to the promotion of well-being initiatives to employees, all newsletters, information and supportive advice now carry a distinct and recognisable logo. Aimed at raising employee awareness it also creates opportunities for employees to engage in a healthy lifestyle as well as supporting services to manage sickness absence.</p> <p>Although Aberdeenshire Council sits within the top third of the 32 Scottish Councils ranking table, the importance of implementing new and effective measures to improve attendance was reinforced by the council's sickness absence rate for 2009/10, which rose from 4.8% to 5.0% from the previous year.</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>Greatly assisted by the corporate recording system for sickness absence and accidents, the processes for collating and analysing sickness absence data now provide the capacity to 'drill down' behind the headline figures in order to focus on specific jobs or locations within service areas. This will now assist services and the Attendance Management group to identify trends, hot spots, patterns of high sickness absence along with appropriate targeted interventions.</p> <p>Supported by the Learning & Development team, Corporate Induction has been re-designed and figures for the year to 31 March indicate an increase in permanent staff attendance at the new style programme, up from 25% to 49%. There is a similar 20 percentage points increase in temporary staff attendance (up from 5% to 25%). A guide for service based induction has been published on Arcadia.</p> <p>Revised EAR processes for Employees and Chief Officers were implemented in mid 2010.</p> <p>Awareness training for Recruitment, Grievance, Disciplinary, Work Performance and Attendance policies was converted to e-learning format in autumn 2010 thus saving substantially on travel time and expenses and staff replacement costs.</p> <p>The 2011/12 AIP update reassessed 'Use of resources –people' as having no</p>

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				significant scrutiny risk as a result of the work done to implement the Workforce Strategy.
CI6	Managing our buildings and facilities	↑	↑	<p><i>Aberdeenshire is a place where the council's buildings and facilities are well run</i></p> <p>The 2008 Audit of Best Value and Community Planning identified a need for the council to have a more developed and strategic approach to asset management however the 2010-13 AIP recognised the subsequent work undertaken by the council to develop the Corporate Asset Management Plan 2010-15 (incorporating the Capital Plan Strategy), which was approved by Policy & Resources committee in September 2010. This plan updated the first Corporate Asset Management Plan approved in 2009. Supporting the Asset Management Plan are a range of key policies and strategies including the 'Gateway Process' that manages projects in the Capital Plan, the Surplus Property Policy that ensures assets that no longer satisfy service delivery, or are not in strategic locations, are disposed of within a set period. Monies released through the disposal of surplus property partially funds the capital programme. A Fuel Choice Strategy for heating in new council buildings or when heating is upgraded has also been introduced in 2010.</p> <p>An Office Accommodation Strategy has been developed which links to the Corporate Asset Management Plan and within this strategy there is a commitment by the council to reduce the number of offices by 25% over the next two years supported by programmes such as Worksmart and the</p>

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			<p>council's Customer Relationship Management (CRM) Strategy. As a result of this commitment there has been a review of all buildings programmed for Disability Discrimination Act (DDA) compliance works in 2010/11 to determine that expenditure is only made on buildings that have a long term asset life. At the end of March 2011, the percentage achieved, based on the review of assets, is now 86% with the expectation that it will be 100 % by 2012/13. This 14 percentage point increase compared to 2009/10. Offices identified to be removed from the portfolio will selected on a number of factors including externally leased, in poor state of repair or could release high capital value.</p> <p>In 2010/11 just under 75% of the gross internal floor area of operational buildings was in satisfactory condition continuing a year on year improvement since 2008 in the condition of operational buildings. In November 2010, 56% of buildings were suitable for their use which was also a small improvement on previous years.</p> <p>The Worksmart programme is now in its second year and at the end of March 2011 had achieved the target of 620 employees engaged in Worksmart (actual numbers were 625 work profile changes - changing 'where' they work) and 167 work pattern changes - changing 'when' they work). As well as assisting with the Asset Management Plan, Worksmart will support outcomes including reduced sickness absence and improved staff retention, reducing reliance on office space, travel and commuting costs and the associated carbon reduction. The 2011-14 AIP update acknowledged Worksmart as area</p>

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				of good practice within the council and the programme won bronze in the Cosla Awards 2011.
CI7	Managing financial resources	↑	↑	<p><i>Aberdeenshire is a place where the council demonstrates a high standard of financial management</i></p> <p>The 2008 Audit of Best Value and Community Planning commended the council for its sound traditional financial control however it highlighted a need for a more strategic approach to financial management and to do more to demonstrate services are competitive, including more rigorous benchmarking and options appraisal. In response to findings, the council undertook a Policy Led Budgeting approach where the council's Strategic Priorities are considered and underpinned by financial resources. This technique builds on the approach adopted in previous years and aligns the financial resources of the council with the strategic and service priorities of the council. Work has also been undertaken to systematically review the competitiveness of Services across the Council and this work continues as an action within the Corporate Improvement Plan.</p> <p>The 2010-2013 AIP confirmed that the council had plans in place to manage the financial risks it faces in the current financial climate. In the 2011-2014 update, the AIP indicates that the council has been proactive in preparing financial plans and identifying savings but, in common, with all councils there is a risk that not all of the savings can be delivered given the scale of savings</p>

Strategic Priority	Overall have we got better in the last 12 months?	Overall have we got better since 2007?	How do we know?
			<p>involved. This means this is an area of uncertainty and Audit Scotland will monitor the financial position of the council during the annual audit process. The Council agreed a comprehensive package of savings totalling £52 million at Full Council on 25 November 2010. These savings will help the Council manage the reduction in government grant and cost pressures likely to be incurred over the next few financial years.</p> <p>In terms of ensuring that the savings are delivered the Council has developed a governance framework, which will provide early warning of savings in danger of not being achieved. This is essential as it will allow time for either corrective action to be taken or alternative savings to be identified.</p> <p>During the financial year 2010/11 the Council introduced a number of austerity measures with the aim of reducing spend across services. These measures were successful and at January 2011 the Council was forecasting an underspend of £5 million.</p> <p>In relation to the Council's revenue monitoring 99.6% of the budget was spent in 2009/10, this demonstrates that good systems are in place to monitor revenue budgets.</p> <p>In 2009/10 95.7% of Council Tax income was received by year end which was a similar level to 2008/09. In 2010/11, it is anticipated that Council Tax income will be maintained at around 96% at the end of the financial year.</p>

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			<p>Maintaining collection levels in the economic climate is a positive result for the Council.</p> <p>By the end of March 2011, housing tenant current arrears were 3.32% of the total net rent due. This is at its lowest level in the last three years.</p> <p>In 2010/11, at December 2010, on average 88% of invoices were paid within 30 days. This indicates a year on year improvement when compared to the previous three years.</p> <p>When considering the 2010 residents survey, a significant overall upwards trend is evident over the past two years in relation to how the Council is perceived to be making efficient use of the resources available to it. In 2010 15% of residents think the council provides value for money which is positive when compared to 2008 when the net satisfaction of residents was that negative. Similarly 14% of residents believe the council makes effective use of money compared to a negative net satisfaction in this area in 2008.</p>

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