

Shared risk assessment: Assurance and improvement plan 2010–13

Aberdeenshire Council



social work
inspection agency



THE SCOTTISH
HOUSING
REGULATOR



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1. Introduction

The Assurance and Improvement Plan

1. The Assurance and Improvement Plan (AIP) sets out the basis of our scrutiny risk assessment and the planned scrutiny activity for Aberdeenshire Council for the period from April 2010 to March 2013. The shared risk assessment process is designed to ensure the level of scrutiny activity is proportionate based on the assessed risks.
2. This AIP is the product of a collaborative approach adopted by the following scrutiny bodies:
 - Audit Scotland
 - Care Commission
 - HM Inspectorate of Education (HMIE)
 - Scottish Housing Regulator (SHR)
 - Social Work Inspection Agency (SWIA).

Why have we prepared this AIP?

3. The overall objectives of this collaborative approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the council. This will be achieved by:
 - coordinating the timing and approach of our risk assessment work
 - helping to identify and monitor key risks through the sharing of intelligence and information
 - building on each other's work to maximise its value
 - drawing on, and taking account of each other's work
 - avoiding duplication of effort.
4. The AIP draws on a number of sources of information, including
 - reports produced by Audit Scotland, including the annual audit report to the Controller of Audit and elected members (October 2009) and the audit of Best Value and Community Planning (June 2008)
 - the council's own self-evaluation and supporting evidence
 - reports from HMIE, SWIA, SHR and the Care Commission (including published inspection reports and other supporting evidence).

What do we mean by a scrutiny risk?

5. All local government scrutiny bodies have agreed the definition of shared risk assessment as:

'A joint approach using key information about local government to plan scrutiny activity that is proportionate and based on risk'

6. When we determine 'risk' we mean risk that will trigger scrutiny work and not inherent risk for example as in the risk of harm to an individual. We define risk as:

- Red, where there are significant concerns which would indicate that we would need to undertake some scrutiny activity in order to provide public assurance.
- Amber, where there are areas of uncertainty or gaps in the information available to us to determine whether or not we need to undertake some scrutiny activity.
- Green, where we have no significant concerns.

7. We recognise that risk levels will change as significant events occur and as councils take action to address identified risks. Scrutiny bodies, through local area network contacts (LANs), will maintain awareness of activity, including unit level inspection. As new information comes to light the LAN lead, in consultation with other LAN members will update the AIP as appropriate. LAN members will draw any significant matters to the attention of the LAN lead as they arise. The LAN lead will determine what action should be taken in terms of initiating contact with other LAN members.

8. The council is expected to initiate contact with the LAN lead where significant events occur that are likely to influence scrutiny activity. Councils are encouraged to maintain contact with LAN leads to discuss any concerns arising from the AIP or any joint scrutiny activity.

What does proportionate scrutiny mean?

9. When considering the appropriate level of scrutiny activity for each council we consider the following points to ensure that is proportionate:

- Is scrutiny activity the best driver for improvement?
- If so, how can we tailor that activity to the areas where it will have the most impact?
- How can we tailor that activity in terms of its frequency, intensity and scope?
- What is the minimum level of scrutiny required to provide assurance to the public?
- How can we work together to minimise the impact of the scrutiny activity on the council?

National risk priorities

10. National risk priorities have been identified by the Scottish Government and these are reflected in national scrutiny priorities which have been considered in the shared risk assessments for all councils. The national scrutiny priorities are:
 - protection, welfare and access to opportunities for: children, adults in need of support and protection¹, and older people
 - assuring public money is being used properly
 - the impact of the recession.
11. Risk assessments against these priorities are not separately identified instead they are reflected in the relevant outcome, service and corporate assessments.

¹ For scrutiny purposes, this definition should include all adults in the care of the State.

2. Summary

No significant scrutiny risks have been identified in Aberdeenshire Council. The council has made good progress in delivering outcomes and quality services for communities. No significant areas of concern or scrutiny risks have been identified in services, although there is uncertainty over performance within some aspects of the Social Work Service. The corporate assessment reflects the fact that there are uncertainties due to gaps in performance information for a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. The council's new performance management framework should improve the quality of performance information reported.

12. Overall, the council has good self awareness and demonstrates a commitment to Best Value and Community Planning. The council has set out its overall direction well, with a clear vision supported by well-defined strategic priorities. There is a strong commitment to self-evaluation throughout the council and a recognition that more can be done to improve the 'Golden Thread' between performance management, reporting and planning at all levels.
13. The council's strategic priorities are set out under the five community plan themes plus an additional theme of corporate improvement:
 - community well being
 - sustainable environment
 - jobs and the economy
 - developing our partnerships
 - lifelong learning
 - corporate improvement.
14. The council has made good progress in delivering outcomes for communities and no significant areas of concern or scrutiny risks have been identified. There are areas of uncertainty due to gaps in performance information for a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. The council has recently implemented a new performance management framework. The effectiveness of this framework in producing comprehensive quality performance information remains uncertain as it is yet to be demonstrated.
15. The overall assessments of council services concluded that there are no significant scrutiny risks, although there is uncertainty over performance within some aspects of the Social Work Service. In December 2009 a child protection inspection reported positive results, with the recognition of children who need help and taking prompt and effective action being a key strength. All care leavers had pathway plans in place in 2008/09. Higher than average numbers of care leavers access aftercare services and a higher percentage are in employment, education and training. There is a heavy emphasis on training in safeguarding adults and children with a comprehensive range of foundation and specialist courses.

16. In January 2010, the council was one of ten councils to receive an Initial Scrutiny Level Assessment (ISLA) from SWIA as part of the new approach to risk assessment. This assessed the Social Work Service as having moderate risks, adequate performance and moderate activity on improvement work. Concerns were identified in the service's performance against national outcome indicators; assessment and care management; and risk assessment and risk management. These areas, and others where scrutiny activity is incomplete, will be followed up through a targeted scrutiny visit from SWIA.
17. Within some other services mixed performance or areas where improvements are being progressed by the council has been identified and progress reported by the council will be monitored by the LAN. This monitoring will be included in our baseline audit work.
18. No significant scrutiny risks have been identified in our overall corporate assessment. The council has plans in place to manage the financial risks it faces in the tighter financial climate. However the council recognises it needs to do more to demonstrate services are competitive and a systematic review of services across the council through its Best Value Improvement Plan is ongoing. The corporate assessment also reflects the fact that there are uncertainties due to gaps in performance information for a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. The council's new performance management framework should improve the quality of performance information reported.
19. In response to the Best Value audit of June 2008 the council prepared a Best Value Improvement Plan. Audit Scotland are reviewing the council's progress in implementing this improvement plan as part of the 2009/10 annual audit. This is a crucial period for the council to now demonstrate that the council's improvement plan has had an impact on how the council delivers best value. Audit Scotland's assessment of the progress made will impact on the LAN's assessment of when a future Best Value visit may be appropriate.
20. The appendices to this plan show a summary of the evidence we considered and the overall risk assessments made by the LAN on the outcome, service and corporate risk assessments. They show what scrutiny response the LAN has decided is appropriate in each area to ensure the level of scrutiny activity is proportionate based on the assessed risks.
21. As noted in the introduction, a number of national risk priorities have been considered across all 32 councils. Our assessment against each of these priorities is set out below:
 - **Protection, welfare and access to opportunities for: children, adults in need of support and protection, and older people** – this is an area of uncertainty at Aberdeenshire Council as highlighted at paragraphs 14 and 15 above. SWIA will address this area through a targeted inspection visit covering outcomes for adults, children and families; performance against national and local targets; assessment, care management and supervision; and risk management and accountability.

- **Assuring public money is being used properly** – over the past three years the council has underspent against its annual budget resulting in increased reserves which the council has allocated against priority areas in the following financial year. Repeated underspends raise scrutiny concerns that available resources are not focused on delivery of the council's priority services. The council has plans in place to investigate the underlying reasons for its recent underspends and coverage of this area forms a routine element of the annual audit activity. As a result, we plan no specific additional scrutiny response in this area currently.
- **The impact of the recession** – the council continues to face a number of significant financial pressures but has plans in place to manage these. Coverage of this area forms a routine element of the annual audit activity and no specific additional scrutiny response is required in addition to this currently. The council's management of the financial pressures will be reported in Audit Scotland's annual report on the 2009/10 audit.

3. The council's context

22. Aberdeenshire Council is the fourth largest council in Scotland, covering a diverse area from the Cairngorm Mountains through agricultural lowlands to the sea, representing eight percent of Scotland's total territory. While it has the sixth-largest population in Scotland, it has the ninth-lowest population density with 38 people per sq km. Just over a quarter of the population of 239,000 live in or around its five main centres.
23. The population of Aberdeenshire is predicted to increase by around 19 per cent by 2031, compared to predicted growth of five per cent for Scotland. This is the fourth highest projected increase in Scotland, and it is particularly marked in those of retirement age. This brings a significant challenge for the council.
24. The local economy mainly consists of service sector jobs (67 per cent). The manufacturing sector is growing, however, and at 16 per cent is well above the Scottish average of 10 per cent. Aberdeenshire had the lowest unemployment rate (1.1 per cent) in Scotland in 2006 and gross weekly earnings were the sixth highest in Scotland in 2007. A significant proportion of Aberdeenshire's working residents commute to Aberdeen City, with the highest ratio of outbound long-distance commutes in Scotland. This provides a challenge for the council in sustaining local communities and their economies.
25. Aberdeenshire has low levels of deprivation. The Scottish Index of Multiple Deprivation (SIMD) identifies only six data zones (0.6 per cent) in the most deprived 15 per cent. These are within central Peterhead and north Fraserburgh. The council has the lowest percentage of children receiving free school meals in Scotland. Life expectancy at birth is well above the Scottish average, while hospital admissions due to alcohol abuse and drug misuse are below the Scottish average.
26. Aberdeenshire is one of the most expensive places to buy a house in Scotland. Providing affordable housing presents a challenge to the council. Transport links are generally good but the rurality of the area and its roads provides a challenge for the council. Rail travel is limited, with only five passenger railway stations. The council is actively working with its partners to improve transport arrangements.

Self-evaluation

27. The council has a strong commitment to improvement activity based on self-evaluation and uses a range of processes including Kaizen and EFQM. As a result of the 2008 Audit of Best Value and Community Planning, the council has recently implemented a new performance management and continuous improvement framework aimed at integrating strategic planning, performance management, performance monitoring and continuous improvement activities. It is too early to tell what impact this new framework will have on the delivery of council services and the council's ability to demonstrate that its improvement activity has been beneficial for citizens and service users.

28. A 'Golden Thread' approach is also being developed, with a view to simplification of performance management and reporting and greater integration of plans at all levels. Self-evaluation will be an essential tool in this process, providing evidence to show how effectively outcomes have been delivered and also identifying areas for improvement.
29. The council undertook a corporate self assessment in December 2009 using the full EFQM Excellence One model. The results, which are currently being evaluated, will be used to inform the development of a Corporate Improvement Plan aimed at building the council's corporate capacity.
30. Although the Social Work Service has a range of self-evaluation processes in place, there is not enough evidence to conclude that these are being consistently applied across the authority. This is an area SWIA intends to explore further through scrutiny and link inspector activities.
31. The Education, Learning and Leisure Service is developing a quality improvement framework to better identify the authority's strengths and areas for improvement, and has established a team of senior officers and quality assurance staff to support and challenge schools and pre-school centres. Senior officers and quality improvement officers (QIOs) are actively involved in leading change within the service including promotion of a more systematic, robust and proportionate approach to quality assurance within the Service.
32. The authority has well managed and effective systems for analysing pupils' attainment including the use of SQA attainment data. Authority staff collected a range of data, including library use, attainment trends and comparisons with similar schools in Aberdeenshire. This provided schools and senior managers with a detailed analysis of performance. The authority is using this data, particularly in primary schools, to identify good practice and challenge underperformance.
33. The council's housing service has a high level of self-awareness of its performance and has a well developed performance management framework. The senior management team within the service has a quarterly meeting devoted solely to the monitoring and review of performance. Each housing manager develops a continuous improvement plan that the senior management team reviews annually. We also saw that the council operates a series of effective performance management meetings at all levels within its staff structure for the delivery of Housing Services.
34. We considered the information generated by the councils self-evaluation process as part of the shared risk assessment process. This helped to inform the level of scrutiny response considered necessary by the LAN. As noted above in response to the Best Value audit of June 2008 the council has recently implemented a new performance management and continuous improvement framework aimed at integrating strategic planning, performance management, performance monitoring and continuous improvement activities. Audit Scotland are reviewing the impact of this framework as part of the 2009/10 annual audit. This is a crucial period for the council to now demonstrate that the framework has had an impact on how the council delivers best value.

4. Delivering outcomes for communities

Strategic priorities

The council has made good progress in delivering outcomes for communities and no significant areas of concern or scrutiny risks have been identified. There are areas of uncertainty due to gaps in performance information for a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. Performance information in these areas will be kept under review by the LAN.

35. In November 2007, the council approved its strategic priorities (strategic plan) for the next four years. A total of eighty four actions underpin the council's thirty three strategic priorities. These are set out under the five community plan themes plus an additional theme of corporate improvement:
- community well being
 - sustainable environment
 - jobs and the economy
 - developing our partnerships
 - lifelong learning
 - corporate improvement.
36. The council is currently implementing a revised strategic planning framework which aims to be fully integrated, linking corporate, service and local priorities and fully incorporating customer feedback and service performance management. It is too early to tell how well the new strategic planning framework will work in delivering the council's strategic priorities.
37. In assessing whether Aberdeenshire Council has any significant scrutiny risks, we considered relevant performance measures from a number of key sources including: single outcome agreement (SOA) performance reports, statutory performance indicators (SPIs), key performance indicators and other inspection/audit reports. The detail of our evaluation is contained in Appendix 1.
38. The 2008/09 Single Outcome Agreement Annual Report includes a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. Where performance is reported the council has made good progress in delivering outcomes for communities and no significant areas of concern or scrutiny risks have been identified. The information gaps have been reflected in the assessment of the council's performance management arrangements.

Community wellbeing

39. Community wellbeing is generally high in Aberdeenshire as evidenced by low levels of deprivation, high levels of life expectancy and access to qualified teachers for all pre-school children. The council has the lowest percentage of children receiving free school meals in Scotland and life expectancy is well above the Scottish average. No significant risks have been identified in this area, performance information on this outcome will continue to be reviewed as part of the ongoing SRA process.

Sustainable environment

40. The council is committed to sustainable development and has made good progress in addressing issues of environmental and economic sustainability. The working age population is higher than the national average, and the number of young people moving onto higher and further education is growing, which are key to the long term sustainability of Aberdeenshire. No significant risks have been identified in this area, performance information on this outcome will continue to be reviewed as part of the ongoing SRA process.

Jobs and the economy

41. Performance is generally good in this area although there are concerns about delays in dealing with major planning applications against target. No significant risks have been identified in this area, performance information on this outcome will continue to be reviewed as part of the ongoing SRA process.

Developing our partnerships

42. The council works well with its partners. For example there is effective partnership working between social work and police and across services there is a high level of commitment to partnership working at a locality level. The council has undertaken significant work in partnership with NHS Grampian and other bodies in establishing Community Health Partnerships (CHPs) and a Health and Community Care Partnership. No significant risks have been identified in this area, performance information on this outcome will continue to be reviewed as part of the ongoing SRA process.

Lifelong learning

43. Performance in this area is generally good. The focus on developing the four capacities of successful learners, confident individuals, responsible citizens and effective contributors is given a high priority within education. In response to the growing pre-school population two new academies and seven new primary schools had been built in the past five years. Schools have a strong partnership with employers within the authority's area. Inspection reports show children and young people are gaining very good skills in enterprise and citizenship. The number of young people gaining employment is above the national average. The number of adult learners accessing learning opportunities is increasing with the majority of adult learners reporting that they have achieved all of

the goals in their learning plans. No significant risks have been identified in this area, performance information on this outcome will continue to be reviewed as part of the ongoing SRA process.

Corporate improvement

44. There is a culture of continuous improvement throughout the council with a range of approaches used by the council to review how it delivers services. These include Kaizen process reviews and Scrutiny and Audit Committee investigations. As noted above, there are a number of local outcomes within the SOA where the local targets and timescales have yet to be confirmed or the baseline data is not available. Development of performance information and the outcome indicators will continue to be reviewed as part of the ongoing SRA process.

Services

The overall assessments of council services concluded that there are no significant scrutiny risks, although there is uncertainty over performance within the Social Work Service. This will be followed up through a SWIA targeted scrutiny visit. Within some other services, there was mixed performance or areas where improvements are being actioned by the council. Progress reported by the council in these areas will be monitored by the LAN.

Social work

45. In December 2009 a child protection inspection reported positive results, with the recognition of children who need help and taking prompt and effective action being a key strength.
46. In January 2010, SWIA completed the Initial Scrutiny Level Assessment (ISLA) of Aberdeenshire's Social Work Service. The ISLA is a desk-top, risk assessment exercise supplemented by the reading of a sample of case files covering risk, the need for improvement, and current and planned self-evaluation activity.
47. Overall, the ISLA assessed the council's social work service as having moderate risks, adequate performance and moderate activity on improvement work (a level 2 scrutiny assessment). Concerns were identified, however, in the service's performance against national outcome indicators; assessment and care management; and risk assessment and risk management. These areas, and others where scrutiny activity is incomplete, will be followed up through a targeted scrutiny visit from SWIA.
48. The ISLA also identified five areas: governance and financial management; management and support of staff; self-evaluation, improvement planning and delivery; partnership working; and equalities, where insufficient evidence was available for SWIA to form a view. Additional information will be gathered on these areas as part of the level 2 scrutiny response. Until this work is concluded the assessment on social work services reflects uncertainty in these areas.

Education, learning and leisure

49. Education is performing well, with higher than average results for student attainment across all years. Within primary schools, levels of attainment in reading, writing and mathematics have shown a small but notable improvement over the past five years. Within the early years of secondary education, attainment in reading, writing and mathematics has remained stable, or has shown a small increase. In Scottish Qualifications Authority examinations, levels of attainment are consistently above the national average. School inspections show good performance across all areas of education with particularly good results in secondary schools where improvements in performance were classified as good or very good in five out of six schools.
50. The chief executive is currently undertaking an independent investigation into concerns raised about the management and leadership style within the education, learning and leisure service.

Housing

51. Housing is generally performing well and tenants are satisfied with the service they receive. The 2008 SHR inspection graded the council as excellent in the delivery of its asset management and repairs service, good for its housing management service and fair for its homelessness service.

Planning and environment

52. Environmental health services are performing well compared with the rest of Scotland. The performance of this service reported by the council will be kept under review by the LAN as part of the ongoing SRA process.
53. Planning, street cleaning and refuse collection are not performing well and this is reflected in the responses to the residents' survey. The council has plans in place to improve service delivery in these areas. The effectiveness of these will be kept under review by the LAN.

Transport and infrastructure

54. Overall, the transport and infrastructure service is performing well. Carriageway condition is better than average, and residents surveyed were generally happy with winter maintenance and parks and open spaces. The service's performance has been recognised at both a Scottish and UK level – the council won Scottish Transport Authority of the Year in 2008 and 2009, and was shortlisted for UK Transport Authority of the Year in 2009 and 2010. The performance of this service reported by the council, will be kept under review by the LAN as part of the ongoing SRA process.

Implications for scrutiny activity

55. SWIA will undertake targeted scrutiny on the areas identified through the ISLA as concerns and those where there is uncertainty requiring additional information. Scrutiny activity will include

interviews, focus groups and observations and will focus on the following core quality indicators from the SWIA Performance Improvement Model methods:

- 1.1 – Outcomes for adults, carers, children and families.
- 1.2 – Performance against national and local targets.
- 5.3 – Assessment, care management and statutory supervision.
- 5.4 – Risk management and accountability.

The level of subsequent ISLA and SWIA activity in future years will depend on the conclusions of this work.

56. Following consultations with the Scottish Prison Service and Scottish Government, SWIA will undertake a national inspection of prison based Social Work Services between March and May 2010. This scrutiny activity will impact on all of the local authorities that currently provide prison based Social Work Services to the fourteen prison establishments in Scotland.
57. The Association of Directors of Social Work (ADSW), in partnership with Scottish Government and SWIA, is leading follow-up activity in relation to the multi-agency inspection that led to the publication of the report 'Assessing and managing offenders who present a high risk of serious harm' in June 2009. Rather than engaging in further scrutiny work, SWIA will plan and resource a programme of supported self-evaluation in order to build capacity in local authorities to enable Criminal Justice Social Work Services to address the performance issues raised in the report. This will be provided to all 32 Scottish local authorities and will involve a series of six (one day) contacts for each council, between June 2010 and April 2011.
58. As part of pre-existing regulatory requirements the Care Commission will carry out annual inspections of both fostering and adoption services in 2010/11.
59. HMIE will inspect community learning and development concurrently with any non-denominational secondary school inspection as part of the normal cycle of establishment inspection. HMIE will also be involved in scrutiny activity as a result of Ministerial requests, other statutory obligations and as a result of their likely statutory role in school consultations. The District Inspector (DI) or other link inspector will continue to support and challenge education services regularly and as appropriate.
60. The council's partnership working with Grampian Joint Police Board is crucial to achievement of its outcome targets. Her Majesty's Inspectorate of Constabulary Scotland and Audit Scotland are to complete joint Best Value audits of all Police Authorities. The Grampian Joint Police Board Best Value audit is scheduled for 2010/11.
61. As part of its baseline scrutiny work the Scottish Housing Regulator intends to assess the council's compliance with the Scottish Housing Quality Standards and monitor the outcomes from the post inspection improvement plan for Homelessness. If this highlights any risk areas then consideration will be given to the best way to address these, including joint scrutiny work with SWIA.

62. For other services we will be limiting scrutiny work to baseline scrutiny. The performance of these services will be kept under review by the LAN as part of the ongoing SRA process. In these areas we would expect the council to be reporting progress to council committees, we will review these monitoring reports and request additional information as required. This level of scrutiny activity will be included in our baseline audit work and will have less impact on council staff than specific service scrutiny activity.

63. Audit Scotland's annual audit process will monitor key service developments and performance within the council including any areas of service reform, improvements plans and the council's progress in responding to the current economic downturn.

5. Corporate assessment

No significant scrutiny risks have been identified in our corporate assessment. The council has set out its overall direction well, with a clear vision supported by well-defined strategic priorities. The council has plans in place to manage the financial risks it faces in the tighter financial climate. However the corporate assessment reflects the fact that there are uncertainties due to gaps in performance information for a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. Uncertainty over the effectiveness of the council's recently implemented performance management framework and the workforce strategy is also reflected.

64. In determining the corporate assessment for Aberdeenshire Council, we considered the corporate performance and arrangements in place. The detail of our evaluation is contained in Appendix 2. The council has set out its overall direction well, with a clear vision supported by well-defined strategic priorities, and is currently implementing a revised strategic planning framework which aims to be fully integrated, linking corporate, service and local priorities and fully incorporating customer feedback and service performance management.
65. As part of this framework, the council approved six local community plans in late 2008. In April/May 2009, new style service reports were approved setting out how each service will contribute to the council's strategic priorities in 2009/10. It is too early to tell how well the new strategic planning framework will work in delivering the council's strategic priorities.
66. The council works well with its partners and is involved with a significant number of partnerships. It is committed to developing shared services with its neighbouring authorities and has recently approved the creation of a shared trading standards service with Aberdeen City Council. Discussions are currently ongoing about sharing other services including public transport, social work commissioning and contracting, homelessness temporary accommodation, and teaching staff during periods of bad weather.
67. The 2008/09 SOA was concluded between the council and the Scottish Government with community planning partners involved in the preparation of the annual report of progress made. The 2009/10 SOA has been prepared by the Community Planning Partnership.
68. The council is committed to community engagement and has been active in seeking the views of the local community, making widespread use of surveys. In June 2009, the council approved a Community Engagement Strategy to coordinate its approach to community engagement activities. The Community Planning Partnership conducts quarterly surveys using Viewpoint, the Aberdeenshire citizens' panel, which has around 1,300 members and encourages young people to influence decision making through working in partnership with Aberdeenshire Youth Forum.
69. The council has a well-established devolved decision-making structure, which generally works well and is increasingly effective in ensuring that policy decisions are responsive to local views, through the work of area committees. It has assessed its arrangements against the CIPFA/SOLACE

guidance: *Delivering Good Governance in Local Government* and identified a number of areas for improvement. Overall, the results suggest that the council has a sound governance framework in place.

70. In June 2009, the council approved a revised organisational structure for the leadership and management of the council's services, including creation of a new post of assistant chief executive, and the appointment of heads of service to the statutory roles of Section 95 Officer, monitoring officer and chief social work officer. The impact that of these changes will have on the council's governance and accountability arrangements and the delivery of frontline services will be kept under review by the LAN.
71. Performance monitoring against the council's strategic priorities is reported to Committee on a six monthly basis but the format ('big picture' messages in a narrative style) makes it difficult to form a clear view as to how well the council is performing against each of the eight-four actions that underpin its strategic priorities. The corporate assessment reflects the fact that there are uncertainties due to gaps in performance information for a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. In December 2009, the council introduced a new performance management framework to coordinate the council's continuous improvement activities. The framework brings together the council's strategic planning (Plan), performance management (Do), performance monitoring (Check) and continuous improvement (Act) activities. It is too early to tell what impact this new framework will have on the delivery of council services and the council's ability to demonstrate that its improvement activity has been beneficial for citizens and service users.
72. The Best Value report of June 2008 said that the council needed to do more to demonstrate services are competitive. In response the council has included a systematic review of services across the council in its Best Value Improvement Plan which is currently ongoing. The impact of this review is not yet clear.
73. The council continues to face a number of significant financial pressures including increasing demand for services for the elderly, and uncertainty surrounding the level of future financial settlements. Over the past three years, the council has underspent against its annual budget resulting in increased reserves and scrutiny concerns that available resources are not focused on delivery of the council's priority services. The council has plans in place to manage its financial pressures and investigate the underlying reasons for its recent underspends.
74. The council has approved a corporate asset management plan and has completed a detailed assessment of the condition and suitability of its entire asset base. This identified that the majority of its operational assets are below recognised accepted standards. The council has a fifteen year capital plan to improve its asset but this is not fully funded beyond 2010/11. Work is currently ongoing to identify funding for future years.

75. Historically, the council has had difficulties in recruiting and retaining staff in some key areas due to low unemployment and national skill shortages although recruitment and retention has improved in recent years. In January 2009, the council approved a Workforce Strategy to provide a framework for addressing workforce issues. The strategy is supported by an Implementation Plan which identifies and prioritises twenty eight actions required to address the key elements included in the workforce strategy. The plan acknowledges that it will take approximately four years for all of the current planned activities to be completed. In the meantime there is uncertainty about the effectiveness of the strategy and plan in effectively managing the council's workforce to meet its future needs.

Implications for scrutiny activity

76. In response to the Best Value audit of June 2008 the council prepared a Best Value Improvement Plan. Audit Scotland are reviewing the council's progress in implementing this improvement plan as part of the 2009/10 annual audit. This is a crucial period for the council to now demonstrate that the council's improvement plan has had an impact on how the council delivers best value. Audit Scotland's assessment of the progress made will impact on the LAN's assessment of when a future Best Value visit may be appropriate. This will be considered as part of the ongoing SRA activity.
77. Audit Scotland's annual audit process will also monitor other corporate developments and the council's use of resources.

6. Conclusion

Summary of planned scrutiny activity

78. The appendices to this plan show a summary of the evidence we considered and the overall risk assessments made by the local area networks (LAN) on the outcome, service and corporate risk assessments. They show what scrutiny response the LAN has decided is appropriate in each area. The shared risk assessment process is designed to ensure the level of scrutiny activity is proportionate based on the assessed risks.
79. These results are then reflected in the Assurance and Improvement Plan at Appendix 3 which sets out the basis of our scrutiny risk assessment of the council and the planned scrutiny activity for Aberdeenshire Council for the period from April 2010 to March 2013.
80. The focus of the AIP is strategic scrutiny activity, that is scrutiny activity which is focused at corporate or whole service level, but there will also be baseline scrutiny activity at unit level ongoing throughout the period of the AIP. This will include, for example, school and residential home inspections. Scrutiny bodies also reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. In addition, other work may be undertaken as a result of a specific Ministerial request.
81. Audit Scotland's annual audit is included in the baseline scrutiny and will continue to be conducted to comply with the Code of Audit Practice. This includes work necessary to complete the audit of housing benefit and council tax benefit arrangements.
82. On-going monitoring of the risks identified within this report by the appropriate scrutiny body will inform future risk assessments and the levels of scrutiny activity.

Ongoing role of LAN

83. We recognise that risk levels will change as significant events occur and as councils take action to address identified risks. Scrutiny bodies, through local area network contacts, will maintain awareness of activity, including unit level inspection. As new information comes to light the LAN lead, in consultation with other LAN members will update the AIP as appropriate. LAN members will draw any significant matters to the attention of the LAN lead as they arise. The LAN lead will determine what action should be taken in terms of initiating contact with other LAN members.
84. The council is expected to initiate contact with the LAN lead where significant events occur that are likely to influence scrutiny activity. Councils are encouraged to maintain contact with LAN leads to discuss any concerns arising from the AIP or any joint scrutiny activity.

Appendix 1 – Outcome and services risk assessment

Assessment Key

Red: significant concerns and risks

Amber: areas of uncertainty

Green: no significant scrutiny risks

Gold: exceptional performance

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>General comment on outcomes</p>		<p>The 2008/09 Single Outcome Agreement Annual Report includes a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. As a result, we have been unable to form a view on the council's performance against all of these targets and have based our overall risk assessments on the reported information. Despite the gaps enough information was available on each of the outcome areas to enable us to form a view for our risk assessment. The performance information gaps are reflected in our assessment of the council's performance management arrangements in the corporate assessment.</p>	<p>Audit Scotland - monitor development of local outcome targets and performance against these as part of the annual audit - Year 1, 2, 3.</p>
<p>Community well being NO5: Our children have the best start in life and are ready to succeed NO6 We live longer, healthier lives NO7: We have tackled the significant inequalities in Scottish society</p>	<p>No significant scrutiny risks identified.</p>	<p>Community well being is generally high in Aberdeenshire as evidenced by low levels of deprivation, high levels of life expectancy and access to qualified teachers for all pre-school children.</p> <ul style="list-style-type: none"> • The Scottish Index of Multiple Deprivation (SIMD) identifies only six data zones (0.6 per cent) in the most deprived 15 per cent. These are within central Peterhead and north Fraserburgh. • The council has the lowest percentage in Scotland of children receiving free school meals. • Life expectancy at birth in Aberdeenshire is well above the Scottish average, while hospital admissions due to alcohol abuse and drug misuse are below the Scottish average. • Employment of people with learning disabilities is above the Scottish average. 	<p>No specific council scrutiny activity. The LAN will monitor the council's indicators in this area as part of the ongoing SRA process.</p>

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>Community well being (cont) NO8: We have improved the life chances for children, young people and families at risk NO9: We live our lives safe from crime, disorder and danger NO13: We take pride in a strong, fair and inclusive national identity</p>		<ul style="list-style-type: none"> Equality and diversity is highlighted positively in most HMIE inspection reports. The council is focused on ensuring that children receive the best start in life through increasing the number of staff who have undergone child protection procedures, providing access to a qualified teacher for all pre-school children and the increasing the hours of pre-school provision for each child. In the Turriff area, families whose first language is not English are benefiting from effective English for Speakers of Other Languages provision. Staff are using technology creatively to enhance learning. The council works well with partner agencies to ensure very positive outcomes for looked after children. The attainment, progress and attendance of this group of learners is well monitored and tracked in primary and secondary schools. 	<p>Her Majesty's Inspectorate of Constabulary Scotland and Audit Scotland are to complete a joint Best Value audit of Grampian Joint Police Board in 2010/11.</p>
<p>Sustainable environment NO10: We live in well-designed, sustainable places where we are able to access the amenities and services we need NO12: We value and enjoy our built and natural environment and protect it and enhance it for future generations NO13: We take pride in a strong, fair and inclusive national identity</p>	<p>No significant scrutiny risks identified.</p> <p>This is an area of good practice.</p>	<p>The council is committed to sustainable development and has made good progress in addressing issues of environmental and economic sustainability.</p> <ul style="list-style-type: none"> The council has well developed plans to meet the Scottish Housing Quality Standards (SHQS) and has a robust approach to monitoring its compliance with SHQS. The council achieved its 2008/09 SOA target to increase the amount of land maintained in accordance with biodiversity objectives by 10% per annum. All schools took part in projects to celebrate their cultural heritage linked to 'The Homecoming' in 2008/09. These included a schools visual art project which showcased life in the local communities, research activities including "Discover your Family History" days and "Routes to your Roots" which looked at ancestral research. HMIE reports noted the success of these initiatives during inspections. HMIE inspection reports identify many good examples of children working to improve their environment through eco work and enterprise activities. 	<p>No specific scrutiny activity.</p>
<p>Sustainable environment (cont) NO14: We reduce the local and global</p>		<ul style="list-style-type: none"> Affordable house building is increasing but is below the target set out in the 2008/09 Single Outcome Agreement. The council is committed to becoming carbon neutral by 2020. However concerns have been raised by elected members and officers about the 	

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
environmental impact of our consumption and production		<p>council's ability to meet that target. Progress is being monitored by the council</p> <ul style="list-style-type: none"> • The council exceeded its landfill allowance by 16% (9,550 tonnes) in 2008-09. Composting and recycling rates are increasing in Aberdeenshire but still remain below the Scottish average. • The council is a leading partner in the Aberdeen City and Shire Economic Forum (ACSEF). This public private partnership has developed a strategy and action plan to achieve its vision of being one of the most robust and resilient economies in Europe. 	
<p>Jobs and the economy NO1: We live in a Scotland that is the most attractive place for doing business in Europe NO2: We realize our full economic potential with more and better employment opportunities for our people NO11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>	<p>No significant scrutiny risks identified.</p>	<p>Performance is generally good in this area although there are concerns about delays in dealing with major planning applications against target.</p> <ul style="list-style-type: none"> • The increase in the number of businesses registering for VAT is significantly higher than the Scottish average. • 84.6% of the working age population in Aberdeenshire are economically active, higher than the Scottish average of 79.6%. • The percentage of the economically active population (1.6%) in Aberdeenshire who are unemployed is significantly lower than the Scottish average of 4.7% (based on claimant count unemployment figures). • 5.9% of unemployed people living in Aberdeenshire are considered long-term unemployed (unemployed for more than 12 months) compared to the Scottish average of 9.4%. • The median gross weekly earnings of people working full time in Aberdeenshire are higher than Scotland as a whole. 	<p>Audit Scotland - monitor progress made in implementing the action to improve processing of planning applications set out in the Planning and Environment Service's service report as part of the annual audit - Year 1, 2, 3.</p>

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
Jobs and the economy (cont)		<ul style="list-style-type: none"> Post school destinations show an increase in the number of young people moving on to higher and further education, and a decrease in the number of young people moving directly into employment. Other statistics including the numbers of those unemployed and those seeking training / not seeking training remain unchanged. The council only dealt with 30% of major planning applications within 4 months which is well below the 2008/09 Single Outcome Agreement target of 80% to be completed with 4 months. The Planning & Environment Services service report includes an action to improve performance in this area. 	
Developing our partnerships NO11: We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others	No significant scrutiny risks identified.	Partnership working is generally good within Aberdeenshire. <ul style="list-style-type: none"> HMIE found effective partnership working between social work and police e.g. referrals to Children's Reporter and effective partnership working at senior management level across services e.g. The Joint Board of Chief Executive Officers and the Child Protection Strategy Group. Aberdeenshire Council has undertaken significant work in partnership with NHS Grampian and other bodies in establishing Community Health Partnerships (CHPs) and a Health and Community Care Partnership. Across services there is a high level of commitment to partnership working at a locality level and to providing child centred help and support with a particular emphasis on early intervention. The existing Community School Networks (CSNs) provides a sound basis for the further development of integrated services, the potential benefits of which are widely recognised by staff. Other strong partnerships include the educational psychological services (EPS) who are involved in <i>Curriculum for Excellence</i>, particularly in relation to supporting mediated learning and instrumental enrichment to enhance the engagement of children and young people with learning through personalisation and choice. 	No specific scrutiny activity.
Developing our partnerships (cont)		<ul style="list-style-type: none"> In 2008/09, four learning communities were inspected along with their associated secondary school, Alford Academy, Kemney Academy, Mintlaw Academy and Portlethen Academy. Almost all evaluations were judged to be satisfactory or better (90%) with the majority being good or better (68%). 	
Lifelong learning NO3: We are better	No significant scrutiny risks identified.	Performance in this area is generally good, with the number of adults accessing learning opportunities increasing. The overall percentage of	No specific scrutiny activity.

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>educated, more skilled and more successful, renowned for our research and innovation NO4: Our young people are successful learners, confident individuals, effective contributors and responsible citizens</p>		<p>pupils entering higher and further education has remained relatively consistent over the last three years. In section reports highlight the good work being undertaken in schools to ensure that young people are successful learners, confident individuals, effective contributors and responsible citizens. Young people are achieving well in a wide range of activities related to enterprise and citizenship.</p> <ul style="list-style-type: none"> • The authority has increased the availability of provision in response to the growing pre-school population. Two new academies and seven new primary schools have been built in the past five years. • The overall percentage of pupils entering higher and further education has remained relatively consistent over the last three years, and is generally in line with the comparator authority and the national average. • HMIE inspections of four of the council's learning communities found that 90% of the areas examined were evaluated as satisfactory or better, with impact on young people assessed as 'excellent' in one learning community and improvement in performance evaluated as good in two, satisfactory in one and weak in one of the leaning communities inspected. • The percentage of young people gaining employment (29%) has decreased from 33% in 2007 but is in line with the comparator authority (30%), but above the national average (15%). • All schools have a strong partnership with employers within the authority's area. For example, 5 of the 15 school networks have 'adopt a school' schemes in place and other networks have good links with a wide range of employers. Employer engagement events are carried out aimed at developing pupils' life and work skills. 	
<p>Lifelong learning (cont)</p>	<p>This is an area of good practice</p>	<ul style="list-style-type: none"> • The number of people undertaking adult learning has increased from 2,431 in 2007/08 to 2,624 in 2008/09. In 2007/08, 64% of adult learners reported they had achieved all of the goals of their learning plan. In 2008/09 this figure was 41%. • The council has increased investment in ICT to enable the development of the GLOW network, the world's first national intranet for education, across all schools in Aberdeenshire. Parents are beginning to use GLOW to access the school site and support their child's learning. The Service is developing a virtual school to support staff in planning for learning. 	
<p>Corporate improvement NO15: Our public</p>	<p>Area of uncertainty</p>	<p>There is a culture of continuous improvement throughout the council with a range of approaches used to review how it delivers services. These include Kaizen process reviews and Scrutiny and Audit</p>	<p>Audit Scotland - monitor development of local outcome targets and</p>

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>services are high quality, continually improving, efficient and responsive to local people's</p>		<p>Committee investigations. As noted at the Summary section above, there are a number of local outcomes within the SOA where the local targets and timescales have yet to be confirmed or the baseline data is not available. Consequently, we are unable to form a view as to how this improvement activity impacts on delivery of the council's services.</p> <ul style="list-style-type: none"> • At 31 December 2009, the council had completed 71% of the actions contained within its Best Value Improvement Plan. Progress has, however, been slower than initially anticipated, with around 41% of the original implementation dates requiring to be revised. • More of the 2008/09 SPIs improved by greater than 5% than deteriorated by greater than 5%. • The council uses the number of statutory performance indicators (SPIs) in the top quartile to measure the achievement of its vision of being the best council. In 2008/09, the council had 6 (13%) of its SPIs in the top band, reducing from 14 (18%) in 2007/08. • The financial outturn for 2008/09 was 2.41% less than the budgeted outturn, compared to the target variance of 0.5%. This links to our comments on financial management at Appendix 2. 	<p>performance against these as part of the annual audit - Year 1, 2, 3.</p>
<p>Corporate improvement (cont)</p>		<p>Areas of uncertainty</p> <ul style="list-style-type: none"> • In December 2009, the council introduced a continuous improvement framework to co-ordinate the council's continuous improvement activities. The framework brings together the council's strategic planning (Plan), performance management (Do), performance monitoring (Check) and continuous improvement (Act) activities. It is too early to tell what impact this new framework will have on the delivery of council services. • Although the Social Work Service has a range of self-evaluation processes in place, more evidence is required of how these work in practice, together with examples of the improvements they deliver. 	<p>Audit Scotland to monitor the effectiveness of this framework as part of the annual audit.</p> <p>SWIA's ISLA targeted scrutiny work will cover this.</p>

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
Education, learning and leisure	No significant scrutiny risks identified.	<p>Education is generally performing well, with higher than average results for students across all years. The Service is committed to ensuring greater consistency in provision for all learners.</p> <ul style="list-style-type: none"> • From April 2008, eighteen pre 5 centres and nursery classes were inspected. In almost all, QI evaluations of pre-school provisions were judged to be satisfactory or better with the majority (61%) assessed as good or better. • Primary Attainment has been broadly maintained at levels which exceed the national benchmark standard that “most pupils” should have achieved the appropriate level by P3, P4, P6 and P7. • In primary school inspections over sessions 2007/08 and 2008/09 the curriculum and learners’ experiences was evaluated as satisfactory or better in 27 out of 28 schools with just less than half (43%) being good or better in curriculum and just over half (53%) being good or better in learners’ experiences. Only one school was evaluated as weak in curriculum and learners’ experiences. • Within the early years of secondary education, attainment in reading, writing and mathematics has remained stable, or has shown a small increase. In Scottish Qualifications Authority examinations, levels of attainment are consistently above the national average. • The number of young people who are taking on additional accreditation is encouraging with most secondary inspections noting young people’s involvement in the Duke of Edinburgh Awards, youth achievement awards and Award Scheme Development and Accreditation Network (ASDAN) awards. • In sessions 2007/08 and 2008/09, six secondary schools were inspected. In all schools, QI evaluations were judged to be satisfactory or better with most (83%) good or better. This presents a very positive picture for secondary schools. Improvements in performance were good or very good in five out of six schools. • Children and young people with additional support needs are making good progress with their learning. 	No specific scrutiny activity.

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
Education, learning and leisure (cont)	<p>This is an area of good practice</p>	<ul style="list-style-type: none"> • HMIE inspections report that the Director is highly effective in communicating and sharing the authority's vision, values and aims with a wide range of stakeholders. He has made clear his commitment to build upon strong levels of attainment and achievement to ensure greater consistency in provision for all learners. • The development of the GLOW initiative, and the 3-18 Curriculum Framework which reflects the principles and the purposes of Curriculum for Excellence, demonstrates the drive to ensure consistency across the authority. • The Service held its own Learning Festival in November 2009, bringing together all of the authority's teachers and education managers, and a large number of educational partners to listen and talk about curriculum, learning and teaching. • Reported performance for leisure facilities and libraries (SPIs) is mixed, with four of the nine reported indicators being in the bottom quartile. Plans are in place to expand the Active Schools initiative to every academy in 2009/10. <p>Area of uncertainty</p> <ul style="list-style-type: none"> • The chief executive is currently undertaking an independent investigation into concerns raised about the management and leadership style within the Education, Learning and Leisure Service. 	<p>Conclusions of the investigation will be reviewed by the LAN as part of baseline scrutiny activity</p>

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
Housing and social work – housing	No significant scrutiny risks identified.	<p>Housing is generally performing well and tenants are satisfied with the service they receive. The 2008 SHR inspection graded the council as excellent in the delivery of its asset management and repairs service, good for its housing management service and fair for its homelessness service.</p> <ul style="list-style-type: none"> • The council has demonstrated an excellent understanding of the condition of its council house stock conditions, and has a good understanding of the current and future needs and demands on its housing stock. • The service has well developed plans to meet the Scottish Housing Quality Standards (SHQS) and has a robust approach to monitoring its compliance with SHQS. • The council demonstrates a strong commitment to tenant participation. It aims to give tenants opportunities to be involved in a way that best suits their circumstances. • The council’s tenant surveys generally show that tenants are satisfied with their home and how well the council keeps them informed about housing matters. • Rent levels have been below the Scottish average. • The council’s performance in managing rent arrears is excellent. • HRA debt is one of the highest in Scotland (on a per house basis). This is being managed through the 30 year Housing Business Plan, which is reviewed annually and in detail every 3 years. • The council’s performance in delivering its homelessness service was assessed as ‘fair’ during the SHR inspection in 2008/09. The council has agreed an improvement plan with the SHR and progress against the plan will be reviewed. 	<p>SHR – monitor compliance with the Scottish Housing Quality Standards. SHR – monitor the outcomes from the post inspection improvement plan for Homelessness – Year 2.</p>

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
Housing and social work – social work	Area of uncertainty	<p>The Initial Scrutiny Level Assessment (ISLA), completed in January 2010, identified moderate risks, adequate performance and moderate activity on improvement work within the Social Work Service. Key areas for improvement include the quality of information at individual case and management level, and risk assessment and risk management across all care groups.</p> <ul style="list-style-type: none"> • In December 2009 a child protection inspection reported positive results, with the recognition of children who need help and taking prompt and effective action being a key strength. • In 2008/09, all care leavers had pathway plans in place. Higher than average numbers of care leavers access aftercare services and a higher percentage are in employment, education and training. • There is a heavy emphasis on training in safeguarding adults and children with a comprehensive range of foundation and specialist courses. • Comprehensive guidance on recording has been developed which integrates practice with use of the electronic system. Guidance includes the purpose of recording, style, confidentiality and data sharing, and the role of managers in audit and supervision, and is linked to other guidance. <p>Areas of uncertainty:</p> <ul style="list-style-type: none"> • There are self-evaluation and performance improvement processes in place (eg. 'How good is our team' and the 'Older people's strategic action and outcome statement'). However, as yet there is no evidence of how these are being used and what impact they are having. • SWIA's 2006 performance inspection made recommendations on services and planning, quality assurance and performance management. Up to date evidence is required of progress made in implementing these recommendations. • Progress on the modernisation of services for older people and people with learning disabilities seems slow. 	<p>SWIA – targeted scrutiny focusing on risk areas identified through the ISLA:</p> <ul style="list-style-type: none"> • outcomes for adults, children and families; • performance against national and local targets; • assessment, care management and statutory supervision; and • risk management and accountability - Year 1

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
Housing and social work – social work (cont)		<ul style="list-style-type: none"> • Aberdeenshire's performance against some aspects of national Social Work outcome measures is mixed. For example, although numbers of older people in long term care are decreasing steadily, there is not a comparable increase in the provision of homecare. Aberdeenshire is ranked 26 out of 32 for total home care hours provided. More work will be undertaken by SWIA to understand the reasons for and context of these figures. • During the SWIA file reading the service had problems identifying case types and was also unable to provide information about unallocated work or waiting lists raising concerns about the quality of information at individual case and management level. • The SWIA file reading (2009) analysis found 31% of case files with protection issues did not contain an up to date risk assessment. HMIE Child Protection 2 (2009) found that although quality of assessment of risks and needs had improved, consistency of approach was not yet achieved. As a result, there are concerns about risk assessment and risk management across all care groups. • Most social work files contained an assessment but timing was not always in keeping with individual needs. We noted a few older people were moved into care homes with no apparent assessment on file. Although 80% of files contained a care plan only 1/3 of them were SMART. In 25% of files read the services received did not meet the service user's needs. 	

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
<p>Planning and environment</p>	<p>No significant scrutiny risks identified.</p>	<p>Planning, street cleaning and refuse collection are not performing well and this is reflected in the responses to the residents' survey. However the council has plans in place to improve service delivery in these areas. Environmental Health Services are performing well compared with the rest of Scotland.</p> <ul style="list-style-type: none"> • The council has been successful in using funding, 'planning gain', from developers to improve local facilities such as public halls, school accommodation and facilities, recreation facilities and libraries. Its approach has been recognised as best practice and many are reflected in the revised Circular 12/1996. • Environmental Health's overall performance is substantially better than average with domestic noise complaints improving significantly from last year. Costs remain lower than average. • The 2008/09 SPIs show planning performance is significantly below the Scottish average, with the council ranked 29 out of 32 councils for the percentage of householder and non-householder applications being dealt with within 2 months. In addition, the council only dealt with 30% of major planning applications within 4 months, well below the SOA target of 80% completion within 4 months. The Planning & Environment Services service report includes an action to improve performance in this area. • The 2008 Residents' Survey identified that only 39% of residents who used the planning and building control service were satisfied with it, the lowest satisfaction level for all the services covered by the survey. • The Scottish Household Survey identified that satisfaction levels in Aberdeenshire are below the national average for refuse collection (55% compared to 77%) and just below the national average for street cleaning (61% compared to 68%). 	<p>Audit Scotland - monitor progress made in implementing the actions set out in the Planning and Environment Service's service report as part of the annual audit - Year 1, 2, 3.</p>

Council services	Initial risk assessment	Evidence/rationale	What we plan to do
Transport and infrastructure	No significant scrutiny risks identified.	<p>Overall, the Transport and Infrastructure Service is performing well. Carriageway condition is better than average, and residents surveyed were generally happy with winter maintenance and parks and open spaces.</p> <ul style="list-style-type: none"> • The 2008 Best Value report concluded that the council has a clear approach to transportation. Its strategies are aligned and well articulated and it has made improvements to Infrastructure and public transport usage. • Carriageway condition is much better than average whilst costs are much lower than average, although these did increase in 2008/09. The 2008 residents' survey highlighted, however, that only 39% of respondents were satisfied with road maintenance in Aberdeenshire. • Respondents to the 2008 residents' survey were satisfied with winter gritting/snow clearing (59%) and parks and open spaces (75%). • The Service won Scottish Transport Authority of the Year in 2008 and 2009 and has been shortlisted for UK Transport Authority of the Year in 2009 and 2010. • Performance is mixed in lighting maintenance, as street light repairs are better than average while traffic light repairs are worse. Costs are lower than average but have increased significantly from last year. 	No specific scrutiny activity.
Corporate services	See Corporate Assessment below	See Corporate Assessment below	See Corporate Assessment below

Appendix 2 – Corporate risk assessment

Assessment Key

Red: significant concerns and risks

Amber: areas of uncertainty

Green: no significant scrutiny risks

Gold: exceptional performance

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Vision and strategic direction	No significant scrutiny risks	<p>The council has set out its overall direction well, with a clear vision supported by well-defined strategic priorities. It is too early to tell how well the new strategic planning framework will work in delivering the council's strategic priorities.</p> <ul style="list-style-type: none"> The council agreed a clear vision for the area in October 2006 and agreed its 33 strategic priorities in November 2007. Eighty four actions underpin the council's thirty three strategic priorities. HMIE have found strong and effective leadership and direction for child protection across services, and a shared vision, values and aims for child protection across services As at 31 March 2009, only 40 (59%) of councillors could demonstrate that they had met the requirement, set out in the council's 'A Guide to the Role and Duties of an Aberdeenshire Councillor', to undertake at least 36.25 hours CPD each year, only 41 (60%) had completed and returned their training needs assessment, and only 43 (63%) councillors had a personal development plan in place. Work is currently underway to develop a database for councillors to use to record their CPD activity in future years. 	<p>Audit Scotland – monitor progress made in implementing the revised strategic planning framework as part of the annual audit - Year 1, 2, 3.</p>

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Vision and strategic direction (cont)		<ul style="list-style-type: none"> Although the SHR's 2009 report was relatively positive in relation to strategic direction, it noted an 'absence of agreed strategic direction and clear objectives is a weakness' in relation to homelessness. <p>Area of uncertainty</p> <ul style="list-style-type: none"> The council is currently implementing a revised strategic planning framework which aims to be fully integrated, linking corporate, service and local priorities and fully incorporating customer feedback and service performance management. It is too early to see how well the new strategic planning framework will work in delivering the council's strategic priorities. 	SHR – monitor the outcomes from the post inspection improvement plan for Homelessness – Year 2.
Partnership working and community leadership	No significant scrutiny risks identified.	<p>The council works well with its partners and is involved with a significant number of partnerships. It is committed to developing shared services with its neighbouring authorities and has recently approved the creation of a shared trading standards service with Aberdeen City Council.</p> <ul style="list-style-type: none"> A Partnership and Joint Working policy has been developed setting out criteria (accountability, public accessibility, internal governance, conduct of members, evaluation of the costs and benefits) against which council partnerships can be measured. The council has undertaken significant work in partnership with NHS Grampian and other bodies in establishing Community Health Partnerships (CHPs) and a Health and Community Care Partnership. HMIE inspections have highlighted a number of examples of strong and effective partnership working including within child protection (at both a strategic and operational level), with parents and the development, through the Community School Networks, of an integrated assessment framework supported by multi-agency training. 	Audit Scotland – monitor progress made in implementing the actions included in the Best Value Improvement Plan - Year 1, 2, 3.

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Partnership working and community leadership (cont)		<ul style="list-style-type: none"> • The 2008/09 Single Outcome Agreement was concluded between the council and the Scottish Government with community planning partners involved in the preparation of the annual report of progress made. The 2009/10 Single Outcome Agreement has been prepared by the Community Planning Partnership. • Aberdeenshire Council is committed to developing shared services with its neighbouring authorities. It has operated a shared procurement service with Aberdeen City Council since 2007 and has recently approved the creation of a shared trading standards service with the City. Discussions are currently ongoing about sharing other services including public transport, social work commissioning and contracting, homelessness temporary accommodation, and teaching staff during periods of bad weather. • The council is also involved in the North of Scotland Local Authorities (NOSLA) financial services project exploring the creation of a shared revenues and benefits service for seven councils across the North of Scotland. • The 2008 Best Value report highlighted that elected members had not demonstrated a good understanding of Community Planning, and that progress had been slow in establishing clear priorities and associated actions. The council's Best Value Improvement Plan includes a number of actions to address these areas. <p>Area of uncertainty</p> <ul style="list-style-type: none"> • Although there are joint social work / health teams for older people's services, community learning disability teams remain separate and SWIA are keen to explore further partnership working within the Social Work Service. 	<p>SWIA – targeted scrutiny focusing on risk areas identified through the ISLA</p>

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Community engagement	No significant scrutiny risks identified.	<p>The council is committed to community engagement and has been active in seeking the views of the local community, making widespread use of surveys.</p> <ul style="list-style-type: none"> In June 2009, the council approved a Community Engagement Strategy to co-ordinate its approach to community engagement activities. The council is very active in seeking the views of the local community, making widespread use of surveys e.g. the residents' survey which is undertaken bi-annually with a smaller more focused survey in the years in between. The Community Planning Partnership conducts quarterly surveys using Viewpoint, the Aberdeenshire citizens' panel, which has around 1,300 members and encourages young people to influence decision making through working in partnership with Aberdeenshire Youth Forum. Partners, including Careers Scotland, felt that this good example of consultation had positively changed their practices. The SHR found that the council demonstrates a strong commitment to tenant participation. It aims to give its tenants opportunities to be involved in a way that best suits their circumstances. 	No specific scrutiny activity.
Governance and accountability	No significant scrutiny risks identified.	<p>The council has a well-established devolved decision-making structure, which generally works well and is increasingly effective in ensuring that policy decisions are responsive to local views, through the work of area committees.</p> <ul style="list-style-type: none"> The council has assessed its own arrangements against the CIPFA/SOLACE guidance: <i>Delivering Good Governance in Local Government</i>. The assessment identified a number of areas for improvement, but overall, the results suggest that the council has a sound governance framework in place. The Scrutiny and Audit Committee meets regularly to receive reports from internal and external audit. It also undertakes investigations into areas of concern and makes recommendations for improvement. The committee also monitors relevant service committees' progress with implementing the recommendations contained in inspection reports. Public reporting of housing performance is good with a range of methods used to publicise performance in this area. 	Audit Scotland – continue to monitor governance and accountability arrangements as part of the annual audit – Year 1, 2, 3
Governance and accountability (cont)		<ul style="list-style-type: none"> In June 2009, the council approved a revised organisational structure for the leadership and management of the council's services, including creation of a new post of assistant chief executive, and the appointment 	Impact of the structural changes to be kept under review as part of the

Corporate assessment area	Initial risk assessment area	Evidence/rationale	What we plan to do
		<p>of Heads of Service to the statutory roles of Section 95 Officer, Monitoring Officer and Chief Social Work Officer. In the 2008/09 annual report Audit Scotland reported that it in their opinion the Section 95 and Monitoring Officers should be full members of the council's Management Team in order to fulfil their statutory duties. The chief executive responded to these concerns by giving assurances that the Statutory Officers are involved regularly and appropriately in the management of the organisation. The impact of these changes on the council's governance and accountability arrangements and the delivery of frontline services will be kept under review as part of the annual audit and other SRA activity.</p> <ul style="list-style-type: none"> The annual public performance report 'Serving Aberdeenshire – a guide to council performance 2008/09' provides a very positive view of the council's performance during the year, with little reference to areas where the council could improve its performance. The council plans to review the content of its future public performance reports to ensure that they provide a balanced view of the council's performance. 	<p>2009/10 annual audit.</p>

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Performance management and improvement	Area of uncertainty	<p>There is a culture of continuous improvement throughout the council with a range of approaches used but it is not clear what impact these improvement activities have had on service users. Performance monitoring against the council's strategic priorities is reported to Committee on a six monthly basis but the format ('big picture' messages in a narrative style) makes it difficult to form a clear view as to how well the council is performing against each of the eight-four actions that underpin its strategic priorities.</p> <ul style="list-style-type: none"> • There is a culture of continuous improvement throughout the council with a range of approaches used to improve performance in service delivery including Kaizen and the Aberdeenshire Improvement Model. • Detailed performance monitoring information for each council service is provided on a quarterly basis to the relevant service committee. These reports provide information on a range of indicators relating to the service, including a commentary on significant movements and the trends over the past year. • The Education, Learning and Leisure Service is developing a quality improvement framework to better identify the authority's strengths and areas for improvement, and has established a team of senior officers and quality assurance staff to support and challenge schools and pre-school centres. • Well managed and effective systems are in place for analysing pupils' attainment. The authority uses this data, particularly in primary schools, to identify good practice and challenge underperformance. <p>Areas of uncertainty</p> <ul style="list-style-type: none"> • The 2008/09 Single Outcome Agreement Annual Report includes a number of local outcomes where the local targets and timescales have yet to be confirmed or the baseline data is not available. As a result, we have been unable to form a view on the council's performance against all of these targets and have, based our overall risk assessments on the information that is available. 	<p>Audit Scotland – continue to monitor performance management and improvement arrangements, including implementation of the new continuous improvement framework, as part of the annual audit – Year 1, 2, 3</p> <p>Audit Scotland's assessment of the progress made will impact on the LAN's assessment of when a future Best Value visit may be appropriate. This will be considered as part of the ongoing SRA activity.</p>
Performance management and improvement (cont)		<ul style="list-style-type: none"> • Performance monitoring against the council's strategic priorities is reported to the Policy and Resources Committee on a six monthly basis. These reports contain 'big picture' messages in a narrative style which makes it difficult to form a clear view as to how well the council is performing against each of the eight-four actions that underpin its strategic priorities. 	

Corporate assessment area	Initial risk assessment area	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> • Work is ongoing to review all of the council's existing performance indicators and map them against each of the eighty four actions underpinning the council's strategic priorities and the local outcome measures contained in the single outcome agreement (SOA). This will ensure there is an appropriate performance indicator for each action/outcome measure and that only relevant performance indicators continue to be monitored and reported. • In December 2009, the council implemented a continuous improvement framework to co-ordinate the council's continuous improvement activities. The framework is based on a simple 'Plan-Do-Check-Act' cycle of improvement and brings together the council's strategic planning (Plan), performance management (Do), performance monitoring (Check) and continuous improvement (Act) activities. It is too early to tell what impact this new framework will have on the delivery of council services and the council's ability to demonstrate that its improvement activity has benefited citizens and service users. • The Best Value report of June 2008 said that the council needed to do more to demonstrate services are competitive. In response the council has included a systematic review of services across the council in its Best Value Improvement Plan which is currently ongoing. The impact of this review is not yet clear. 	

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Risk management	No significant scrutiny risks identified.	<p>The council has made good progress in developing its risk management arrangements. More work is required, however, to fully embed risk management at all levels within the council.</p> <ul style="list-style-type: none"> • The council has an approved Risk Management Strategy and has developed a standard template for the preparation of corporate and service risk registers. A process for review and challenge of risk registers has also been developed. • Business continuity plans are in place for all covering each critical activity. Procedures for testing and reviewing the effectiveness of these plans have been developed and the results will be monitored by the Risk & Business Continuity Team. • More work is required to fully embed risk management at all levels within the council. Operational risk registers have yet to be developed, committee reports do not routinely refer to risk and risk is not a standing item on the management team agendas. Progress is being monitored by the council. • A high level community planning risk register is in place but risk registers have yet to be developed for the council's other partnerships. The council has plans in place to address these areas for improvement. 	Audit Scotland – continue to monitor risk management arrangements as part of the annual audit - Year 1, 2, 3.

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Use of resources - financial management	No significant scrutiny risks identified.	<p>The council continues to face a number of significant financial pressures including increasing demand for services for the elderly, and uncertainty surrounding the level of future financial settlements. Over the past three years, the council has underspent against its annual budget resulting in increased reserves and scrutiny concerns that available resources are not focused on delivery of the council's priority services. The council has plans in place to manage its financial pressures and investigate the underlying reasons for its recent underspends.</p> <ul style="list-style-type: none"> The council continues to face a number of significant financial pressures. These include increasing demand for services for the elderly, increased refuse collection and waste disposal costs, reduced income from planning applications and council tax, increased fuel costs, and uncertainty surrounding the level of future financial settlements. Variances against the council's budgets have followed a similar pattern over the past three years, with overspends forecast in the early part of the year and underspends achieved by the year end. As a result, and despite efforts to reduce it, the working balance was £11.4 million in excess of the council's target as at 31 March 2009. The council has acknowledged the need to investigate the underlying reasons for this pattern in order to ensure that all available resources are focused on the delivery of the council's priority services. The council continues to develop its approach to policy led budgeting as part of its integrated strategic planning framework, and prepared its 2010/11 budget using the new framework which aims to link the council's strategic priorities and single outcome agreement's national outcomes with Service budgets. <p>Area of uncertainty</p> <ul style="list-style-type: none"> Although strategic aims and objectives were well documented, SWIA did not find financial projections to support the service strategies and, therefore, could not conclude that future plans would be adequately supported by appropriate resources. They found little information on the linkages between capital and strategic plans, with no categorisation in line with the strategic objectives. 	<p>Audit Scotland – continue to monitor arrangements for financial management and policy led budgeting as part of the annual audit - Year 1, 2, 3.</p> <p>SWIA – targeted scrutiny focusing on risk areas identified through the ISLA</p>

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Use of resources – Assets	No significant scrutiny risks identified.	<p>The council has approved a corporate asset management plan and has completed a detailed assessment of the condition and suitability of its entire asset base. This identified that the majority of its operational assets are below recognised accepted standards. The council has a fifteen year capital plan to improve its asset but this is not fully funded beyond 2010/11. Work is currently ongoing to identify funding for future years.</p> <ul style="list-style-type: none"> • The council has an approved corporate asset management plan and has assessed the condition and suitability of its entire asset base. This found that 53% of operational assets are below recognised accepted standards. • The council estimates that it has a critical maintenance backlog of £98.6 million with a further £61.1 million required to bring these assets up to essential/desirable standards. • A significant number of these assets identified as below accepted standards are within the Education and Life Long Learning Service. The council has built two new academies and seven new primary schools over the past five years, and enhanced facilities at a number of other establishments. Plans are in place to refurbish a number of other primary and secondary schools. • The council has progressed joint working with partners on property issues through the North East of Scotland Joint Public Sector Property Group. The group has developed an Integrated Property Strategy setting out its vision, a framework for investment decision making, and arrangements for risk management • The council's fifteen year capital plan is not fully funded beyond 2010/11. Work is currently ongoing to identify savings as part of the council's development of policy led budgeting and capital funding for later years. 	Audit Scotland – continue to monitor asset management arrangements as part of the annual audit - Year 1, 2, 3.

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Use of resources – People	Area of uncertainty	<p>Historically, the council has had difficulties in recruiting and retaining staff in some key areas due to low unemployment and national skill shortages although recruitment and retention has improved in recent years. In January 2009, the council approved a Workforce Strategy to provide a framework for addressing workforce issues. The strategy is supported by an Implementation Plan which identifies and prioritises twenty eight actions required to address the key elements included in the workforce strategy. The plan acknowledges that it will take approximately four years for all of the current planned activities to be completed.</p> <ul style="list-style-type: none"> • The council implemented its single status agreement with effect from January 2007 and has settled the majority of the equal pay claims made to date. • The 2007 INEA inspection found there was a very good teacher induction programme for new staff and that leadership was promoted at all levels. • Housing and Social Work have an up to date comprehensive development and training plan. This includes a Care Practice Licence for home carers and a Newly Qualified Social Workers support programme. • The Education Service’s Continuing Professional Development (CPD) organises and delivers a wide range of relevant training development activities. There are good opportunities for joint training between education staff and other services. • Professional Support Groups have been established within the Education Service to support all areas of the curriculum. Staff seconded to support the development of the Curriculum for Excellence have had a high impact in schools. Ten staff have also been released to be full time mentors to probationary teachers in primary schools. <p>Areas of uncertainty</p> <ul style="list-style-type: none"> • The Workforce Implementation Plan acknowledges that it will take approximately four years for all of the current planned activities to be completed. It is too early to tell what impact these changes will have on ensuring that the council makes the best use of its resources. 	Audit Scotland – continue to monitor people management arrangements as part of the annual audit - Year 1, 2, 3.

Corporate assessment area	Initial risk assessment area	Evidence/rationale	What we plan to do
Use of resources – People (cont)		<ul style="list-style-type: none"> • The council is progressing a 'Work Style Transformation' project to explore ways of modernising working practices, including the introduction of flexible working arrangements. The council recognises that this will require a change in the management culture of the organisation and a move from counting heads to developing output and productivity measures for individuals and teams of staff. The project is expected to be phased over a 5 year period and so it is too early to tell what impact this project will have on the council's workforce planning. • Councillors have expressed concern about the slow progress being made in completing the programme of modernisation reviews approved as part of the implementation of single status and the consequential impact that this may have on staff. • Although the Social Work Service has a comprehensive development and training plan in place, more evidence is required of how this feeds through to improved service delivery. 	

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Use of resources – Procurement	No significant scrutiny risks	<p>The council has a central procurement function, operated in partnership with Aberdeen City Council, and has a procurement policy and procurement strategy in place. Savings have been generated through the re-tendering of a number of existing council contracts but, over the last 3 years, the council has only achieved £1.7 million of the £14 million potential savings from improved procurement practices over a five year period.</p> <ul style="list-style-type: none"> • The council operates a Central Procurement Unit in partnership with Aberdeen City Council. This shared service is one of three regional centres of excellence for procurement in Scotland. The unit's achievements have recently been recognised at the Government Opportunities (GO) Excellence in Public Procurement Awards event where it was placed highly commended (runner-up) in the Team Excellence Award. • A procurement policy, and procurement strategy are in place and savings have been generated through the re-tendering of a number of existing council contracts. The unit has also worked with Services to improve procurement practices • Difficulties in recruiting suitably qualified staff have, however, continued to impact on the unit's ability to deliver the anticipated levels of savings. In the last three years, the council has realised only £1.7 million of the £14 million potential net savings external consultants identified could be made through improved procurement practices over a five year period. Although additional staff have now been recruited, only £2 million of procurement savings have been built into the 2009/10 budget. Whilst the budgeted savings should be achieved, there is a risk that the council will not achieve the level of savings anticipated in the consultants' report within the initial five year period. 	<p>Audit Scotland – continue to monitor achievement of procurement savings as part of the annual audit - Year 1, 2, 3.</p>

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Use of resources – ICT	No significant scrutiny risks	<p>The council has a well staffed IT department and have integrated Education (curriculum) provision within the corporate ICT structure. A disaster recovery site has also been established in Stonehaven to enable service delivery to continue in the event of disruption of services at the main data centre in Woodhill House.</p> <ul style="list-style-type: none"> The council has satisfactory arrangements in place for data handling and security. Services have responsibility for local aspects of data handling, and up to date policies, guidance and system documentation are in place, supported by appropriate technological and physical security measures There has been significant investment in technology and staff to support the development of the GLOW network across all schools. 	Audit Scotland – continue to monitor use of ICT assets as part of the annual audit - Year 1, 2, 3.
Equalities	No significant scrutiny risks	<p>The council has equality schemes in place and has invested in initiatives to support the equalities agenda. The council has a strong commitment to gender equality with the highest percentage of female employees (56.3%) in the top five percent of earners in 2008/09.</p> <ul style="list-style-type: none"> Equality and diversity is highlighted positively in most HMIE inspection reports. The council have developed a Multi Equality Impact Assessment toolkit to review existing and proposed council policies and assess if there is likely to be an impact on different equality groups 	No specific scrutiny activity.
Sustainability (links to Community wellbeing, Jobs and the economy and sustainable environment)	No significant scrutiny risks	<p>As reported in the outcomes assessment, the council is committed to sustainable development and has made good progress in addressing issues of environmental sustainability. Approaches are less developed in relation to social and economic sustainability but are being developed.</p> <ul style="list-style-type: none"> The council has approved a Climate Change Action Plan aimed at reducing its carbon emissions. Progress against the action plan is regularly reported to the council's Sustainability Sub Committee and an annual report is presented to the Policy and Resources Committee. The latest report showed mixed performance, and concluded that achieving the planned reductions will be challenging. 	No specific scrutiny activity.
Sustainability (cont)		<ul style="list-style-type: none"> In 2009, all schools were registered for Eco school awards. 111 schools achieved a bronze award, 83 a silver award and 36 a green flag award. 	

Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> • The council achieved its 2008/09 SOA target to increase the amount of land maintained in accordance with biodiversity objectives by 10% per annum. • 84.6% of the working age population in Aberdeenshire are economically active, higher than the Scottish average of 79.6%. • Employment of people with learning disabilities is above the Scottish average • Post school destinations show an increase in the number of young people moving on to higher and further education, and a decrease in the number of young people moving directly into employment. Other statistics including the numbers of those unemployed and those seeking training / not seeking training remain unchanged. 	

Appendix 3 – Assurance and Improvement Plan

The AIP is a three year rolling programme.

2010-11 (Year 1)												
Scrutiny activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SWIA – Level 2 Scrutiny Response, in response to the risks identified in the initial scrutiny level assessment, recently completed.												
Care Commission – Inspection of adoption and fostering service												
SWIA – Inspection of prison-based Social Work Services												
HMICS/AS joint Best Value audit of Grampian Joint Police Board												

2011-12 (Year 2)	
Issues for scrutiny /improvement	Scrutiny bodies /council potential involvement
Monitor the outcomes from the post inspection improvement plan for Homelessness	SHR
Initial Scrutiny Level Assessment (ISLA)	SWIA

2012-13 (Year 3)	
Issues for scrutiny /improvement	Scrutiny bodies /council potential involvement
Initial Scrutiny Level Assessment (ISLA)	SWIA