



How Good is our Council? 2013

Foreword and Introduction

Welcome to our 2013 summary self-evaluation report.

Aberdeenshire Council is committed to becoming the best council, delivering high performing, quality services that meet the needs of service users and communities. As a result we are driven by an approach of continuous improvement to transform service delivery. I am therefore very pleased to introduce you to a summary of the 2013 council self-evaluation using 'How Good Is Our Council?'

'How Good Is Our Council?' has been adopted as the council's approach to self-assessment and evaluation and promoting performance improvement. It provides us with a framework with which the council is able to evidence outcomes and impact, identifying strengths and opportunities for development which in turn enables learning and improvement to take place. A comprehensive and rigorous approach to self-evaluation can significantly reduce workload and pressure during any external scrutiny process but more importantly it can lead to well designed, focussed improvement activity managed through the service planning process. 'How Good Is Our Council?' supports our improvement journey and ensures we are self-aware and ready for audits and inspection.

Our self-evaluation focuses on six high level questions:

1. *What key outcomes have we achieved?*
2. *How well do we meet the needs of our stakeholders?*
3. *How good is our delivery of key processes?*
4. *How good is our management?*
5. *How good is our leadership?*
6. *What is our capacity to improve?*

Each question is supported by a range of quality indicators which enable specific areas of the council to be evaluated by considering a range of evidence such as performance information, plans, policies, strategies and guidance as well as the views of service users, employees and communities. Based on the evidence, a judgement is made on the performance of the council using the scale:

Excellent (6)	Outstanding, sector leading
Very good (5)	Major strengths
Good (4)	Important strengths with areas for improvement
Satisfactory (3)	Strengths just outweigh weaknesses
Weak (2)	Important weaknesses
Unsatisfactory (1)	Major weaknesses

Colin Mackenzie, Chief Executive

Context

The council covers the fourth largest geographic area and has the sixth largest population in Scotland. The population has seen significant growth over recent years and is predicted to increase by 22% by 2033 to 295,350. The biggest increases will be for those aged over 75 and by 2023; the population aged 75 or older will have increased by 75% to 30,165.

Aberdeenshire has low levels of deprivation, representing 0.4% of the top 20 most deprived areas in Scotland. It also has the second lowest crime rate and the lowest percentage of children receiving free school meals in Scotland.

Over 90% of school leavers in Aberdeenshire move into positive destinations (further education, employment or training) with attainment for pupils in S4, S5 and S6 consistently above the Scottish average.

We have one of the lowest staffing rates per population in Scotland with approximately 36.7 full time equivalent staff per 1,000 of Aberdeenshire residents.

The revenue budget is used to pay for the daily running of services including staffing costs. The total revenue budget for 2012-13 was approved as £512million. The budget was developed to target resources towards our priorities:

Community Wellbeing	31%
Lifelong Learning	46%
Jobs and the Economy	6%
Sustainable Environment	5%
Partnerships and Improvement	12%

60% of the budget is met from the Revenue Support Grant (from Central Government), 18% of the budget is funded through Business Rates and the remainder from Council Tax.

The capital budget covers spending on fixed assets such as roads, bridges, and street lighting, new builds such as schools, swimming pools and care homes, as well as burial grounds, landfill and waste recycling centres, harbours, council buildings and vehicles. It also covers essential repairs that might increase the market value of the asset or lengthen its useful life. The budget supports the Capital Plan which is a rolling programme of work reflecting our priorities, area needs and capital funding available to spend on fixed assets. From now until 2027, over £110million of projects will be delivered.

Executive Summary

This section of the report provides a summary of Aberdeenshire Council's key strengths and priority areas for improvement.

As a result of this self-evaluation, we know that:

- Generally service users, residents and communities are satisfied with services provided by the council. A range of engagement takes place to involve residents and communities in the development of services but further work is required to ensure feedback is given to communities.
- We have a range of policies and strategies that direct our work and reflect the priorities of the council and Community Planning Partnership.
- The council has appropriate financial procedures and processes in place. Policy led budgeting on a five year cycle is enabling the council and services to plan ahead with more certainty. The council's overall spend is regularly within less than 0.5% of budgeted spend.
- Leadership of innovation, change and improvement is strong with consistent messages coming from senior managers. The majority of staff are positive that they can contribute to making improvements within their area of work.
- Trends over time suggest the council is making steady improvement. More than half of all statutory and local indicators reported to Audit Scotland for 2013/13 demonstrate improvement compared to previous years.

These areas are supported by external scrutiny by the Local Area Network, external auditors and Audit Scotland.

Our self-evaluation has also identified areas for improvement. Some of these are identified below. These areas for improvement will be progressed and monitored through Aberdeenshire Performs. An update on progress with the areas of improvement identified during the first self-evaluation in 2012 is available at Appendix 1.

Improvement Actions 2013/14

- Explore methods that can be used to provide meaningful feedback to stakeholders, beyond formal reports to committee. We need to make it clear that we are listening to our customers and communicate to them what our areas for improvement are and why we are dedicating resources to them.
- A council-wide clear and simple policy framework needs to be developed to standardise processes and scheduling for policy reviews. The framework should also address issues like who has responsibility for reviewing responsibilities and establish standards to ensure policies are properly understood and consistently applied. Clarity should also be provided of the difference between policies and procedures. Any framework should reflect national, partnership, corporate, service and area priorities as far as possible.
- All services must undertake Equality Impact Assessments as per guidance and ensure the results are made available publicly. Monitoring of EIAs and associated action plans should be undertaken by the Corporate Equalities Group or delegated to service groups.
- Improve financial information contained within service and business plans to enable clearer links between budgets and the priority outcomes identified by the service.
- Improve access to e-forms and i-Procurement to further support officers manage their financial responsibilities appropriately and reduce errors.
- Development of a council wide preferred programme management approach for change projects to minimise impact on teams of large scale transformation projects.

1/ What Key Outcomes Have We Achieved?

This question focuses on the overall performance of the council in relation to its aims and objectives, and the extent to which it achieves continuous improvement in performance. This helps the council to evaluate its success in delivering measurable outcomes as specified in legislation, the Single Outcome Agreement and Council Plan.

Overall the performance of the council in relation to our aims and objectives, the extent to which we achieve continuous improvement and our adherence to and delivery of statutory duties is **GOOD**.

How do we know?

Trends over time suggest the council is making steady improvement. More than half of all statutory and local indicators reported to Audit Scotland for 2012/13 demonstrate improvement compared to previous years.

Number of performance indicators where:

- performance has improved compared to 2011/12 55
- performance has remained steady 5
- performance has declined compared to 2011/12 38

Comparative data with other councils is only available up to 2011/12 however in relation to indicators that form part of the Local Government Benchmarking Framework, the council is in the top quartile for just over a quarter of indicators and in the middle quartiles for half of all indicators. Performance is similar for the Audit Scotland statutory indicators with a quarter of measures in the top quartile and just under half of all measures in the middle quartiles.

Resident satisfaction with the council in relation to service provision, value for money, efficiency and reputation has been steady over the 12 months to March 2013 based on the Reputation Tracker. More than half of the 150 residents sampled each month respond positively to statements on the key areas

The Citizen's Panel indicates increased satisfaction with the council as a provider of local services. However the council does have the lowest satisfaction ratings of the main public sector organisations within Aberdeenshire (Police Scotland, Scottish Fire and Rescue Service, NHS Grampian).

External scrutiny indicates that council services are generally performing well and demonstrating improvement.

“Overall, council services continue to perform well. In education, attainment levels remain relatively high - although the gap between Aberdeenshire and other councils is narrowing. Social care services directly provided by the council are performing well, with more than 90 per cent achieving ‘good’ or ‘very good’ grades across the four themes: care and support, staffing, management and leadership and environment. There is evidence of good performance in housing management and finance.”

(Assurance & Improvement Plan 2013-2016)

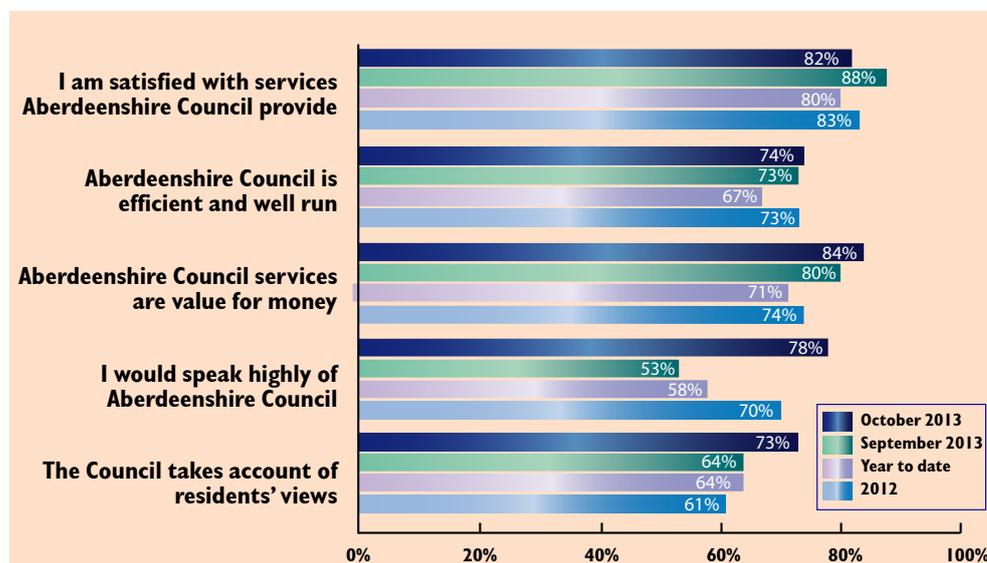
2/ How Well Do We Meet The Needs of Our Stakeholders?

This question considers the impact of the services provided by the council on important groups of stakeholders, including council staff. It considers issues such as processes for communicating with, and involving stakeholders, and impact on the local economy.

Overall we are making **GOOD** progress meeting the needs of our stakeholders

Service Users and Residents:

Evidence demonstrates service users and residents are largely satisfied with the quality of services provided, although levels of satisfaction do vary. Satisfaction levels are generally supported by external scrutiny findings (e.g. Care Inspectorate, Education Scotland).



A range of engagement takes place to involve residents and communities in the development of services but further work is required to ensure feedback is given to communities. In 2012/13 there were over 140 engagement events and consultations with local communities organised across the council covering a range of topics such as the future of the school estate, licensing boards, community regeneration, service commissioning frameworks and planning as well as more general engagement about the priorities for the council and how the budget should be spent.

"88% of queries to the contact centre were resolved at first contact"

(Corporate services 2013-2016 Service Plan)

Our Staff:

Our staff generally feel that they are supporting the aims of the council and communities through their role and that they work effectively both inter- and cross service with examples including workspace, improvement events and integrated children and adults' service delivery. Our Area Management Teams reflect a cross service approach to considering council wide issues and the impact at local area level. (last evaluated 2012)

The Wider Community:

We have a role in supporting social and economic development and the economic indicators that are available for Aberdeenshire show that the area is performing better than most areas in Scotland. In particular, our Economic Development Service has a key role in supporting the local economy e.g. through the Support to Aberdeenshire Business Scheme (SAB), through the provision of advice and information to businesses and through the support to communities provided by Community Economic Development. The Regeneration Fund and the LEADER programme helps to revitalise rural communities and stimulate the rural economy. Area Initiative Budgets, distributed via Area Committees also provide support to local communities and there is evidence to show the value of additional funds levered by communities where they have been successful in gaining even small sums of money through LEADER and the Area Initiative Budgets.

We continue to be committed to addressing the barriers to social inclusion and to achieving social justice for our communities. We have taken actions to improve social housing, encourage the development of more affordable housing, and tackle issues such as homelessness and fuel poverty. There are a range of projects on-going to improve health and community care as well as a range of economic and environmental regeneration projects particularly in Fraserburgh, Banff and Macduff. (last evaluated 2012)

3/ How Good Is Our Delivery of Key Processes?

This question focuses on the delivery of services by the council and evaluates the quality and effectiveness of processes for delivering and improving services. These include the processes for developing, managing and improving partnerships with service users and other stakeholders. It also covers inclusion, equality and fairness.

The quality of processes for delivering services is generally **GOOD**. We have in place processes for ensuring equality and improvements to services are driven by internal and external scrutiny.

How do we know?

The evaluation focused specifically on two areas – ‘Ensuring inclusion, equality and fairness’ and ‘Improving the quality of services to stakeholders’.

The equalities agenda is being driven forward across the council as a whole and there is evidence of good, strong work coming through services supported by the Corporate Equalities Group and equalities officers within Corporate Services. This is supported by the findings of the focused Best Value scrutiny work undertaken by Audit Scotland in November 2012.

“Aberdeenshire Council has the structures and processes to deliver the equalities duties but needs more engagement from elected members and staff at all levels. It has robust plans in place to identify the main equality issues for the council and its communities and to raise awareness of elected members and staff on equalities issues.”

(Targeted Best Value Audit work 2012/13, Audit Scotland)

A culture of inclusion is being developed across services and work is ongoing to ensure accessibility. It is recognised that there is more work to be done to ensure inclusion however examples of approaches include community transport initiatives; relations with Gypsy Travelers and the development of a new permanent site is a key project in the Capital Plan. There is recognition that different communities may have different customs regarding burial and a burial ground strategy has been developed. In particular, ‘Be Part of the Picture’ and the council’s focus on Place as a key principle underpinning the outcomes and priorities in the Council Plan 2013-2017 will in future support communities to celebrate and support culture and cultural diversity throughout the area.

External scrutiny confirmed that the council has a good awareness of where it needs to improve and supports a culture of continuous improvement amongst staff. It also found that the council's own self-assessment and evaluation was a fair evaluation of its strengths and showed good awareness of the areas for improvement. The council's approach to self-assessment and evaluation forms part of the council's performance improvement framework 'Aberdeenshire Performs'. Through Aberdeenshire Performs, the council has a clear cycle for planning and improvement and ensuring that improvement is linked to the priorities identified through planning with the importance of reporting and monitoring supporting improvement. All services regularly report performance on to area and policy committees including monitoring of service plans and performance in relation to other key plan and strategies (e.g. education attainment). The quarterly service plan monitoring reports are published on the council's website. However although feedback and stakeholder views (are incorporated through the performance improvement framework, it is not consistently evident that improvements made as a result of feedback are fed back to stakeholders.

The council is exploring 'channel shift', opening up key council transactions through the web and contact centre as well as ensuring continued in person access through Service Points. Over a three year period the Improving the Customer Experience (iCE) programme will support high volume transactions become accessible at a time and through a medium convenient to the service user.

4/ How Good Is Our Management?

This key question focuses on the management activities necessary to ensure effective service delivery and deliver best value. These activities include processes for developing and updating policies, for involving stakeholders, for operational planning, for managing staff, finance and resources and for developing productive partnerships. Strengths and weaknesses in these areas will affect the quality of services delivered, impact on stakeholders and our performance in achieving key outcomes.

Overall our management is **GOOD**. Our management activities ensure effective service delivery and deliver best value. These activities include processes for developing and updating policies, for involving stakeholders, for operational planning, for managing staff, finance and resources and for developing productive partnerships.

The evaluation focused on the council's approach to policy review and development, planning, developing staff and financial management.

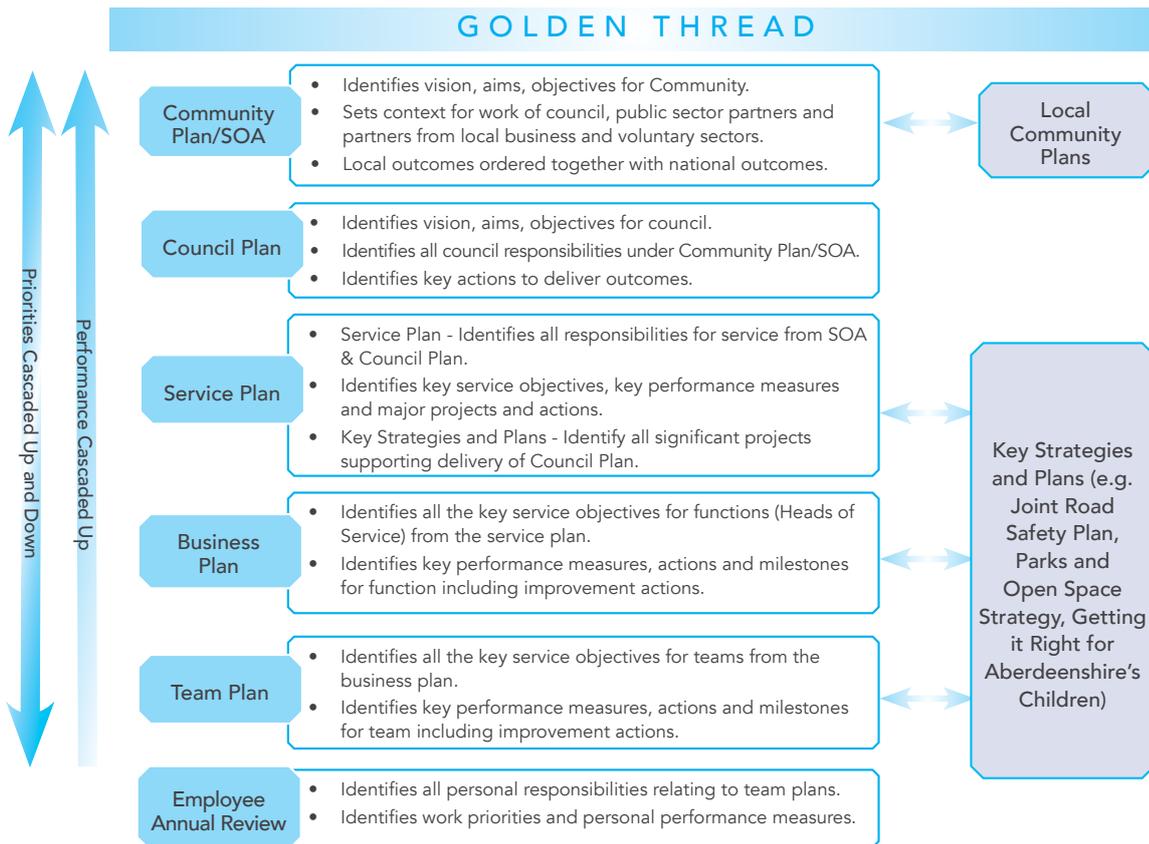
How do we know?

Our approach to strategic planning has demonstrated improvement over the last two years. There is a strategic planning framework in place supporting services to develop service, business (head of service) and team plans although business and team plans have not been fully embedded. The range of council policies and strategies reflect the Community Planning Partnership priorities and the council's priority outcomes and a significant proportion of staff believe that the policies and guidance developed by the services helps them do their job effectively. Performance improvement is linked to the planning cycle and the most recent Assurance & Improvement Plan Update identifies that 'Planning & Resource Alignment' remains as 'no scrutiny required'. However we acknowledge that linkages between local community plans and other plans are less explicit and there is not yet a council wide policy framework covering all areas of activities.

"Aberdeenshire Performs' framework enables the council to have a direct link through team plans, to business plans to service plans and performance reporting."

(Targeted Best Value Audit work 2012/13, Audit Scotland)

There continues to be low levels of employee absence across the council and turnover is also at low. Our professional staff have access to CPD and individual services have mechanisms in place to support staff with their professional development and continuing registration requirements. We have a range of



policies and mechanisms in place to support the welfare of staff both in and outwith work. Development and training opportunities for staff is generally good across the council. Employee review schemes are in place to support staff and the majority of staff appear to have the opportunity to take part in the appropriate scheme. A small majority believe that it helps them plan future work and priorities and that they have access to learning and development opportunities that help them be better at their jobs. There is a learning & development strategy for the council and a recently reviewed learning & development policy with associated procedures and resources.

The council has appropriate financial procedures and processes in place and policy led budgeting on a five year cycle is enabling the council and services to plan ahead with more certainty. The council's overall spend is regularly within 0.5% of the budgeted spend. External scrutiny confirms improved governance arrangements in place following some issues with projected and final revenue budget expenditure figures and the external auditors annual report (11/12) was positive with just five recommendations (out of 31 areas considered) categorised as requiring 'significant improvement'. In addition the council has been proactive in preparing financial plans and identifying savings to manage the financial risks it faces in the current financial climate. However service plans contain limited financial information and there is not a specific link with plans between budgets and the priority outcomes identified by the service.

Each year the council's procurement approach is assessed by the Scottish Government. In 2012, the council's score against the assessment was 62%. This is the council's highest score in the four years and third highest of all the councils in Scotland. In the last year, the Procurement Team has undertaken engagement with a range of local businesses to support them competitively bid for council contracts.

5/ How Good Is Our Leadership?

This question considers the strategic leadership and direction of the council in delivering services. It considers the corporate purpose and the expression and delivery of the vision and council priorities through strategic planning with partner agencies and the community. It considers the quality of leadership at the strategic level and examines the involvement of elected members in leading the Council.

The quality of strategic leadership and the overall direction of services are **GOOD**.

The council is developing a strong senior management team that is improving strategic leadership (Targeted Best Value Audit work 2012/13, Audit Scotland)

The council's strategic management team (SMT) provides good leadership for the council. Senior managers have an inclusive and visible management style and promote good communication in the workplace. We have an approach to quality improvement that uses active leadership and personal involvement in improvement strategies and activities to help build and support a culture of improvement throughout the organisation. Our staff are increasingly positive about the leadership of the council with the majority agreeing that the person they reported to demonstrated effective leadership in areas such as setting direction, bringing people with them, encouraging improvement and leading by example. Almost half of staff agree that senior managers engage effectively.

There are a range of mechanisms in place to enable staff to 'do things differently' including access to senior managers through Challenge Management, 'back to the floor', Colin's Blog and tools such as KDI and rapid improvement events. The majority of staff believe they can contribute to making improvements within their area of work'

The council has a performance improvement framework in place which uses Plan, Do, Check, Act to try and ensure the council can identify what is important through a strategic planning framework and aligning performance management and improvement activity to the priority outcomes identified by the council. The framework identifies the 'voice of the customer' as an important aspect of identifying and delivering improvement and this is achieved through stakeholder feedback such as complaints and Reputation Tracker. On average 60% of residents believe the council does take account of their views.

The impact of improvement activity is not always evidenced although there is often anecdotal information. Development of a benefits realisation tool has been underway for several months and is now being progressed by a team of project managers from a range of projects that have been identified as 'Change Agents' for the council. The Change Agents meet regularly to ensure consistency and cross project benefits can be identified and realised.

6/ What Is Our Capacity to Improve?

To answer this question, a forward looking judgment is made based on the evidence and evaluation of preceding five questions. When answering this question, the council must review past practice in leadership, planning and improvement whilst taking account of contextual issues such as changes in structure, retirement/resignation of senior staff and financial challenges. Consideration is also given to the council's ability to respond rapidly to change, and to be creative and innovative in the pursuit of excellence.

Good progress is being made towards achieving positive outcomes for service users, residents and communities.

Stakeholders are consulted and involved with the design and improvement to services but work is required to ensure consultation and feedback is undertaken consistently and the feedback loop is closed.

The priorities of the council and services reflect national and locally agreed outcomes and are supported by robust policies and strategies to direct service delivery. However further work is required to enable clearer links between budgets and the priority outcomes identified by council.

Leadership and management are effective and a culture of improvement continues to develop however service planning, performance management and improvement activity should be underpinned by the performance improvement framework.

Overall the council has demonstrated a capacity and capability to continue to improve and is confident it will continue to improve.

Appendix 1

A number of areas for improvement were identified as a result of our first self-assessment and evaluation in 2012. An update on the progress of these is provided below.

We said we would:	We have:
<p>Develop a performance and improvement framework supporting effective planning and management of services and resources that enables progress towards local and national outcomes to be identified.</p>	<p>A revised Performance Improvement Framework (Aberdeenshire Performs) based on the original performance management framework agreed by Policy & Resources Committee, June 2009. The refreshed framework builds on and expands the agreed 'Plan, Do, Check, Act' approach. Revised framework published on Arcadia October 2012 (Arcadia/Our Council/ Aberdeenshire Performs). The framework includes strategic context, performance improvement definition, governance, timeframes as well as expanding each part of the cycle e.g.:</p> <ul style="list-style-type: none"> • Plan - Strategic Planning Framework 'golden thread', financial planning, equalities • Do - performance measures and actions identified in Service plans, • Check - performance reporting via Covalent to committees, Management teams, Exception reporting, performance seminars, Reputation Tracker, Employee Surveys • Act - HGIOC/S scrutiny which identify achievements and areas for improvement.

We said we would:	We have:
<p>Build on existing good practice to develop robust ways of gathering customer feedback that can be used to inform service development and improvement. We will identify more innovative ways of communicating what we have done as a result of feedback and consultation.</p>	<p>The council is continuing to use the Citizen's Panel as a mechanism to seek feedback. The most recent survey (Viewpoint #32) included a general satisfaction question about the delivery of services by the council (asked every year to enable comparisons) but also include a range of questions designed to support the development of the ICE (Improving the Customer Experience) and enable tracking of customer feedback in relation to satisfaction with the approach to channel shift.</p> <p>The recently launched Local Government Benchmarking Framework (LGBF) includes several customer satisfaction measures to provide context to the efficiency and output measures. It is acknowledged that the use of the Scottish Household Survey is not the preferred approach to gather satisfaction data due to the low numbers of respondents in each council area however there are no other cross council satisfaction surveys in place. The Improvement Service, in partnership with councils, will investigate alternative approaches as part of the LGBF development plan agreed by SOLACE. It is expected that this will build on the Customer Satisfaction Measurement Tool. The work will begin in October 2013.</p> <p>Services are continuing to seek regular feedback through a range of mechanisms including annual surveys of service users, workshops and 'callbacks' from the Contact Centre.</p> <p>The due date for this area for improvement has been extended to enable the LGBF work to be incorporated.</p>

We said we would:	We have:
<p>Continue to identify opportunities for supporting creativity within communities and supporting community capacity building and enabling co-production.</p>	<p>Supporting communities become resilient and ensuring they have their say in what happens within their communities continues to be a key role for Area Managers and Area Committees. Programmes such as Community Asset Transfer and the Area Initiatives Budget as well as ward forums, community councils and community engagement events are example of approaches being taken. The development of Place and supporting projects such as 'Be Part of the Picture' will also support the culture. The Community Engagement Strategy has been refreshed and approved at P&R in September 2012 and further work is now being undertaken by Area Managers to set the direction of community engagement and involvement.</p> <p>Local Community Plans for each area, in the process of being approved, have been developed using strategic assessments and input from communities groups and representatives.</p>
<p>Develop a customer services strategy identifying the preferred way of working with residents in the future that supports accessibility and affordability</p>	<p>Business case and strategy approved at Policy & Resources Committee 10 January 2013. Project manager appointed with remit to progress 28 processes through channel shift by March 2016. The processes will focus on key council transactions and ensuring these are available through the web and contact centre as well as ensuring continued in- person access through Service Points. Over a three year period the Improving the Customer Experience (iCE) programme will support high volume transactions become accessible at a time and through a medium convenient to the service user.</p>

We said we would:	We have:
<p>Gather and map equalities information and data and use this, with our partners, to support the setting of our local outcomes and priorities.</p>	<p>Following the completion of the equalities scoping and mapping exercise, six equality outcomes have been identified by the council. The outcomes are aligned to a key principle within the Council Plan 2013-2017 designed to ensure that we recognise and action the outcomes as part of everything we do. Aberdeenshire Council approved the equalities outcomes and mainstreaming report in April 2013. At the same meeting, the 2013-2023 Single Outcome Agreement was also agreed. The SOA will facilitate the council deliver the equalities outcomes by ensuring a coordinated approach to:</p> <ul style="list-style-type: none"> • Facilitating increased understanding of staff of the challenges facing people from different groups within Aberdeenshire communities; • Ensuring all members of our communities have access to services and the confidence and knowledge to do so; • Diversity in communities is respected by all sectors of the community; • Inclusive workplaces where staff are respected, valued, and have equal opportunity; • Engagement of people from protected groups, ensuring a voice for all. <p>The Council Plan 2013-2017, Single Outcome Agreement 2013-2023 and the Equalities Mainstreaming Report were all equality impact assessed (EIA) and the EIAs are available on the council's website at http://www.aberdeenshire.gov.uk/equalities/impactassessment.asp</p>
<p>Support our staff to understand Best Value and their responsibilities to help the council achieve it.</p>	<p>There has been limited progress on the area for improvement however it will be progressed as part of the review of Aberdeenshire Performs and the specific work in relation to preparing guidance for officers on possible approaches to benchmarking.</p> <p>The due date has been revised to December 2013 to allow the action to be completed however it is acknowledged that it is overdue.</p>

We said we would:	We have:
<p>Regularly ask our staff what they think about the council as an employer and our senior managers as leaders.</p>	<p>The council has revised its approach to employee surveys in 2012 and introduced two shorter surveys that would be undertaken more frequently than the previous Employee Survey. The first Leadership, Management and Communication survey took place in September 2012. Actions arising from the survey are being progressed by services and monitored through Service Improvement Boards and the Improvement Programme Board. A follow up survey is planned.</p>

Key Evidence Portal

The Key Evidence Portal helps you to find a range of background information which supports the results of our self-assessment and evaluation process. The hyperlinks below take you straight to the document or the relevant webpage.

Performance Information:

- [Public Performance Reports](#)
- [Statutory and Local Indicators](#)
- [Service Plan Performance Monitoring](#)
- [Reputation Tracker](#)
- [Citizens' Panel](#)

External Scrutiny:

- [Audit Scotland Assurance and Improvement Plan](#)
- [Annual Audit Report](#)
- [Targeted Best Value audit work 2012/13](#)
- [Education Scotland](#)
- [Scottish Housing Regulator](#)
- [Care Inspectorate](#)

Key Plans and Strategies:

- [Community Plan 2011-2015](#)
- [Single Outcome Agreement](#)
- [Council Plan 2013-2017](#)
- [Service Plans](#)
- [Corporate Asset Management Plan](#)
- [Local Community Plans](#)
- [workSPACE](#)
- [Transport Strategies](#)
- [Housing and Social Work](#)
- [Economic Development](#)
- [Education, Learning & Leisure](#)
- [Revenue and Capital Budgets](#)
- [Risk Management](#)

Other:

- [Equalities](#)
- [Consultation](#)
- [Committee Reports](#)

