Aberdeenshire
C O U N C I L **A** **Business Services**

REPORT TO BUSINESS SERVICES COMMITTEE – 14 NOVEMBER 2019

BUSINESS SERVICES MID-YEAR PERFORMANCE MONITORING REPORT - APRIL 2019 – SEPTEMBER 2019 (COUNCIL PLAN PRIORITIES 2017-2022)

1   Reason for Report / Summary

1.1   To provide the Business Services Committee with an update on progress in relation to actions and outcome indictators supporting the Council Plan Priorities 2017-2022.

2   Recommendations

        The Committee is recommended to:

        2.1   Acknowledge and consider progress made during 2019/20 towards achieving the Council Plan Priorities 2017-2022 referred to in Appendices 1-3;

        2.2   Instruct the Director of Business Services to continue to present performance reports to the Committee on a six-monthly basis, evidencing progress and performance with delivery of the Council Plan 2017-2022; and

        2.3   Agree the revised Measures of Success detailed in Appendix 2 and referred to in section 4.4 below.

3   Purpose and Decision-Making Route

3.1   The Council Plan 2017-2022 was approved at the Full Council meeting of 23 November, 2017, providing strategic direction through the confirmation of the associated eleven priorities to provide a focus for the delivery of council services and how the Council would engage and work with partners, communities, businesses and the third sector in future years.

3.2   As agreed at the Business Services Committee meeting of 19 April, 2018, and the subsequent workshop on 5 September, 2018, it was agreed that the Service would lead on and scrutinize the delivery plans for the following Council priorities and associated outcomes:

        Deliver responsible, long-term financial planning   Have the right people, in the right place, doing the right thing, at the right time

3.3   The purpose of this report and accompanying appendices is to provide an update to the Committee on progress with key actions and outcome indicators identified, which help demonstrate how we are working towards the priorities, and consider

how the Service is progressing, evidenced through a reflection of the performance achieved during the reporting period 2019/20 (April, 2019 to September, 2019).

3.4   The performance information detailed in the attached appendices is provided in order that this Committee can acknowledge progress.

3.5   Performance information in relation to Business Services actions and outcome indicators also will be presented to area committees.

4   Discussion

4.1   A summary of progress made during April – September, 2019, in relation to Actions and Outcome Indicators, is attached as Appendix 1. Full details of progress made for all Actions and Outcome Indicators for Priorities 9 and 10 is attached as Appendices 2 and 3.

4.2   Business Services also contributes to outcomes linked to other delivery plans for Council priorities which will be scrutinised by other policy committees. Collectively, all the outcomes and Outcome Indicators which are the responsibility of a specific Service create a virtual plan for that Service and provide direction to teams for the allocation of resources and work plans.

4.3   This and future performance monitoring reports are provided to assure and enable the Committee to monitor progress of delivery of the council priorities the Service is responsible for, providing a balanced overview allowing elected members to form a judgement on performance and support improvement, as required in line with the scrutiny remit of the Committee.

4.4   Following 2018/19 reporting, the Measures of Success have been reviewed to ensure the most meaningful measures are presented to the Committee for consideration. The revised Measures of Success are detailed in Appendix 2 and will continue to be reported for the remainder of the Council Plan (2017-2022).

5   Council Priorities, Implications and Risk

5.1   This report helps deliver Council Priority 9 (Deliver responsible, long-term financial planning) and Council Priority 10 (Having the right people, in the right place, doing the right thing, at the right time).

5.2   The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed.

Subject	Yes	No	N/A
Financial		X	
Staffing		X	
Equalities			X
Fairer Scotland Duty			X

Town Centre First			X
Sustainability			X
Children and Young People's Rights and Wellbeing			X

5.3   An equality impact assessment is not required because this report is to inform the Committee on performance and does not have any differential impact on any of the protected characteristics.

5.4   The following Risks have been identified as relevant to this matter on a Corporate & Strategic Level:

Aberdeenshire Corporate Risks:
- ACORP001 – Budget Pressures
- ACORP002 – Changes in government policy, legislation and regulation
- ACORP003 – Workforce (attracting and retaining the right skills, performance, reward package)
- ACORP004 – Business & organisation transformation
- ACORP005 – Working with other organisations (e.g. supply chains, outsourcing and partnership working)
- ACORP006 – Reputation Management (including social media)

Business Services' Directorate Risks:
- BSSR001 – Balancing the Books
- BSSR002 – Estate Rationalisation
- BSSR003 – Future Governance
- BSSR004 – Community Engagement
- BSSR005 – A Workforce Fit for the Future
- BSSR006 – Digital Innovation

6   Scheme of Governance

6.1   The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

6.2   The Committee is able to consider and take a decision on this item in terms of Section C.1.1 of the List of Committee Powers in Part 2A of the Scheme of Governance, as it relates to the Committee's powers to decide on all policy issues and resource matters (within agreed budgets) relating to those functions delegated to the Business Services Committee.

Ritchie Johnson
Director of Business Services

Report prepared by Jenn Askildsen, Support Services Team Leader
Date 29 October, 2019

List of Appendices
Appendix 1 – Summary of progress for Priorities 9 and 10.
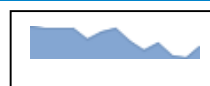Appendix 2 – Business Services Performance Monitoring Report – April, 2019-September, 2019 (Council Plan Priorities 2017-22) – Measures of Success Report.
Appendix 3 – Business Services Performance Monitoring Report – April, 2019-September, 2019 (Council Plan Priorities 2017-2022) - Actions Report.

Deliver responsible, long-term financial planning

Our Outcomes

- We live within our means and use public money to maximise outcomes for our communities
- Our assets, property and land are managed to the best financial effect, supporting delivery of our priorities and service ambitions in the medium to long term

81% of people believe Aberdeenshire Council is efficient and well run	80.8% of people believe that the council delivers value for money	Agency & Consultancy Spend (Whole Council)	93.8% of planned expenditure on Capital Plan achieved
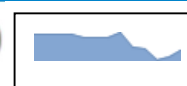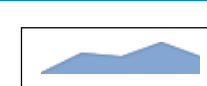
Finance are responsible for the proper administration of the Council's funds and quarter 1 (April-June 2019) financial performance was reported to Full Council on 26 September 2019.

In order to support the development of robust **Contracts Registers**, E-module Procurement Training modules will be launched in November 2019 and will be compulsory for anyone involved in procurement.

The **Expenditure Approval Process Project** Team and Board are continuing to make progress with the development of the concept of the Budget Wheel. Analysis of an improved reporting cycle and decision making on expenditure has been done and next steps include consultation with elected members.

The latest round of **budget engagement** has just closed and the results will be communicated to Full Council in November 2019.

The **Capital Plan** continues to be monitored and reported to Policy Committees and Full Council. There is an element of work to conclude the review of the prioritisation process and the rolling programmes. This work is being progressed with the Capital Plan Group and will be reported back to Committee before the end of financial year 2019/20.

The Estates Team within Property & Facilities Management is responsible for the **disposal of surplus assets** with a primary objective of maximising financial return. The team continue to monitor options for alternative use; indeed the vast majority of surplus property assets fall into this category. Former primary schools and nursery schools are currently being targeted in this regard, with prospective purchasers often considering residential conversion, perhaps combined with personal business activities.

Completion of Phase 1 of **Master Data Management (MDM)** has been delayed due to development required to incorporate myaccount data. Delivery of full Phase 1 will be completed by mid-November 2019.

Both the **Roads Asset Management Plan** and the **Bridges Asset Management Plan** continue to be delivered through the ongoing application of asset management principles. Regular updates are provided to the Infrastructure Services Committee.

Have the right people, in the right place, doing the right thing, at the right time

95.5% - First point of contact resolution for contact centre	86% of people would speak highly of Aberdeenshire Council	14.4% overall staff turnover (Whole Council)	89% of people satisfied with services delivered
✅	✅	🛑	⚠️

Our Outcomes

- One Aberdeenshire, people working effectively with each other across public services and across communities

- Staff working close to the communities they serve, making decisions based on local need.

Work to embed the **One Aberdeenshire Principles** to everyday processes and events e.g. Leadership Forum and Team Talks is ongoing and is integral to the Employee Engagement project.

The main parts of the **Digital Skills Strategy** have been delivered in the form of skills assessment, training programmes, digital champions and digital leadership.

The **Teacher Recruitment Board** continues to meet regularly to consider recruitment data and approaches to recruitment. 130 probationer teachers started in August 2019 and a report providing a full update of teacher numbers will be provided to Education & Children's Services Committee in early 2020.

Strategic Change Prioritisation has been developed and reported to the Strategic Change Board in August and November 2019. Elected Member briefing and workshop sessions have continued which allow for awareness raising on proposed legislation or policy changes. Officers and Elected Members have access to regular policy bulletins including Equalities and Community Planning as well as the weekly Policy bulletin, providing the wider organisation with the context in which to prepare for upcoming change through horizon scanning.

Following the 2018/19 **Performance Management Reporting**, workshops and discussion have taken place with Councillor workshops and Service Lead Performance Officers with the aim of reviewing the robustness of the current reporting structure and format to best support scrutiny and governance of progress against Priorities for Policy and Area Committees. A revised reporting format has been agreed for Quarter 2 of 2019/20 reporting onward.

A broad range of activity across all project workstreams progressing to deliver the workspace/**Office Space Strategy** is ongoing. Implementation/transition groups are progressing actions for Buchan House, Stonehaven and Faithlee Centre, Fraserburgh. Design briefs for Inverurie, Woodhill House and Ellon are progressing.

The move to **Online Licensing** is progressing with stage 1 complete.

The 2018/19 **Community Asset Transfer** Annual Report was submitted in line with legislative timescales.

The structure for producing strategic assessments for each **Place Plan** has been agreed as has a new timetable for producing all 17 strategic assessments.

ABERDEENSHIRE 2022
Business Services Performance Monitoring Report – April 2019-September 2019 (Council Plan Priorities 2017-2022) – Measures of Success Report

PI Status		Long Term Trends		Short Term Trends	
🔴	Alert	⬆	Improving	⬆	Improving
⚠	Warning	➖	No Change	➖	No Change
✅	OK	⬇	Getting Worse	⬇	Getting Worse
❓	Unknown				
📈	Data Only				

Traffic Light: Red 2 Amber 3 Green 9 Unknown 2

Priority 9 – Deliver responsible, long-term financial planning

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Capital Expenditure – Forecast v Budget	£167,314,000	£165,641,000	£158,948,300	Q1 2018/19		🔴	
				Q2 2018/19			
				Q3 2018/19			
				Q4 2018/19			
				2018/19			
				Q1 2019/20	£155,776.000		
				Q2 2019/20	£147,042,000		

This continues to be monitored closely, with detailed reporting provided to Policy Committees and Full Council.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Percentage of people who believe that the council delivers value for money	75%	74.25%	71.25%	Q1 2018/19	96.4%	✅	
				Q2 2018/19	80.15%		
				Q3 2018/19	77.7%		
				Q4 2018/19	67.26%		
				2018/19	80.88%		
				Q1 2019/20	70.32%		
				Q2 2019/20	77.31%		

Above target and steady improvement in both last two quarters.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Agency & Consultancy Spend (Whole Council)	£500,000	£505,000	£525,000	Q1 2018/19	£1,345,911	🔴	
				Q2 2018/19	£1,107,182		
				Q3 2018/19	£1,838,519		
				Q4 2018/19	£1,167,362		
				2018/19	£5,458,974		
				Q1 2019/20			
				Q2 2019/20			

On Contract Agency - £184,626; Off Contract Agency - £345,971; Consultancy - £636,765 (exc. consultancy spend directly related to capital project).

Infrastructure made up over 90% of the Consultancy spend, at £590,046; this represented a large fall from the previous quarter

Q1 & Q2 data not available from service at this time. An update will be provided to Members by way of an Information Bulletin by the end of December 2019.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Percentage of people who believe that Aberdeenshire Council is efficient and well run.	75%	74%	71%	Q1 2018/19	86%		
				Q2 2018/19	78%		
				Q3 2018/19	84%		
				Q4 2018/19	74%		
				2018/19	81%		
				Q1 2019/20	73%		
				Q2 2019/20	82%		

Above target. Notable improvement from the previous two quarters.

Priority 10 – Have the right people, in the right place, doing the right thing, at the right time

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Achieve 'Satisfied' or 'Very Satisfied' for overall customer satisfaction in the Licensing and Customer survey	85%	84.15%	80.75%	Q1 2018/19	97.24%		
				Q2 2018/19	97.09%		
				Q3 2018/19	97.18%		
				Q4 2018/19	97.19%		
				2018/19	97.17%		
				Q1 2019/20	96.96%		
				Q2 2019/20			

The very satisfied/satisfied percentage of customers is 96.96%.

288 customers felt very satisfied with the quality of service received in respect of licensing and 95 customers were satisfied.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
FTE	10,200	102	510	Q1 2018/19	10,249		
				Q2 2018/19	10,196		
				Q3 2018/19	10,130.6		
				Q4 2018/19	10,181.61		
				2018/19	10,182		
				Q1 2019/20	10,163.6		
				Q2 2019/20	10,222.75		

This continues to be monitored – broadly on target.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Headcount	15,850	158.5	792.5	Q1 2018/19	15,850	⚠	
				Q2 2018/19	15,847		
				Q3 2018/19	15,882		
				Q4 2018/19	16,040		
				2018/19	16,040		
				Q1 2019/20	16,033		
				Q2 2019/20	16,095		

Main reason is increased number of teacher vacancies being filled.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Absence (Whole Council)	49,000	49,490	51,450	Q1 2018/19	47,891	✓	
				Q2 2018/19	42,624		
				Q3 2018/19	49,175		
				Q4 2018/19	52,537		
				2018/19	192,227		
				Q1 2019/20	46,901		
				Q2 2019/20			

The top 5 reasons in 2019/20 Q1 were as follows:

Stress, Mental Health - 9,988 calendar days lost

Operations - 5,420 calendar days lost

Stomach & Digestive - 5,031 calendar days lost

Cold, Flu & Infection - 4,102 calendar days lost

Musculo-Skeletal - 3,871 calendar days lost

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Overall Turnover (Whole Council)	4%	4.04%	4.2%	Q1 2018/19	2.8%		
				Q2 2018/19	5.4%		
				Q3 2018/19	3.1%		
				Q4 2018/19	3.1%		
				2018/19	14.4%		
				Q1 2019/20	2.8%		
				Q2 2019/20	4.4%		

Q2 typically has a much higher turnover rate than other quarters, principally due to the number of teachers who leave at the end of the academic year but also, to a lesser extent, non-teaching leavers.

The overall rate was as usual up significantly on Q1 at 4.4% (Q1: 2.8%). Of more relevance, however, is the fact that it is down somewhat on the comparable quarter from the previous year, 2018/19 Q2, which was 5.4%

The rates for the four main services were as follows:

Education & Children's Services: 4.8% (Q1: 2.4%)

Health & Social Care: 4.0% (Q1: 3.5%)

Infrastructure Services: 3.8% (Q1: 3.5%

Business Services: 3.7% (Q1: 2.7%)

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
First point of contact resolution for contact centre	84.0%	82.0%	80.0%	Q1 2018/19	95.7%	✅	
				Q2 2018/19	96.2%		
				Q3 2018/19	95.5%		
				Q4 2018/19	94.7%		
				2018/19	95.5%		
				Q1 2019/20	97.2%		
				Q2 2019/20	93.0%		

34535 processes completed on Cherwell as a result of answering 29,183 calls. 34,771 queries were resolved at first point of contact. The Contact Centre was understaffed by 22.2% during Q2. Service Points report on email and internet enquiries, however the Contact Centre have completed 360 in the last quarter in addition to their figures.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Percentage of people who are satisfied with the services that Aberdeenshire Council delivers	90%	89%	86%	Q1 2018/19	96%	⚠️	
				Q2 2018/19	89%		
				Q3 2018/19	93%		
				Q4 2018/19	80%		
				2018/19	90%		
				Q1 2019/20	83%		
				Q2 2019/20	89%		

Marginally below target, however short-term trend shows positive change over the last two quarters

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
First point of contact resolution for service points	72.0%	70.0%		Q1 2018/19	97.8%		
				Q2 2018/19	99.3%		
				Q3 2018/19	99.3%		
				Q4 2018/19	99.3%	?	
				2018/19	98.9%		
				Q1 2019/20	99.6%		
				Q2 2019/20	99.7%		

Good performance.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Average customer satisfaction for service provision from service points	95%	88%	86%	Q1 2018/19	100%		
				Q2 2018/19	100%		
				Q3 2018/19	100%		
				Q4 2018/19	100%	✓	
				2018/19	100%		
				Q1 2019/20	100%		
				Q2 2019/20	100%		

Good performance.

8

| Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Average customer satisfaction for service provision from contact centre	95%	88%	86%	Q1 2018/19	93.81%	✅	
				Q2 2018/19	89.77%		
				Q3 2018/19	93.2%		
				Q4 2018/19	85.71%		
				2018/19	90.71%		
				Q1 2019/20	87.14%		
				Q2 2019/20	88.89%		
Marginally below target – kept under review.							

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Percentage of people who would speak highly of Aberdeenshire Council	75%	74%	71%	Q1 2018/19	95%	✅	
				Q2 2018/19	82%		
				Q3 2018/19	89%		
				Q4 2018/19	75%		
				2018/19	86%		
				Q1 2019/20	70%		
				Q2 2019/20	76%		
Consistent return from the last two quarters. Above target.							

9

ABERDEENSHIRE 2022
Business Services Performance Monitoring Report – April 2019-September 2019 (Council Plan Priorities 2017-2022) – Actions Report
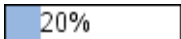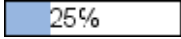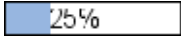
Action Status	
✖	Cancelled
🔴	Overdue; Neglected
⚠	Unassigned; Check Progress
▶	Not Started; In Progress; Assigned
✅	Completed

Priority 9 – Deliver responsible, long-term financial planning
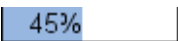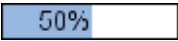
Action	Description	Status	Progress	Due Date	Latest Note
Statutory responsibility for the proper administration of the Council's funds. Supporting an environment of advice and guidance to enable the proper use of public funds by Services.	On a daily basis discharging the statutory responsibility for the proper administration of public funds through financial advice and strategic financial plans culminating in the completion of the Council's annual accounts	▶	33%	31-Mar-2022	First quarter financial performance was reported to Full Council on 26 September 2019. Second quarter monitoring to 31 August 2019 has been reported to Infrastructure Services Committee on 3 October 2019 and Education & Children's Services Committee on 10 October 2019.

Finance will continue to provide monitoring reports at required intervals and provide advice and guidance as required to enable the proper use of public funds. |
| Co-ordination of the Council's Medium-Term Financial Strategy. As part of delivery | Sets the strategic financial direction for the Council in | ▶ | 45% | 31-Mar-2022 | Ongoing. |
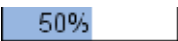
Action	Description	Status	Progress	Due Date	Latest Note
of the strategy there will be a multi-year programme leading to self-assessment and reviews by services to ensure resources are being used effectively.	consultation with Senior Officers, SLT, Policy Committees and Full Council. The Strategy is reviewed annually to ensure that resources are strategically deployed against the Council's priorities. This is evidenced through the budget setting and monitoring process and Committee reports.				
Develop and implement the Council's Treasury Management Strategy	Develops the Council's Treasury Management Strategy in consultation with key stakeholders and subject to approval by Business Services Committee to ensure that cash resources are appropriately managed to ensure the Council is able to achieve its priorities. Evidenced by the reports to Business Services Committee.	▶	50%	31-Mar-2022	The Treasury Management Strategy was approved at Business Services Committee on 18 April 2019. Progress reports/updates will be provided to Committee on a six-monthly basis.
Development of robust Contracts Registers	Increased proportion of spend that is on contract	▶	95%	31-Mar-2020	E-module Procurement Training modules are to be launched November 19 which will be compulsory for anyone involved in procurement. This will remind and encourage officers to use and update the Contract Management database within the procurement process. The Contract Register is updated and published regularly to reflect the new contracts

Action	Description	Status	Progress	Due Date	Latest Note
					entered into and opportunities from information from service workplans across the council.
Support the development, improvement and refinement of the procurement approvals process	Co-ordinated across all services to modernise an expenditure approval process with appropriate governance both at Officer and Committee level. Evidenced through Procedures Committee.	▶	20%	31-Mar-2022	The Expenditure Approval Process Project (EAPP) Team and Board are continuing to make progress with the development of the concept of the Budget Wheel. Analysis of the requirements of an improved reporting cycle and decision making on expenditure has been done and next steps include consultation with elected members. This will be done alongside the Central Procurement Service (CPS) as it wishes to progress the development of procurement policy (which supports the underpinning of the Budget Wheel). An Electronic solution to support compliance is being considered by ICT. This will be required whether or not the project concept is adopted. Work has been completed on interim changes to the Scheme of Governance. These changes help services with the process and add clarity on thresholds for grants and awarding of contracts.
Deliver an ongoing programme to engage and inform stakeholders about public spending and investment in services	Customer (employee) satisfaction with support/involvement	▶	25%	31-Mar-2022	Whilst this is an ongoing action, the latest round of budget engagement has just closed and the results will be communicated to Full Council on 21 November 2019, showing growth on engagement on last year.
Develop and implement a strategic change strategy in support of the Medium-Term Financial Strategy	Strategy to be endorsed by Business Services Committee Best Value Assurance Report	▶	25%	31-Mar-2022	A working group has been set up with Finance for budget engagement, the purpose being to help communicate budget engagement in future years.
Delivery of the Capital Plan	Specifically:- • Care Home (North) • Office Space Strategy • Hill of Banchory Community Sports Facility • Inverurie Community Campus	▶	30%	31-Mar-2022	The Capital Plan continues to be monitored and reported to Policy Committees and Full Council as appropriate. It is acknowledged there is an element of work to conclude the review of the prioritisation process and the rolling programmes. This work is being progressed with the Capital Plan Group and will be reported back to Committee before the end of the financial year 2019/20. Progress being made on all specific projects.

Action	Description	Status	Progress	Due Date	Latest Note
	Facilities to support Early Years & Childcare 1140 hours expansion Planned expenditure on the capital plan achieved % of projects completed by the Programme date % of projects completed within the approved project cost				
Support and enable delivery of major change (efficiency, process and transformational) projects through appropriate governance, culture and improvement activity	Including: • Office Space Strategy • Delivery of Early Years & Childcare 1140 hours expansion • Passenger review Ratio of successfully completed (on track) projects to all projects in the programme	▶	45%	31-Mar-2022	Officers continuing to work with managers delivering priority projects including Office Space Strategy, Expenditure Approval Process, Facilities Management, Employee Engagement. Project management training available based on demand.
Review disposal strategy	Approval of Policy by Business Services Committee	▶	35%	30-Jun-2021	
Consider how we encourage alternative use for our assets to speed up disposal.	Time taken to dispose of assets	▶	40%	30-Jun-2021	In the disposal of surplus assets, the Estates Team's primary objective is to maximise financial return. Considerable forward planning is undertaken, often years in advance, in identifying assets which are likely

Action	Description	Status	Progress	Due Date	Latest Note
					to fall into this category. Initially, the Estates Manager, Principal Asset Management Officer, the appropriate Team Leader and Asset Disposal Surveyor liaise, and an assessment is made as to time of release, value, marketing and likely disposal prospects. The Estates Team continue to closely monitor options for alternative use; indeed the vast majority of surplus property assets fall into this category. Former primary schools and nursery schools are currently being targeted in this regard, with prospective purchasers often considering residential conversion, perhaps combined with personal business activities. The former Drumoak primary school has now been demolished, thus saving on holding costs, and the cleared site is being marketed for new residential development. The former Blythewood Care Home site in Inverurie and offices at Glenugie, Peterhead are also attracting interest from affordable housing providers.
Delivery of Phase 1 of the Master Data Management and Business Intelligence tools (Overall aim to improve budget holders and decision makers access to financial and other management information	Budget holders' feedback on improved access to relevant information	▶	45%	30-Jun-2021	Completion of Phase 1 of Master Data Management (MDM) has been delayed due to development required to incorporate myaccount data. This means that the delivery of Phase 1 in full will be completed by 15 November 2019. Testing is almost complete. Housing have been approached and work has commenced to onboard their system for Phase 2 of the MDM Project.
Delivery of the Roads Asset Management Plan	The Council has developed a Roads Asset Management Plan (RAMP) based on a framework commissioned by the Society of Chief Officers of Transportation for Scotland (SCOTS).	▶	50%	31-Mar-2022	The Annual Status and Options Report for the Asset Management Plan for Roads and Bridges was presented to Infrastructure Services Committee on 3 October 2019.

Action	Description	Status	Progress	Due Date	Latest Note
	This is used to assist in achieving best value in the long term management of the Council's road infrastructure. The overall condition of the network is monitored using the Road Condition Index (RCI). A Status and Options Report is produced annually for consideration by Councillors.				
Delivery of the Bridges Asset Management Plan	A Bridges Asset Management Plan is included within the Councils Road Asset Management Plan (RAMP). The overall condition of the Council's bridge infrastructure is monitored using the Bridge Condition Index. A section on bridges is included in the annual Status and Options Report.	▶	50%	31-Mar-2022	The Annual Status and Options Report on the Asset Management Plan for Roads and Bridges was presented to Infrastructure Services Committee on 3 October 2019.

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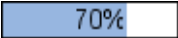
Priority 10 – Have the right people, in the right place, doing the right thing, at the right time
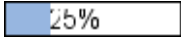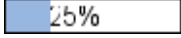
Action	Description	Status	Progress	Due Date	Latest Note
Empowering managers to lead and manage their teams in the most effective way by ensuring responsibilities and accountabilities are clear and unambiguous for all concerned.	Feedback via Employee Joint Consultative Committee Employee Survey results	▶	25%	31-Mar-2020	Ongoing.
Enable One Aberdeenshire, embedding the principles across the organisation	Responses to regular simple polling questions	▶	50%	31-Mar-2020	The Quick Poll question 'Do you know what the three One Aberdeenshire Principles are?' resulted in 921 responses with 446 confirming 'Yes'. This is a positive response. Work continues to include the Principles to everyday processes and events e.g. Leadership Forum, Team Talks as previously reported, and are integral to the Employee Engagement project.
Implement the latest version of the SJC Job Evaluation scheme	Trade Union & SLT sign off	✅	100%	30-Jun-2018	This action is now complete.
Delivery of staff digital skills strategy to ensure staff to enhance productivity	Progression of the digital skills of staff against the baseline established in 2018. Uptake of learning & development opportunities	▶	40%	31-Mar-2022	The main parts of Digital Skills Strategy have been delivered - skills assessment, training programmes, digital champions, digital leadership etc.
Develop and embed a performance management system to replace Employee Annual Appraisal	Percentage of staff completing Personal Performance Plan	✅	100%	30-Sep-2018	The Personal Performance Plan (PPP) replaces the Employee Annual Review (EAR). It was launched on 4 June 2018.
Develop the high potential programme to ensure talent is managed and recognised across the authority.	Promotion Statistics	✅	100%	31-Dec-2018	This action is now complete.
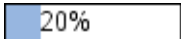
Action	Description	Status	Progress	Due Date	Latest Note
Develop clear and concise guidance for recruiting services across all areas including PVG, eligibility, resourcing pools, etc.	Internal Audit Reports	▶	40%	31-Mar-2022	Ongoing.
Lead/support the development and implementation of the iTrent system	Full implementation of all four tranches of development	✔	100%	30-Nov-2019	This action is now complete.
Continue to develop and deliver innovative recruitment approaches for teacher, early years and other associated professionals	Annual report on teacher recruitment	▶	60%	31-Mar-2020	The Teacher Recruitment Board continues to meet regularly to consider recruitment data and approaches to recruitment. 130 probationer teachers started in August 2019. A report providing a full update on teacher numbers will be provided to Education & Children's Services Committee in early 2020.
Increase the visibility of senior management (internal campaign).	Responses to regular simple polling questions	▶	40%	31-Mar-2022	Team Talks are ongoing and chief officers continue to embed the Ask Me Anything concept for speaking to their teams (Leadership Forum holding a session w/c 28 Oct). The Employee Engagement plan reflects the options presented to each manager, allowing them to utilise the tools from Team Talks onwards to engage locally. Team Talks with the Chief Executive continue. The most recent Team Talk was held virtually and proved popular.
Increase awareness of the roles played by employees at all levels in telling their stories of the value they bring to the daily lives of the public (external campaign)	Engagement and Reach Online	▶	10%	31-Mar-2022	Stories proving hard to locate or define but work is ongoing with managers to share best practice examples and tell the real story of their teams.
Support smooth & timely implementation of General Data Protection Regulations (GDPR)	Implementation of GDPR	✔	100%	31-Dec-2018	This action is complete.
Continue to review and improve the Council's Scheme of Governance &	Internal Audit Reports Annual Audit Report	▶	60%	30-Nov-2019	The Scheme of Governance remains under regular review and agreed procedures are in place with Governance Service Champions for notification, consultation and approval of any updates required. A project
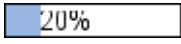
Action	Description	Status	Progress	Due Date	Latest Note
Code of Corporate Governance					has been established to undertake a full review of the Council's expenditure approval process and a schedule for completion of this project is currently under development. Improvement actions have been identified following a comprehensive self-evaluation of the Code of Corporate Governance in 2019 and an action plan is now in place to monitor implementation and progress.
Ensure the council is aware of, and prepared for, legislative and policy change and influences the shape of national and regional strategic direction	Annual Audit Report	▶	40%	31-Mar-2022	Strategic change prioritisation has been developed and reported to the Strategic Change Board in August and November 2019. Elected Member briefing and workshop sessions have continued which allow for awareness raising on proposed legislation or policy changes. Officers and Elected Members have access to regular policy bulletins including Equalities and Community Planning as well as the weekly Policy bulletin, providing the wider organisation with the context in which to prepare for upcoming change through horizon scanning. Officers across all Services respond to calls for evidence and consultations to be sure that the voice of Aberdeenshire Council is heard on the national stage. Recent consultation responses include: • Good Food Nation • Fair Rents • Non-Domestic Rates Call for Evidence • Climate Change & Environment Action Plan 2019-2024 • Licensing (Scotland) Act 2005 Revised Guidance The council is currently responding consultations including on: • National Transport Strategy • Steps to Improve Operational Efficiency of the Control of Dogs (Scotland) Act 2010
Embed the performance management framework throughout the council	Annual Audit Report	▶	20%	31-Mar-2022	Following 2018/19 reporting, workshops and discussions have taken place with Councillor workshops and Service Lead Performance officers. This review was undertaken to assess the robustness of the current reporting structure and format to best support scrutiny and governance of progress against Priorities for Policy and Area Committees. A revised format of reporting has been agreed for Quarter 2 2019/20 reporting onwards. The revised format comprises a 3-appendice approach with Appendix 1 providing a high-level overview with four indicators highlighted for review (either due to performance levels and/or relevance to current priorities)

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Action	Description	Status	Progress	Due Date	Latest Note
					followed by an overview against each Priority Outcome. Appendix 2 will provide a review of performance indicators with commentary to provide clarity of progress. Appendix 3 provides an Action Plan update on all service activity under each Priority including a description of the project/activity and what level, if any, of joint/partnership working and also provides a summary of upcoming activity under 'Next Steps'. Area Management Teams are holding workshops throughout November with strategic Performance Team to review and implement integration of area perspective information against each Priority with Area reporting commencing in December 2019.
Customer Services are multi-skilled staff dealing with all queries in one call/visit. Customers are dealt with professionally and are very satisfied in how we deal with their queries.	75% of customer requirements delivered at first point of contact 86% achieved - customer service delivery standard (measuring contact centre employees against benchmark) 95% average – customer satisfaction with service provision from service points/contact centre satisfaction survey Frontline complaint resolution target achieved	✅	100%	30-Jun-2019	Customer Services continue to meet satisfaction levels for service delivery, despite some customers being unhappy about wait time. This action is superseded by action 10.01.
Increase uptake of the corporate wide, customer service training framework to support people in doing the right things, at the right time.	Measurement of increased uptake in online ALDO training sessions and face to face training sessions. Results of face to face training evaluation forms.	▶	70%	31-Mar-2022	Modules for the Framework Training are still being completed and tested.

Action	Description	Status	Progress	Due Date	Latest Note
Support service redesign of frontline service delivery to be mobile, multi-skilled, flexible and customer focussed	% technology enabled frontline staff	🛑	10%	31-Mar-2020	Ongoing.
Ensure high quality data and evidence underpins key decision making across all services	Annual Strategic Assessment Annual Audit Report	▶	25%	31-Mar-2022	Revisions have been made to Performance Reporting following 2018/19 year end reporting. These revisions provide greater depth and transparency for Policy Committee Reporting. Area Committee reporting is currently under review with Area Management Team workshops with the strategic Performance Team scheduled throughout November 2019. Implementation of reporting in line with Policy Committee formats will be from December 2019 onwards and will have a stronger Area perspective than previously reported to enable and support Area Management teams in decision making at a local level. Work is ongoing to provide Place based Strategic Assessments for all 17 CSN areas. This work is scheduled to conclude September 2020. A core group of analysts have been identified across the council to progress a Council & Partnership Intelligence Hub where information/data will be shared and received.
Drive increased community engagement on decision making, enabling meaningful conversations with people that influence what we do	Reputation Tracker The Council Listens to residents' views and Citizen Panel Engagement Survey (Annual)	▶	25%	31-Mar-2020	Engagement and Participation Policy and supporting material continue to be developed to provide a strategic commitment and framework to ensure quality and proportionate community engagement. Work has been initiated to create case studies and develop best practice guidance. Further work is to be undertaken with Services to design requirements for an ITC and develop a strategy to support the deployment of a digital engagement and participation tool. The draft business case has been agreed and market research is complete. An Outcome Improvement Process that aims to improve how the council promotes and facilitates the participation of members of the public has been agreed and an ongoing dialogue with interested community participation bodies has been established. Progress is being monitored through quarterly meetings with relevant officers. Services and partners have undertaken a range of engagement over recent months including: • Health and Social Care Partnership – consultation on developing priorities for the Strategic Plan

Action	Description	Status	Progress	Due Date	Latest Note
					• Housing – consultation on Allocations Policy • Education & Children's Services – Consultation on school holidays – this had over 7,000 responses, and CLD undertook a young people's survey • Business Services – Engagement on customer services opportunities **Next Steps:** Continue to develop the Engagement & Participation Policy for consultation and approval in 2020. Undertake procurement for digital engagement and participation tool. **Area update:** Community choices pilot has been delivered in Peterhead to proactively involve and engage local people to make decisions on how public money is spent in the area. Over 2,000 votes were registered during the voting period (51% online, 11% at the library, 17% at the community centre, 14% Buchan House and 7% during the Seafood festival). The process resulted in six projects being awarded funding by the community. 67% of participants who took part had not taken part in any community engagement exercises previously and 92% of participants who took part thought the process was a good way to make this sort of decision. Work is currently underway to deliver the successful projects and an evaluation of the methods used has been initiated and expected to be complete by the end of November 2019. Budget engagement has now closed with results being presented back through Full Council in November. Meanwhile a clean sheet review is taking place on Public Transport options across Aberdeenshire, with support and advice requested from communications and engagement teams.
Support the Workspace programme and promote best practice in office utilisation, to deliver the efficient office space strategy	Delivery of Office Space Strategy (as agreed by Full Council 26 April 2018)	▶	20%	31-Mar-2022	A broad range of activity across all project workstreams is progressing to deliver the workspace/Office Space Strategy - significant engagement activity undertaken with plans established to continue through to March 2020. Implementation/transition groups progressing actions for Buchan House, Stonehaven and Faithlee Centre, Fraserburgh. Design briefs for Inverurie, Woodhill and Ellon progressing, two-stage tender process

Action	Description	Status	Progress	Due Date	Latest Note
					approved by Council, partner negotiations continuing.
Move to online Licensing	All licences available online	▶	90%	31-Mar-2022	Stage 1 is now complete. Work is ongoing with ICT to develop online forms to connect to allow applications to be made online.
Support Community Asset Transfer	Asset Transfer Report (statutory)	✓	100%	31-Mar-2022	2018/19 Annual Report submitted in line with legislative timescales.
Development of Place Plans for key locations together with relevant partners demonstrating a collaborative approach to implementing the required resource to support service availability (e.g. academy networks)	Place Plans developed	▶	20%	31-Mar-2022	The structure for producing strategic assessments for each Place Plan has been agreed as has a timetable for producing all 17 strategic assessments. Two strategic assessments are now completed. This action is on target to meet the completion date.