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

REPORT TO BUSINESS SERVICES COMMITTEE – 11 JUNE 2020

BUSINESS SERVICES YEAR-END PERFORMANCE MONITORING REPORT
APRIL 2019 – MARCH 2020 (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; and

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.

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 At the Business Services Committee meeting of 19 April, 2018, and subsequent workshop which took place 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 the 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 March, 2020).

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 will also be presented to area committees.

4   Discussion

4.1   A summary of progress made during April, 2019 – March, 2020, 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 scrutinized 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 were reviewed to ensure the most meaningful measures are presented to the Committee for consideration. The Measures of Success are detailed in Appendix 2 and will continue to be reported for the remainder of the Council Plan (2017-2022).

4.5   Progress on a number of Actions slowed or stopped temporarily in late March due to the Covid-19 pandemic. Where the pandemic has affected progress with an Action, details have been provided in the corresponding narrative for that Action in Appendix 3.

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 26 May, 2020

List of Appendices
Appendix 1 – Summary of progress for Priorities 9 and 10
Appendix 2 – Business Services Performance Monitoring Report – April, 2019 – March, 2020 (Council Plan Priorities 2017-22) – Measures of Success Report
Appendix 3 – Business Services Performance Monitoring Report – April, 2019 – March, 2020 (Council Plan Priorities 2017-2022) - Actions Report

Deliver responsible, long-term financial planning

76% of people believe Aberdeenshire Council is efficient and well run	73.43% of people believe the council delivers value for money	Agency & Consultancy Spend (Whole Council)	65.34 % of planned expenditure on Capital Plan achieved

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

Finance is responsible for the proper administration of the Council's funds and continues to provide monitoring reports to Policy Committees at regular intervals, along with reports on the Medium-Term Financial Strategy and reports on Treasury Management, the latest of which was provided to Business Services Committee on 23 April 2020.

The E-Module **Procurement Training** modules were launched as planned in December 2019/January 2020. Social Care contracts have now been migrated to the BOrganised system to support a unified **Contract Register**. Further work is planned to improve the BOrganised system and the use of it. This will in turn improve the robustness of the Contract Register.

The Budget Wheel has now been developed by the **Expenditure Approval Process Project** Team and both Senior Leadership Team (SLT) and the Members Focus Group have endorsed it. Consideration will be given as to the impact of the Covid-19 pandemic on the Project, with amendments to timescales as appropriate to ensure any lessons learnt are captured in the work being done by the Team.

The **Capital Plan** for 2020-2035 was approved by Full Council on 18 March 2020. The approved expenditure for the next financial year (2020/21) is £149.459m, however due to the current Covid-19 situation, works on the capital programme were suspended in late March 2020.

The Estates Service is in the process of updating the Council's **Surplus Property** Policy and is looking to have this approved by April 2021. The past six months have resulted in the successful disposal of six surplus assets, three of which will result in an alternative use in the future (e.g. from offices or small to schools to residential). Officers have continued to promote purchase opportunities and have used social media as well as more recognised marketing techniques.

Phase 1 of **Master Data Management (MDM)** has now been fully delivered resulting in the Council holding a joined-up and more accurate data set made up of the latest information from the Contact Centre, Council Tax and MyAberdeenshire systems

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

91.7% - First point of contact resolution for contact centre	75% of people would speak highly of Aberdeenshire Council	12.82% overall staff turnover (Whole Council)	85% 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.

All Services are considering how best to ensure the **One Aberdeenshire Principles** are incorporated to ensure they shape and inform the way council processes are designed so that decision making is made as close to the action as possible The Employee Engagement Board also continue to promote and highlight the Principles.

Significant progress is being made to support **digital skills**. Investment has been made in a range of tools (including Office 365, online learning modules, forums for self-help and digital champions) to support staff in delivering work

Going forward, the **Teacher Recruitment Board** will be subsumed into a wider Education & Children's Services Committee. The impact of the response to Covid-19 will be built into the planning process for teacher numbers including probationers for August 2020. A report providing a full update on teacher numbers was provided to Education & Children's Services Committee on **19 March 2020**.

Work to **support redesign of frontline service delivery** to be mobile, multi-skilled, flexible and customer focussed has, to date, been undertaken on an ad hoc basis, based on specific requests from services. Activity is planned for the year ahead to develop a business case based on the need of frontline services which will clearly set out the benefits of investment in this area.

The revised **performance reporting framework** is now in place with all services reporting against this framework, utilising standardised reporting formats. Some service specific content requires further review prior to the next reporting session and this work is currently underway. The Aberdeenshire wide **Strategic Assessment** refresh will be undertaken through the summer of 2020 and reviewed by DMTs and Policy Committees prior to presentation to Full Council in September. The Strategic Assessment will be a useful tool in the review and determination of future Council priorities.

Considerable progress has been achieved in relation to the **Workspace programme**. Implementation/transition groups continue to support teams prepare for decants and new ways of working in Stonehaven, Inverurie, Peterhead and Fraserburgh (Faithlee Centre). Team allocations have also now been approved by the Board and Senior Leadership Team following extensive service engagement.

It is intended that priority 1 **Licensing forms** will be online by end of June and priority 2 by the end of August.

ABERDEENSHIRE 2022

Business Services Performance Monitoring Report – April 2019-March 2020 (Council Plan Priorities 2017-2022) – Measures of Success

	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 5 Amber 2 Green 8

Priority 9 – Deliver responsible, long-term financial planning

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Capital Expenditure: Budget v Forecast	£158,193,000	£22,147,020	£23,728,950	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		
				Q3 2019/20	£122,828,000		

| | | | | Q4 2019/20 | £103,365,000 | | |
| | | | | **2019/20** | **£103,365,000** | | |

A number of projects, rolling programmes and strategies did not progress as quickly as anticipated in 2019/20 for a number of reasons. The Energy From Waste Project spent £7.6m lower than planned due to the Milestones Agreement being signed later than anticipated, AWPR land compensation payments, which relies on third parties submitting claims were £10m lower than forecast. Affordable Housing budget of £3m was not required in 2019/20 as other sources of funding were utilised. A number of major projects funded from rolling programmes, including Ellon Park & Ride, did not progress a quickly as hoped in 2019/20. Strategies such a Depot Strategy £5.1m lower than forecast) and Development of Industrial Portfolio and Factory Units (£3.029m lower than forecast) were delayed due to a number of issues including securing suitable sites. It is intended to progress these projects in 2020/21.

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	£1,440,129		
				Q2 2019/20	£1,139,627		
				Q3 2019/20	£1,141,096		
				Q4 2019/20	£1,081,339		
				2019/20	**£4,802,191**		

The breakdown of spend during Q4 was as follows:
On Contract Agency - £260,678; Off Contract Agency - £232,507; Consultancy - £588,154 (exc. consultancy spend directly related to capital projects)

As always, Infrastructure Services made up over 90% of the Consultancy spend, at £580,385; this represented a large fall from the previous quarter.

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%		
				Q3 2019/20	76.2%		
				Q4 2019/20	70.03%		
				2019/20	**73.43%**		

There was a 6% reduction in people agreeing that Aberdeenshire Council services are value for money between Q3 and Q4. Annual results show an average of 73% of respondents think that Aberdeenshire Council services are value for money which is a 7% reduction from the previous year.

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%		
				Q3 2019/20	76%		
				Q4 2019/20	74%		
				2019/20	**76%**		

Q4 results show a 2% decline from Q3 in people thinking Aberdeenshire Council is efficient and well run, however annual results show a return of 76% which is above the 75% target.

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	96.97%		
				Q3 2019/20	96.99%		
				Q4 2019/20	97%		
				2019/20	**96.98%**		

The very satisfied/satisfied percentage for overall customer satisfaction is 97%.

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

96.78% of customers thought staff were efficient and responded within appropriate timescales.

In the period 2019/2020 the 85% target for achieving 'Satisfied' or 'Very Satisfied' for overall customer satisfaction was met in each quarter. During this time there has been an increase in the percentage of overall customer satisfaction in each quarter - Q1 96.96%, Q2 96.97%, Q3 96.99%, Q4 97%.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Full Time Equivalent members of staff	10,200	102	510	Q1 2018/19	10,249	✅	
				Q2 2018/19	10,196		
				Q3 2018/19	10,131		
				Q4 2018/19	10,181		
				2018/19	**10,182**		
				Q1 2019/20	10,164		

					Value	Status	Spark Chart
				Q2 2019/20	10,223		
				Q3 2019/20	10,208		
				Q4 2019/20	10,218		
				2019/20	**10,218**		

The Service breakdown for 2019/20 is as follows:

- Education & Children's Services: Q4 = 5,613 (Q3 = 5,596)

- Infrastructure Services: Q4 = 1,940 (Q3 = 1,943)

- Health & Social Care: Q4 = 1,586 (Q3 = 1,579)

- Business Services: Q4 = 1,077 (Q3 = 1,072)

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
				Q1 2018/19	15,850		
				Q2 2018/19	15,847		
				Q3 2018/19	15,882		
				Q4 2018/19	16,040		
				2018/19	**16,040**		
Headcount	15,850	158.5	792.5	Q1 2019/20	16,033		
				Q2 2019/20	16,095		
				Q3 2019/20	16,046		
				Q4 2019/20	16,170		
				2019/20	**16,170**		

The Service breakdown for 2019/20 is as follows:

- Education & Children's Services: Q4 = 10,179 (Q3 = 10,102)

- Health & Social Care: Q4 = 2,413 (Q3 = 2,409)

- Infrastructure Services: Q4 = 2,187 (Q3 = 2,194)

- Business Services: Q4 = 1,729 (Q3 = 1,720)

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	42,796		
				Q3 2019/20	49,384		
				Q4 2019/20	52,823		
				2019/20	**191,904**		

The total for Q4 of 2019/20 Q4 was very slightly up on the same quarter of 2018/19.

The top 5 sickness absence reasons in Q4 were as follows:

Stress, Mental Health – 9,598 calendar days lost

Cold, Flu & Infection – 8,853 calendar days lost

Stomach & Digestive – 5,626 calendar days lost

Operations – 4,878 calendar days lost

Back and Neck Problems – 3,504 calendar days lost

6

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%		
				Q3 2019/20	3.02%		
				Q4 2019/20	2.6%		
				2019/20	**12.82%**		

The overall rate is down on the equivalent quarter from the previous year, 2018/19 Q4, at 2.6%

The rates for the four main services were as follows:

Health & Social Care: 3.1%

Education & Children's Services: 2.6%

Business Services: 2.53%

Infrastructure Services: 2.45%

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%		
				Q3 2019/20	91.1%		
				Q4 2019/20	85.0%		
				2019/20	**91.7%**		
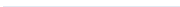
34,339 processes were completed on Cherwell as a result of answering 42,495 calls. 29,205 queries were resolved at first point of contact.

The Contact Centre was understaffed by 6.9% during Q4. Service Points report on email and internet enquiries, however the Contact Centre have completed 212 in the last quarter in addition to their figures.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
				Q1 2018/19	96%		
				Q2 2018/19	89%		
				Q3 2018/19	93%		
				Q4 2018/19	80%		
				2018/19	**90%**		
Percentage of people who are satisfied with the services that Aberdeenshire Council delivers	90%	89%	86%	Q1 2019/20	83%	🔴	
				Q2 2019/20	89%		
				Q3 2019/20	88%		
				Q4 2019/20	81%		
				2019/20	**85%**		

Q4 results show a 7% decrease compared to Q3 in respondents agreeing they are satisfied with the services that Aberdeenshire Council delivers. However there has been a 1% increase when compared with Q4 last year. The annual percentage shows that 5% of respondents are less satisfied than last year.

Performance Measure	Current Target	Amber Threshold	Red Threshold	Value		Status	Spark Chart
First point of contact resolution for service points	75.0%	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%		
				Q3 2019/20	99.9%		
				Q4 2019/20	98.8%		
				2019/20	**99.5%**		

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%		
				Q3 2019/20	100%		
				Q4 2019/20	100%		
				2019/20	**100%**		

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%		
				Q3 2019/20	89.41%		
				Q4 2019/20	94.23%		
				2019/20	**90.29%**		

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%		
				Q3 2019/20	77%		
				Q4 2019/20	76%		
				2019/20	**75%**		

Results for Q4 show a 1% decrease in the number of respondents indicating that they would speak highly of Aberdeenshire Council when compared to Q3. Annual results show a decrease of 11% over the last 12 months.
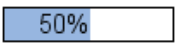
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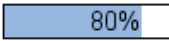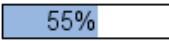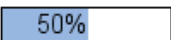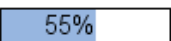
Action Status	
✖	Cancelled
🔴	Overdue; Neglected
⚠	Unassigned; Check Progress
▶	Not Started; In Progress; Assigned
✅	Completed

Priority 9 – Deliver responsible, long-term financial planning
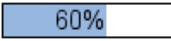
Action	Description	Status	Progress	Due Date	Latest Note
Statutory responsibility for the proper administration of the Council's funds. Supporting an environment of advice and guidance to enable the proper use of public funds by Services	On a daily basis discharging the statutory responsibility for the proper administration of public funds through financial advice and strategic financial plans culminating in the completion of the Council's annual accounts	▶	75%	31-Mar-2022	Financial performance has been regularly reported to committee with latest reports provided as follows:- • **Education and Children's Services Committee** – Performance to 30/11/19 reported at 30 January 2020 meeting • **Communities Committee** – Performance to 30/9/19 reported at 7 November 2019 meeting and performance to 31/1/20 reported at 20 February 2020 meeting • **Infrastructure Services Committee** – Performance to 31/8/19 reported at 3 October 2019 meeting and performance to 31/1/20 reported at 12 March 2020 meeting

Action	Description	Status	Progress	Due Date	Latest Note
					• **Business Services Committee** – Performance to 30/9/19 reported at 14 November 2019 meeting and performance to 30/11/19 reported to 9 January 2020 meeting Finance will continue to provide monitoring reports at regular 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 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.	Sets the strategic financial direction for the Council in 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.	▶	100%	31-Mar-2022	
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 it's priorities. Evidenced by the reports to Business Services Committee.	▶	50%	31-Mar-2022	A Treasury Management Update report was provided to Business Services Committee on 23 April 2020. The Treasury Management Strategy and associated indicators for 2020/21 have been delayed as a result of Covid-19. There have also been delays to the Capital Plan and therefore the associated borrowing. Possible upfront funding for Scottish Government Covid-19 grants, possible impact on Council Tax received as result of Covid-19 will impact on cash flow investments and borrowing requirements.
Development of robust Contracts Registers	Increased proportion of spend that is on contract	⬡	95%	31-Mar-2020	E-Module Procurement Training modules were launched as planned. Social Care contracts have been migrated to the BOrganised system to support a unified contract register. Further

Action	Description	Status	Progress	Due Date	Latest Note
					work is being planned to improve the BOrganised system and the use of it, which will in turn improve the robustness of the contract register; however, this work is likely to be delayed due to the Covid-19 situation.
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.	▶	30%	31-Mar-2022	The Budget Wheel has now been developed by the **Expenditure Approval Process Project** Team and both Senior Leadership Team (SLT) and the Members Focus Group have endorsed it. Consideration will be given as to the impact of the Covid-19 pandemic on the Project, with amendments to timescales as appropriate to ensure any lessons learnt are captured in the work being done by the Team.
Deliver an ongoing programme to engage and inform stakeholders about public spending and investment in services	Customer (employee) satisfaction with support/ involvement	▶	80%	31-Mar-2022	Video content was produced and a number of media interviews facilitated in relation to the special budget setting meeting in March 2020, as well as for the previous meeting setting Council Tax rates. Resulting coverage was all balanced and generally positive.
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	▶	55%	31-Mar-2022	The Strategic Change, Capital Plan & HRA Board (the Board) have, following a period of reflection, recently agreed proposals that will strengthen its strategic oversight over the Council's strategic change programme, report on the outcomes expected and its ability to assure the benefits anticipated are being realised. This will place the Council in a stronger position to deliver on its How Good is Our actions, and its ability to demonstrate Best Value through change and improvement. The frameworks agreed recognise governance sits within services, encourages leadership at all levels, will build capacity through effective project management, a scalable/responsive approach to service reviews and design, further embedding One Aberdeenshire Principles and integrating the Digital Public Services First agenda. Central to these will be the need for benefits considerations to be a factor in prioritising projects feeding through service transformation/change boards and with increased visibility and communication.

Action	Description	Status	Progress	Due Date	Latest Note
					The approved proposals are being shared with Directorate Management Teams and next steps will be determined to implement these within services with any refinements reported back to the Board in Autumn 2020. The extent of the approach being embedded across services will determine the ability of the council to deliver major change and support the Medium-Term Financial Strategy.
Delivery of the Capital Plan	Specifically: • Care Home (North) • Office Space Strategy • Hill of Banchory Community Sports Facility • Inverurie Community Campus 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	▶	50%	31-Mar-2022	The Capital Plan was approved by Full Council on 18 March 2020. The Capital Plan covers a period of 15 years (2020 – 2035) and the approved expenditure of **£149.459 million** in the financial year 2020/21. As a result of the Covid-19 situation, works on the capital programme were suspended in late March 2020.
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	▶	55%	31-Mar-2022	The Strategic Change, Capital Plan & HRA Board (the Board) have, following a period of reflection, recently agreed proposals that will strengthen its strategic oversight over the Council's strategic change programme, report on the outcomes expected and its ability to assure the benefits anticipated are being realised. This will place the Council in a stronger position to deliver on its

Action	Description	Status	Progress	Due Date	Latest Note
	Ratio of successfully completed (on track) projects to all projects in the programme				How Good is Our actions, and its ability to demonstrate Best Value through change and improvement. The frameworks agreed recognise governance sits within services, encourages leadership at all levels, will build capacity through effective project management, a scalable/responsive approach to service reviews and design, further embedding One Aberdeenshire Principles and integrating the Digital Public Services First agenda. Central to these will be the need for benefits considerations to be a factor in prioritising projects feeding through service transformation/change boards and with increased visibility and communication. The approved proposals are being shared with Directorate Management Teams and next steps will be determined to implement these within services with any refinements reported back to the Board in Autumn 2020. The extent of the approach being embedded across services will determine the ability of the council to deliver major change and support the Medium-Term Financial Strategy.
Review disposal strategy	Approval of Policy by Business Services Committee	▶	35%	30-Jun-2021	The Estates Service is currently in the process of updating the Council's Surplus Property Policy and will be seeking approval to this from Business Services Committee, after consultation with the six Area Committees. This process will be completed by April 2021. As part of the process, the property Disposal Strategy will be reviewed. Due to Covid-19 there is a great deal of uncertainty in the property market. There is a need to monitor the impact and adapt the Council's disposal strategy accordingly.
Consider how we encourage alternative use for our assets to speed up disposal.	Time taken to dispose of assets	▶	40%	30-Jun-2021	The past six months have resulted in the successful disposal of six surplus assets, three of which will result in an alternative use in the future. The most common change of use is from offices or small schools to residential and in several cases, this is a reversion to original use. We expect this trend to continue although less likely in the warehouse/industrial sector.

Action	Description	Status	Progress	Due Date	Latest Note
					Despite a relatively successful start to the year, both in terms of generating sales and enquiries, we have faced significant challenges since March due to the advent of Covid-19. Officers have continued to promote purchase opportunities and are fielding enquiries although demand has virtually dried up for the present. The use of social media is being utilised in addition to more recognised marketing techniques. It is unlikely that the previous pace of income generation will be matched for several months.
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	▶	100%	30-Jun-2021	Phase 1 of Master Data Management has been fully delivered. The Council now holds a joined-up and more accurate data set made up of the latest information from the Contact Centre, Council Tax and MyAberdeenshire systems. In addition, updates to records within MyAberdeenshire and Council Tax are automatically updated on the Contact Centre's system helping to facilitate the Council's Tell Us Once initiative.
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). 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.	▶	60%	31-Mar-2022	The Annual Status & Options Report for the Asset Management Plan for Roads and Bridges was presented to Infrastructure Services Committee on 3 October 2019. The next Annual Status and Options Report is due to be reported later in 2020.

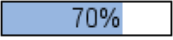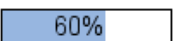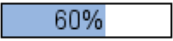| Action	Description	Status	Progress	Due Date	Latest Note
Delivery of the Bridges Asset Management Plan	A Bridges Asset Management Plan is included within the Councils Road Asset Management Plan (RAMP). The overall condition of the Council's bridge infrastructure is monitored using the Bridge Condition Index. A section on bridges is included in the annual Status and Options Report.	▶	60%	31-Mar-2022	The Annual Status & Options Report for the Asset Management Plan for Roads and Bridges was presented to Infrastructure Services Committee on 3 October 2019. The next Annual Status and Options Report is due to be reported later in 2020.

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

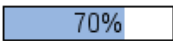| Action	Description	Status	Progress	Due Date	Latest Note
Empowering managers to lead and manage their teams in the most effective way by ensuring responsibilities and accountabilities are clear and unambiguous for all concerned.	Feedback via Employee Joint Consultative Committee Employee Survey results	✅	100%	31-Mar-2020	All management and leadership development programmes have been successfully embedded, including Service Manager, aspiring manager, Head Teachers and Head of services. These group are support by forum and other collaboration events, such as Service Manager forums, leadership forum the newly developed Virtual Action Learning sets.
Enable One Aberdeenshire, embedding the principles across the organisation	Responses to regular simple polling questions	🛑	98%	31-Mar-2020	Embedding One Aberdeenshire is everyone's responsibility to ensure these are integral to our ways of working. All services should consider how best to ensure our Principles are incorporated, shape and inform the way council processes are designed placing decision making as close to the action as possible. The Employee Engagement Board continues to promote and highlight the Principles encouraging further focus and activity to embedding the Principles. It is evident from the council's response to Covid-19 that One Aberdeenshire Principles are integral to the way in which colleagues work to protect and support our communities.
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 enhance productivity	Progression of the digital skills of staff against the baseline established in 2018. Uptake of learning & development opportunities	▶	70%	31-Mar-2022	Significant progress is being made to support digital skills. Investment has been made in a range of tools to support staff in delivering work tasks including Office 365, which has been widely supported by ICT. Activity includes making use of online learning modules and forums for self-help and digital champions embedded across services.

Work is underway to refresh the strategy, with a particular emphasis on the Digital Champions activity, ensuring that the |

Action	Description	Status	Progress	Due Date	Latest Note
					programme is owned and supported right across the organisation. A refreshed strategy is expected in Summer 2020.
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.
Develop clear and concise guidance for recruiting services across all areas including PVG, eligibility, resourcing pools, etc.	Internal Audit Reports	▶	55%	31-Mar-2022	All guidance on eligibility, PVG and recruitment is currently up to date, some additional guidance will to be issued in June 2020 in response to recent audit

Revised temporary guidance has been issued as part of COVID-19 guidance to adopt changes in PVG legislation was issued in April 2020 |
| Lead/support the development and implementation of the iTrent system | Full implementation of all four tranches of development | ✅ | 100% | 30-Nov-2019 | Major development activities associated with the four tranches now concluded. |
| 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 | **Current update (Oct 2019 to Mar 2020):** A report providing a full update on teacher numbers was provided to Education & Children's Services Committee on **19 March 2020**.

Next steps: The Teacher Recruitment Board will be subsumed into a wider Education & Children's Services Committee. The impact of the response to Covid-19 will be built into the planning process for teacher numbers including probationers for August 2020. |

Action	Description	Status	Progress	Due Date	Latest Note
Increase the visibility of senior management (internal campaign).	Responses to regular simple polling questions	▶	70%	31-Mar-2022	The visibility of the Chief Executive in particular has been highlighted during the Covid-19 pandemic, with regular video updates being shared on social media/YouTube and staff microsite.
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	▶	60%	31-Mar-2022	The outbreak of Covid-19 has seen a huge public appetite for stories of workers on the front line. Nothing has better cemented the role of key Council workers than this pandemic which has resulted in the public having a genuine appreciation for the work of refuse workers, care home staff, those involved in adult or child protection. Social media has had a huge appetite for these stories and they will continue throughout.
Support smooth & timely implementation of General Data Protection Regulations (GDPR)	Percentage of staff completing ALDO course	✓	100%	31-Dec-2018	This action is complete.
Continue to review and improve the Council's Scheme of Governance & Code of Corporate Governance	Internal Audit Reports Annual Audit Report	▶	60%	30-Nov-2020	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. In response to the Covid-19 pandemic, an Emergency Addendum was drafted and approved by Full Council on 18 March 2020 as an additional Part 5 to the Scheme of Governance which introduced provisions to enable facilitation of remote meetings and to establish a Consolidated Business Committee in the event that business could not continue through the existing Committee structure. The schedule for completion of the project established to undertake a full review of the Council's expenditure approval process has been delayed as a result of the pandemic and it is anticipated that this work will recommence soon.
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	▶	100%	31-Mar-2022	Bulletins continue to be published on a fortnightly and quarterly basis (Policy and Community Planning, respectively). Responses to consultations are ongoing through the Council's corporate framework and database.

Action	Description	Status	Progress	Due Date	Latest Note
					In line with **Part 4B of the Scheme of Governance** the Council has implemented a Policy Framework that: • Confirms the principles that guide policy development and review; • Incorporates a standardised procedure ensuring that policies are developed, approved, monitored and reviewed consistently; and • Provides a comprehensive, single point of reference for information relating to policy development and review. All policies are aligned to a policy committee and the functions delegated to that committee. Each policy committee considers an overview of their policy framework on an annual basis to identify gaps or review requirements. The annual review for all council policies has taken place and reported to all four policy committees during March and April 2020.
Embed the performance management framework throughout the council	Annual Audit Report	▶	40%	31-Mar-2022	Three out of the six Area teams have attended, and now have access to, relevant Area reporting portals on Pentana. Progress to roll out full training is on hold due to Covid-19. Services are entering the first year-end under the new framework which will help to embed processes with officers and Elected members. Previous under-resourcing within the Corporate Performance team have now been resolved which will allow for procedural and user guides to be reviewed and updated for issue to all users.
Customer Services are multi-skilled staff dealing with all queries in one call/visit. Customers are dealt with professionally and are very satisfied in	Advisors require to meet the following customer service related performance targets: - 75% of customer requirements delivered at first point of contact (set by Scottish Government, with Aberdeenshire replacing	✓	100%	30-Jun-2019	Customer Services continue to meet satisfaction levels for service delivery, despite some customers being unhappy about wait time.

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Action	Description	Status	Progress	Due Date	Latest Note
how we deal with their queries.	with 86% target) - Customer service delivery standard (measuring contact centre employees against benchmark) - 95% customer satisfaction with service provision from service points/contact centre (satisfaction survey) - Frontline complaint resolution target achieved This is part of both Customer Services and Customer, Communication & Improvement workplans. This Activity is led by Aberdeenshire Council **Next Steps**: Continue to measure service delivery to monitor performance and plan improvements				
Increase uptake of the corporate wide, customer service training framework to support people in doing the right things, at the right time.	Measurement of uptake in new Customer Service Training modules both online via ALDO and face to face training sessions. This is part of both Customer Services and Customer, Communication & Improvement workplans and also a project within the Customer Service Review. Long term aim is to ensure these modules support employees to improve service delivery - assisting to meet the aims of "Having the right people, in the right place, doing	▶	70%	31-Mar-2022	Modules for the Framework Training are still being completed and tested. Due to a number of staffing changes across the team, this work has been delayed. It was hoped this would be completed in April 2020, however, the Covid-19 crisis has taken precedence.

Action	Description	Status	Progress	Due Date	Latest Note
	the right things, at the right time policy. This activity is lead by Aberdeenshire Council. **Next Steps:** ALDO modules to continue to be developed, tested and made available to council employees				
Support service redesign of frontline service delivery to be mobile, multi-skilled, flexible and customer focussed	% technology enabled frontline staff	🔴	10%	31-Mar-2020	Work has previously been undertaken on an ad hoc basis, based on specific requests from services. Activity is planned for the year ahead to develop a business case based on the needs of frontline services which will clearly set out the benefits of investment in this area.
Ensure high quality data and evidence underpins key decision making across all services	Annual Strategic Assessment Annual Audit Report	▶	55%	31-Mar-2022	The revised performance reporting framework has now been in place for almost one year with all services reporting against this framework, utilising standardised reporting formats. Comments from Elected Members and senior officers have been positive overall. Some service specific content requires further review prior to the next reporting session and this work is currently underway. Place based assessments are ongoing. The Aberdeenshire wide Strategic Assessment refresh will be undertaken through the summer of 2020 and reviewed by DMTs and Policy Committees prior to presentation to Full Council in September. The Strategic Assessment will be a useful tool in the review and determination of future Council priorities.
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)	▶	70%	30-Sep-2020	The deadline has been extended by six months due to Covid-19. Work is still ongoing however service representatives on the cross service working group are involved in the Covid-19 response. The next stage involved public engagement which will be delayed due to the Covid-19 response.

Action	Description	Status	Progress	Due Date	Latest Note
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)	▶	35%	31-Mar-2022	Considerable progress achieved – implementation and transition groups continued to support teams prepare for decants, preparing for new ways of working in Stonehaven, Inverurie, Peterhead and Fraserburgh (Faithlee Centre). Team allocations have been approved by the Board and Senior Leadership Team following extensive service engagement. The Chief Executive/Directors/PA space has been reconfigured and a kit of parts and desk trial space established for testing. Communication is continuing to promote and raise awareness. Engagement plans have been developed based on team allocations. This was due to commence April 2020, however these have been suspended due to Covid-19.
Move to online Licensing	All licences available online	▶	90%	31-Mar-2022	ICT have developed online forms and we are in our last phases of testing them. The aim is to have our priority 1 forms online by the end of June and the priority 2 by the end of August. Covid-19 may have an impact, and we have been delayed due to issues with the finance payment system. However, the occasional licence form is almost ready to launch and other form development will benefit from learning from the first.
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	**Banff & Buchan:** The Strategic Assessment for Banff & Macduff is due in May 2020 and the Place Plan completed by the end of the year. All public consultation and analysis is now complete. The Strategic Assessment for Fraserburgh is due in November 2020 with the Place Plan to be complete by March 2021. **Buchan:** The Peterhead Statistical Assessment is due and will inform the development of the Place Plan. The Peterhead Locality Plan, which will be an appendix to the Place Plan, is also being revised with particular emphasis on engagement through the three Buchan

Action	Description	Status	Progress	Due Date	Latest Note
					Coordination Hubs (part of revised local community planning arrangements). An engagement event, delivered by the Buchan Development Partnership, was scheduled for 1 April, however this was postponed due to the lockdown situation. A Digital Tools pilot is being investigated which will evaluate the effectiveness of using digital tools in this context and allow community engagement to continue while face-to-face meetings are not possible. The Statistical Assessment for Mintlaw and Central Buchan is due in March 2021. An early engagement event, delivered by Buchan Development Partnership, to raise awareness was scheduled for April 2020, however this was postponed due to the lockdown situation. **Formartine:** Initial work with Ellon Community Council commenced following charette last year. Data from Place Standard work to dovetail with the action plans from charette to support funding bids and action etc has been delayed due to Covid-19. Formal data collation work has not started as yet for Oldmeldrum as it was not programmed. However, substantial work has already taken place using the Place Standard to engage the community in identifying actions and resulted in the published "Future Vision" document. Initial data collation and development is underway and being delivered in relation to Turriff. This will dovetail with the work already undertaken with the Place Standard, and existing groups in Turriff and the development of a Town Team. Work has been delayed and data/intelligence will need to be re-visited. **Garioch:** The Strategic Needs Assessment for Westhill (SNA) has been formally adopted. A 'lite' touch review of the Strategic Assessment will be undertaken in six months to assess the impact of the Covid-19 lockdown and its impact on the community within Westhill and identify any emerging needs. A draft plan is in place over the coming months.

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Action	Description	Status	Progress	Due Date	Latest Note
					The Strategic Needs Assessment for Inverurie was scheduled for October/November 2020, however the timeline will change in line with the agreement of the Area Managers. The Strategic Needs Assessment for Kemnay is scheduled for development in 2022. **Kincardine & Mearns:** In Portlethen, Place Standards events were held in 2017, 2018 and an open evening held in 2019 to discuss progress. A new Community Council has been put in place since then. Progress has currently been delayed until the Strategic Assessment has been provided. Meetings have been held with Mearns Community Council and Laurencekirk Development Trust. An Action Plan has been drawn up to address various issues. Progress has currently been delayed until the Strategic Assessment has been provided. Limited progress has been made in relation to Stonehaven. Progress has currently been delayed until the Strategic Assessment has been provided. **Marr:** The Huntly Place Plan is complete and actions are being delivered. The commencement of the Banchory Place Plan has been delayed until September 2020 due to Covid-19. Place Plans for Alford and Aboyne are due for 2021/22.