

## REPORT TO FORMARTINE AREA COMMITTEE – 10 DECEMBER 2019

### COUNCIL PLAN PRIORITIES 9 AND 10 (2017-2022) FORMARTINE AREA COMMITTEE MID-YEAR UPDATE PERFORMANCE MONITORING REPORT APRIL 2018 – SEPTEMBER 2019

#### 1 Reason for Report / Summary

- 1.1 To provide Formartine Area Committee with an update on progress in relation to actions and outcome indicators provided by Business Services Directorate supporting Priorities 9 and 10 of the Council Plan Priorities 2017-2022.

#### 2 Recommendations

The Committee is recommended to:

- 2.1 **Acknowledge and consider progress made during 2018/19 and April-September 2019/20 towards achieving the Council Plan Priorities 2017-2022 referred to in Appendices 1-3; and**
- 2.2 **Instruct the Formartine Area Manager 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 **Review the Measures of Success in Appendix 2 and Delivery Actions in Appendix 3 to ascertain the appropriate level of area information required and provide Director of Business Services with feedback for future reporting.**

#### 3 Purpose and Decision Making Route

- 3.1 The [Council Plan 2017-2022](#) was approved at Full Council at the 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 endorsed at the subsequent workshop that took place on 5 September 2018, it was agreed that Business Services would lead on and scrutinise 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 Committee on progress with key actions and outcome indicators identified which help demonstrate how we are working towards the priorities, and consider how Business Services is progressing, evidenced through a reflection of the performance achieved during the reporting period 2018/19 and Quarter 2 2019/20 (April 2018 to September 2019).

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

#### 4 Discussion

4.1 A summary of progress made during April 2018 – 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 contribute to outcomes linked to other delivery plans for council priorities that will be scrutinised by other policy committees. Collectively, all the outcomes and outcome indicators that 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.

#### 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 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 this item in terms of Section 11.2 of the List of Committee Powers in Part 2A of the Scheme of Governance as the Committee is being asked to scrutinise and review the effectiveness of Council policy implementation and service delivery.

### **Ritchie Johnson**

#### **Director of Business Services**

Report prepared by: Dianne Knight, Strategic Policy Lead (Performance)

Date: 25 November 2019

### **List of Appendices**

Appendix 1 – Summary of progress for Priorities 9 and 10

Appendix 2 – Priorities 9 and 10 Business Services Performance : Measure of Success Report: April 2018-September 2019 (Council Plan Priorities 2017-22);

Appendix 3 – Business Services Performance Monitoring Report : Delivery Actions Report: April 2018-September 2019 (Council Plan Priorities 2017-2022)



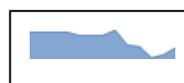
# Deliver responsible, long-term financial planning



77% of people believe Aberdeenshire Council is efficient and well run



74% of people believe that the council delivers value for money



Agency & Consultancy Spend (Whole Council)



93.8% 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

### High level Measures of Success:

In the first two quarters of 2019/20 119 (17%) of respondents were residents of Formartine and of these, 84% agreed that 'Aberdeenshire Council is efficient and well run'. Satisfaction levels in Formartine were the highest recorded across all areas and 7% higher than the overall Aberdeenshire average of 77% for the same period.

134 (84%) of respondents within Formartine agreed that 'Aberdeenshire Council delivers value for money'. Satisfaction levels in Formartine were the highest recorded across all areas and 8% higher than the overall Aberdeenshire average of 74% for the same period.

Agency and Consultancy spend has no area breakdown.

Capital Plan expenditure has no area breakdown.

### High level outcomes:

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. 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



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



99.7% - First point of contact resolution for service points



73% of people would speak highly of Aberdeenshire Council



42,796 days absence (Whole Council)



86% of residents were 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.

### High level Measures of Success:

Formartine area service points at Ellon, 3,354 customers attended with 99.4% (3,334 customers) having their query resolved. Turriff service point received 3,443 customers with 99.5% (3,426 customers) having their query resolved. Both service point resolutions were considerably above target of 75%, and in line with Aberdeenshire overall.

86% of 104 residents of Formartine responded positively when asked if they would speak highly of Aberdeenshire Council (11% above target and the highest satisfaction rating across all areas).

In quarter 2 2019/20 Aberdeenshire Council reported 42,796 calendar days of absence. Of these, 4,639 (11% of absence days recorded) were taken by staff members in the Formartine area. An area breakdown of reason for absence is unavailable at this time.

Formartine recorded the second highest satisfaction rating with 145 (89%) of respondents being 'satisfied with services delivered' and only 1% below the target of 90% and 3% above the overall Aberdeenshire satisfaction rating.

### High level Outcomes:

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.

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.

## Formartine Area: Appendix 2 Business Services Priority 9 and 10 Reporting April 2018 – September 2019)

Generated on: 24 November 2019

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 3 Amber 2 Green 10**

\*NOTE: Each high level table of performance indicator data relates to Aberdeenshire only.

- 1) Where an area perspective is available, this is included within the commentary. Future reporting will report high level table data for Areas, where data is available.
- 2) Reputation Tracker (satisfaction survey): Each month 150 residents of Aberdeenshire are asked for their opinion of satisfaction and agreement with a series of statements by an independent external organisation on behalf of Aberdeenshire Council. They aim to have an equal number of respondents in each of the six areas. Respondents may choose to answer some, but not all of the questions. Results are averaged across each of the reporting quarters to provide an annual average figure. Figures quoted in this report, relate to the 2018/19 average, and to the April-September 2019 average.

 Council Priorities 2017-2022: 9. Deliver responsible, long-term financial planning

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Capital Expenditure: Budget v Forecast	£167,314,000.00	£8,365,700.00	£16,731,400.00	Q1 2019/20	£155,776,000.00		
				Q2 2019/20	£147,042,000.00		

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
3.3 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%		
				Q1 2019/20	70.32%		
				Q2 2019/20	77.31%		

In 2018/19 1,632 residents of Aberdeenshire were asked to determine if 'Aberdeenshire Council services are value for money'. An average of 78% of residents were in agreement and of the 17% (277) Formartine residents asked, an average of 81% were satisfied with services. The full 2018/19 reputation tracker can be viewed on the Council website or access here: [2018/19 Reputation Tracker Annual Report](#) where reasons for dissatisfaction are included although these are not provided at Area level.

For the period April - September 2019, 802 respondents within Aberdeenshire were asked and an average of 74% (just below target of 75%) were satisfied. Of these, 134 (15%) of respondents were residents of Formartine and of these, an average of 84% agreed (well above target and would have a green RAG status).

Formartine recorded the highest satisfaction level of all areas with the lowest satisfaction level recorded in Marr with 66% of 141 residents asked.

Trend analysis will be provided within the next reporting period.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Agency & Consultancy Spend (Whole Council)	£500,000.00	£505,000.00	£525,000.00	Q1 2018/19	£1,345,911.00		
				Q2 2018/19	£1,107,182.00		
				Q3 2018/19	£1,838,519.00		
				Q4 2018/19	£1,167,362.00		
				Q1 2019/20	£1,440,129.00		
				Q2 2019/20	£1,139,627.00		
<p>On Contract Agency - £215,767; Off Contract Agency - £320,852; Consultancy - £603,008 (exc. consultancy spend directly related to capital projects).</p> <p>As always, Infrastructure made up over 90% of the Consultancy spend, at £575,984; this represented a large fall from the previous quarter but remained in line with the level from Q4 of 2018/19.</p>							

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
3.2 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%		
				Q1 2019/20	73%		
				Q2 2019/20	82%		

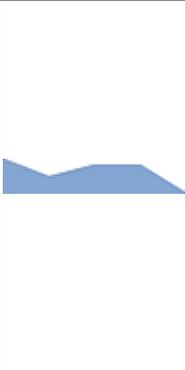
In 2018/19 1,453 residents in Aberdeenshire were asked to determine if 'Aberdeenshire Council is efficient and well run'. An average of 86% of residents were in agreement and of the 17% (240) Formartine residents asked an average of 90% were satisfied with services. The full 2018/19 reputation tracker can be viewed on the Council website or access here: [2018/19 Reputation Tracker Annual Report](#) where reasons for dissatisfaction are included although these are not provided at Area level.

For the period April - September 2019, 709 respondents in Aberdeenshire were asked and 77% (above target of 75%) were satisfied. Of these, 119 (17%) of respondents were residents of Formartine and of these, 84% agreed (well above target and would have a green RAG status).

Formartine recorded the highest satisfaction rating amongst areas with the lowest satisfaction level recorded in Marr with 68% of 130 residents asked.

Trend analysis will be provided within the next reporting period.

 **Council Priorities 2017-2022: 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			Status	Spark Chart
					Value		
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%		
				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
Full Time Equivalent members of staff	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		
				Q1 2019/20	10,163.6		
				Q2 2019/20	10,222.75		

At the end of quarter 2 2019/20 Aberdeenshire Council employed 10,223 full time equivalent members of staff.

Of these, 1,308 (13% of entire workforce) were employed in the Formartine area. Formartine has the lowest area percentage of workforce.

Garioch has the highest percentage of the workforce with 21% (2,173 FTE).

Trend analysis will be provided within future reporting periods.

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		
				Q1 2019/20	16,033		
				Q2 2019/20	16,095		

At the end of quarter 2 2019/20 Aberdeenshire Council employed 16,095 individual members of staff.

Of these, 2,016 (13% of entire workforce) were employed in the Formartine area. Formartine has the lowest headcount area percentage of workforce.

Garioch has the highest headcount percentage of the workforce with 23% (3,772 individual members of staff).

Trend analysis will be provided within future reporting periods.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
Absence (Whole Council)				Q1 2018/19	47,891	?	
				Q2 2018/19	42,624		
				Q3 2018/19	49,175		
				Q4 2018/19	52,537		
				Q1 2019/20	46,901		
				Q2 2019/20	42,796		

The top 5 reasons for absence in 2019/20 Q2 were as follows:

**Stress, Mental Health** – 8,684 calendar days lost

**Stomach & Digestive** – 4,415 calendar days lost

**Muscular-Skeletal** – 4,076 calendar days lost

**Cold, Flu & Infection** – 3,210 calendar days lost

**Back and Neck Problems** – 3,073 calendar days lost

Steps being taken to reduce absence and/or support absenteeism due to stress/mental health issues:

- Introduction and roll out of Stress Management workshops to employees – focus of these sessions is on an individual's personal stress and giving tools to address and deal with it. In the last 12 months we have scheduled 16 sessions and had 122 participants.

- Mental health training for managers – made major changes to this session based on feedback from participants. It is now a 3 hour face to face session and uptake has increased. In the last 12 months we have scheduled 12 sessions and had 97 participants.
- Provision of e-learning modules available on ALDO for all employees around mental health
- Recruitment and training of Mental Health First Aiders
- Two members of staff attended training to become trainers in Mental Health First Aid and will roll out this programme further in 2020 increasing the number of first aiders across the organisation.
- Stress Audits to be programmed for 2020 with services to identify areas where support or training is required – with the support of other HR teams this will be targeted at areas/establishments presenting with high levels of stress.
- Continuation of one on one health checks for employees

At the end of quarter 2 2019/20 Aberdeenshire Council reported 42,796 calendar days of absence across the whole council. Of these, 4,639 (11% of absence days recorded) were taken by staff members in the Formartine area. Formartine records the lowest calendar days of absence across all areas.

Garioch has the highest percentage of calendar day absence across all areas with 22% (9,585 days absence).

Trend analysis will be provided within future reporting periods.

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%		
				Q1 2019/20	2.8%		
				Q2 2019/20	4.4%		

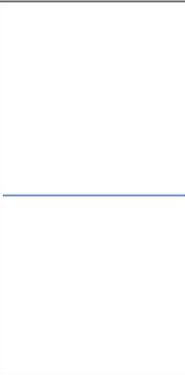
Q2 typically has a much higher turnover rate than other quarters, principally due to the number of teachers who leave at the end of the academic year but also, to a lesser extent, non-teaching leavers.

The overall rate was 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
1.1 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%		
				Q1 2019/20	97.2%		
				Q2 2019/20	93.0%		
<p>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.</p>							

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
3.1 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%		
				Q1 2019/20	83%		
				Q2 2019/20	89%		
				<p>In 2018/19 1,752 residents of Aberdeenshire were asked to determine if 'I am satisfied with the services that Aberdeenshire Council provides'. An average of 90% of residents were in agreement and of the 17% (294) Formartine residents asked an average of 91% were satisfied with services. The full 2018/19 reputation tracker can be viewed on the Council website or access here: <a href="#">2018/19 Reputation Tracker Annual Report</a> where reasons for dissatisfaction are included although these are not provided at Area level.</p> <p>For the period April - September 2019, 875 respondents within Aberdeenshire were asked and 89% (just below target of 90%) were satisfied. Of these, 145 (17%) of respondents were residents of Formartine and of these, 89% agreed (this is just below target and would have an amber RAG status).</p> <p>Formartine recorded the second highest satisfaction rating with only Garioch recording a higher rating of 90% (on target) from 143 residents polled. Lowest satisfaction rates were found in Buchan and Banff &amp; Buchan residents reporting 82% satisfaction of 145 residents asked.</p> <p>Trend analysis will be provided within the next reporting period.</p>			

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%		
				Q1 2019/20	100%		
				Q2 2019/20	100%		

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
1.1 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%		
				Q1 2019/20	99.6%		
				Q2 2019/20	99.7%		

During the period April - September 2019, there were a total of 52,395 personal visits to all service points across Aberdeenshire. Service points are located in: Banff, Ellon, Huntly, Inverurie, Peterhead and Turriff. A total of 52,064 (99.37%) of all queries were resolved at first point of contact. \*Note: no data is included for the month of June as a replacement CRM system was installed during this time.

For the Formartine area service points at Ellon, 3,354 customers attended with 99.4% (3,334 customers) having their query resolved. Turriff service point received 3,443 customers with 99.5% (3,426 customers) having their query resolved.

13% of all service point customer queries were received by Formartine area service points with an overall first point of contact resolution for those customers of 12.9%.

The highest rate of resolution was 99.51% at Turriff (of 3,443 customers) and the lowest rate of 99.04% (of 9,248 customers) at Inverurie. All service points were considerably above target of 75%.

Trend analysis will be provided within future reporting periods.

Performance Measure	Current Target	Amber Threshold	Red Threshold		Value	Status	Spark Chart
3.4 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%		
				Q1 2019/20	70%		
				Q2 2019/20	76%		

In 2018/19 1,314 residents of Aberdeenshire were asked to determine if 'I would speak highly of Aberdeenshire Council'. An average of 87% of residents were in agreement and of the 18% (235) Formartine residents asked an average of 89% would do so. The full 2018/19 reputation tracker can be viewed on the Council website or accessed here: [2018/19 Reputation Tracker Annual Report](#) where reasons for dissatisfaction are included although these are not provided at Area level.

For the period April - September 2019, 616 respondents were asked and 73% (below target of 75%) were satisfied. Of these, 104 (17%) of respondents were residents of Formartine and 86% agreed (well above target and would have a green RAG status).

Formartine had the highest satisfaction levels of all areas with the lowest satisfaction level was recorded in Marr with 57% of 107 residents asked.

Trend analysis will be provided within the next reporting period.

## Formartine Area: Appendix 3 Business Services Priority 9 and 10 Reporting April 2018 – September 2019



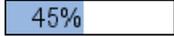
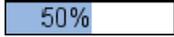
**Report Author:** Dianne Knight

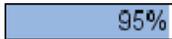
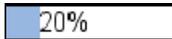
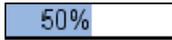
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Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

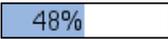


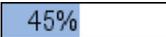
**Council Priorities 2017-2022: 9. Deliver responsible, long-term financial planning**

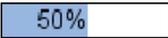
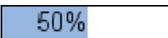
Action	Description	Status	Progress	Due Date	Latest Note
Statutory responsibility for the proper administration of the Council's funds. Supporting an environment of advice and guidance to enable the proper use of public funds by Services.	On a daily basis discharging the statutory responsibility for the proper administration of public funds through financial advice and strategic financial plans culminating in the completion of the Council's annual accounts			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 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 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.			31-Mar-2022	The Medium Term Financial Strategy was approved by Council in February 2019 for 2019/20 with indicative budgets set for years 2020/21 to 2023/24. Services are continuing to self-assess and review in conjunction with Finance, Corporate Communications and Members.
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			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.

Action	Description	Status	Progress	Due Date	Latest Note
	cash resources resources are appropriately managed to ensure the Council is able to achieve it's priorities. Evidenced by the reports to Business Services Committee.				
Development of robust Contracts Registers	Increased proportion of spend that is on contract			31-Mar-2020	E-module Procurement Training modules 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 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.			31-Mar-2022	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 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 Commercial and Procurement Shared Service 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	Customer (employee) satisfaction with support/ involvement			31-Mar-2022	Whilst this is an ongoing action, the latest round of budget engagement has just closed and the results will be communicated

Action	Description	Status	Progress	Due Date	Latest Note
public spending and investment in services					through Full Council in 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			31-Mar-2022	A working group has been set up with finance on budget engagement, the purpose being to help communicate budget engagement in future years.
Delivery of the Capital Plan	<p>– specifically:</p> <ul style="list-style-type: none"> <li>• Care Home (North)</li> <li>• Office Space Strategy</li> <li>• Hill of Banchory Community Sports Facility</li> <li>• Inverurie Community Campus</li> </ul> <p>Facilities to support Early Years &amp; Childcare 1140 hours expansion</p> <p>Planned expenditure on the capital plan achieved</p> <p>% of Projects completed by the Programme date</p>			31-Mar-2022	The 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
	% 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	<p>Including:</p> <ul style="list-style-type: none"> <li>• Office Space Strategy</li> <li>• Delivery of Early Years &amp; Childcare 1140 hours expansion</li> <li>• Passenger review</li> </ul> <p>Ratio of successfully completed (on track) projects to all projects in the programme</p>			31-Mar-2022	<p>Officers continuing to work with managers delivering priority projects including Office Space Strategy, Expenditure Approval Process, Facilities Management, Employee Engagement.</p> <p>Project management training available based on demand.</p>
Review disposal strategy	Approval of Policy by Business Services Committee			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 6 Area Committees. This process will be completed during 2019. As part of the process the property disposal strategy will be reviewed, which will reinforce the need for a business planning approach for asset disposal.
Consider how we encourage alternative use	Time taken to dispose of assets			30-Jun-2021	In the disposal of surplus assets, the Estates Department's primary objective is to maximise financial return. Considerable forward planning is undertaken, often years in advance, in identifying assets which are likely to fall into this category. Initially, the Estates Manager,

Action	Description	Status	Progress	Due Date	Latest Note
for our assets to speed up disposal.					<p>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.</p> <p>We 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.</p> <p>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.</p> <p>The former Blythewood care home site in Inverurie and offices at Glenugie, Peterhead are also attracting interest from affordable housing providers.</p>
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	Budget holders' feedback on improved access to relevant information			30-Jun-2021	<p>Completion of Phase 1 of MDM has been delayed due to development required to incorporate myaccount data. Meaning the delivery of full Phase 1 will be completed by 15 November 2019. Testing is almost complete. Housing have been approached and work has commenced to onboard their system for MDM Phase 2.</p>

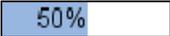
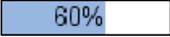
Action	Description	Status	Progress	Due Date	Latest Note
other management information					
Delivery of the Roads Asset Management Plan	The Council has developed a Roads Asset Management Plan (RAMP) based on a framework commissioned by the Society of Chief Officers of Transportation for Scotland (SCOTS). 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.			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.
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			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..

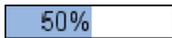
Action	Description	Status	Progress	Due Date	Latest Note
	on bridges is included in the annual Status and Options Report.				

 Council Priorities 2017-2022: 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		<div style="width: 25%;"><div style="width: 25%;"></div></div> 25%	31-Mar-2020	Several development programmes are underway or under construction. The Service Manager Programme has been successful in identifying key gaps in knowledge and understanding or responsibilities and accountabilities. It brings managers and relevant internal Subject Matter Experts together to educate managers on how to fill knowledge gaps. We have a similar programme about to start for Head Teachers and for Heads of Service.
Enable One Aberdeenshire, embedding the principles across the organisation	Responses to regular simple polling questions		<div style="width: 55%;"><div style="width: 55%;"></div></div> 55%	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 every day processes and events eg 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		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	30-Jun-2018	This action is now complete.
Delivery of staff digital skills strategy to ensure	Progression of the digital skills of staff against the baseline established in		<div style="width: 70%;"><div style="width: 70%;"></div></div> 70%	31-Mar-2022	The main parts of Digital Skills Strategy have been delivered - skills assessment, training programmes, digital champions, digital leadership etc.

Action	Description	Status	Progress	Due Date	Latest Note
staff to enhance productivity	2018. Uptake of learning & development opportunities				
Develop and embed a performance management system to replace Employee Annual Appraisal	Percentage of staff completing Personal Performance Plan			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			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			31-Mar-2022	Disclosure Scotland procedure in September 2018 to reflect current practice and update guidance for Managers. Eligibility to work in the UK guidance update deferred until definitive guidance available from UK Government on new regulations following Brexit. Recruitment and Selection training for Line Managers commenced in late 2018, this will be followed by an updated Recruitment & Selection procedure using feedback from managers during training.
Lead/support the development and implementation of the iTrent system	Full implementation of all four tranches of development			30-Nov-2019	iTrent delivery now complete.
Continue to develop and deliver innovative recruitment approaches for teacher, early years	Annual report on teacher recruitment			31-Mar-2020	<i>Update provided by Workforce Planning &amp; Staffing Manager:</i>  <b>Current update (April to Sept 2019):</b>

Action	Description	Status	Progress	Due Date	Latest Note
and other associated professionals					<p>The Teacher Recruitment Board continues to meet regularly to consider recruitment data and approaches to recruitment. 130 probationer teachers started in August 2019.</p> <p><b>Next steps:</b></p> <p>A report providing a full update on teacher numbers will be provided to Education &amp; Children's Services Committee in early 2020.</p>
Increase the visibility of senior management (internal campaign).	Responses to regular simple polling questions			31-Mar-2022	Team Talks ongoing, 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 reflect the options presented to each manager, allowing them utilise the tools from Team Talks onwards to engage locally. Team Talks with 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			31-Mar-2022	Stories proving hard to locate or define but work ongoing with managers to share best practise examples and tell the real story of their teams.
Support smooth & timely implementation of General Data Protection Regulations (GDPR)	Percentage of staff completing ALDO course			31-Dec-2018	This action is complete.
Continue to review and improve the Council's	Internal Audit Reports			30-Nov-2019	The Scheme of Governance remains under regular review and agreed procedures are in place with Governance Service Champions for

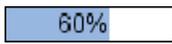
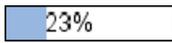
Action	Description	Status	Progress	Due Date	Latest Note
Scheme of Governance & Code of Corporate Governance	Annual Audit Report				notification, consultation and approval of any updates required. A project has been established to undertake a full review of the Council's expenditure approval process and 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			31-Mar-2022	<p>Strategic change prioritisation developed and reported to Strategic Change Board August and November 2019.</p> <p>Elected Member briefing and workshop sessions have continued which allow for awareness raising on proposed legislation or policy changes.</p> <p>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.</p> <p>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:</p> <p>. Good Food Nation</p>

Action	Description	Status	Progress	Due Date	Latest Note
					<ul style="list-style-type: none"> <li>. Fair Rents</li> <li>. Non-Domestic Rates Call for Evidence</li> <li>. Climate Change &amp; Environment Action Plan 2019-2024</li> <li>. Licensing (Scotland) Act 2005 Revised Guidance</li> </ul> <p>And the council is currently responding consultations including on:</p> <ul style="list-style-type: none"> <li>. National Transport Strategy</li> <li>. Steps to Improve Operational Efficiency of the Control of Dogs (Scotland) Act 2010</li> </ul>
Embed the performance management framework throughout the council	Annual Audit Report		<div style="border: 1px solid black; width: 60px; height: 15px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 35%;"></div></div> 35%	31-Mar-2022	Following 2018/19 reporting, workshops and discussion have taken place with Councillor workshops and Service Lead Performance officers. This review was undertaken to assess the robustness of 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 onward. This comprises a 3-appendix 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) followed by an overview against each Priority Outcome. Appendix 2 will provide a review of

Action	Description	Status	Progress	Due Date	Latest Note
					<p>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'.</p> <p>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.</p>
<p>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.</p>	<p>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 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</p>		 100%	30-Jun-2019	<p>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.</p>

Action	Description	Status	Progress	Due Date	Latest Note
	<p>This is part of both Customer Services and Customer, Communication &amp; Improvement workplans.</p> <p>This Activity is led by Aberdeenshire Council</p> <p><b>Next Steps:</b> Continue to measure service delivery to monitor performance and plan improvements</p>				
<p>Increase uptake of the corporate wide, customer service training framework to support people in doing the right things, at the right time.</p>	<p>Measurement of uptake in new Customer Service Training modules both online via ALDO and face to face training sessions.</p> <p>This is part of both Customer Services and Customer, Communication &amp; 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 the right things, at the right time policy.</p>			31-Mar-2022	Modules for the Framework Training still being completed and tested.

Action	Description	Status	Progress	Due Date	Latest Note
	<p>This activity is lead by Aberdeenshire Council.</p> <p><b>Next Steps:</b> ALDO modules to continue to be developed, tested and made available to council employees</p>				
Support service redesign of frontline service delivery to be mobile, multi-skilled, flexible and customer focussed	% technology enabled frontline staff			31-Mar-2020	Service redesign is a continuous process across all Services in the Council and as such is led by the appropriate senior manager. We are currently reviewing what support is required, when and who by, and will provide a further update on this action when it next comes to this Committee.
Ensure high quality data and evidence underpins key decision making across all services	Annual Strategic Assessment Annual Audit Report			31-Mar-2022	<p>Performance reporting: revisions have been made 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 scheduled throughout Nov 2019 with strategic Performance Team for implementation of reporting inline with Policy Committee formats and with a stronger Area perspective than previously reported to enable and support Area Management teams in decision making at a local level.</p> <p>Strategic Analysis: work is ongoing to provide Place based Strategic Assessments for all 17 CSN areas. This work is scheduled to conclude September 2020.</p>

Action	Description	Status	Progress	Due Date	Latest Note
					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	<p>Reputation Tracker</p> <p>The Council Listens to residents views and Citizen Panel Engagement Survey( Annual)</p>			31-Mar-2020	<p>Budget engagement closed with results being presented back through Full Council in November. Meanwhile a clean sheet review taking place on Public Transport options across Aberdeenshire, with support and advice requested from comms and engagement teams.</p> <p>Some issues representing public concern include: perceptions of changes connected with the implementation of a new waste strategy, perceived changes to car parking arrangements, an increase in Council Tax and general dissatisfaction with conditions of local roads.</p> <p>Although results show a fall when compared with the previous year, these are results that show a decisive majority of respondents agree with the sentiment.</p>
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)			31-Mar-2022	Broad range of activity across all project workstreams 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 approved by Council, partner negotiations continuing.
Move to online Licensing	All licences available online			31-Mar-2022	Stage 1 now complete. Work ongoing with ICT to develop online forms to connect to allow applications to be made online.

Action	Description	Status	Progress	Due Date	Latest Note
Support Community Asset Transfer	Asset Transfer Report (statutory)		<div style="width: 100%;"><div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div></div>	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		<div style="width: 20%;"><div style="width: 20%; background-color: #4F81BD; color: white; text-align: center;">20%</div></div>	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.