

REPORT TO POLICY & RESOURCES COMMITTEE – 11 JUNE 2015

BUSINESS SERVICES' QUARTERLY PERFORMANCE REPORTING AND YEAR END REVIEW OF PROJECTS APRIL 2014 – MARCH 2015 (ABERDEENSHIRE PERFORMS)

1 Recommendations

The Committee is recommended to:-

- 1.1 Acknowledge the performance achieved January to March 2015 (quarter 4) identified in paragraphs 2.4 – 2.6 below;
- 1.2 Consider those measures where performance is below expectations January to March 2015 (quarter 4) identified in Appendix 1;
- 1.3 Note the publication of the full year 2014/15 Performance Report on Ward Pages; and
- 1.4 Instruct the Director of Business Services to continue to report, by exception, to Committee quarterly on performance measures against Priority Outcomes and six monthly on progress with Projects.

2 Discussion

- 2.1 At its meeting on 3 April 2014, Policy & Resources Committee agreed that the Council Plan 2013-17 should directly provide the strategic direction for Business Services for the period 2014-17 instead of a separate Business Services 2014-17 Service Plan.
- 2.2 The purpose of this report is to advise Committee how the Service is performing against the Council Plan outcome of Public Service Excellence.
- 2.3 The performance measures and key projects are linked to the Council's priorities. The quarterly performance monitoring report provides regular opportunity for elected members to maintain scrutiny of significant activities in order to achieve good outcomes for the residents of Aberdeenshire.
- 2.4 Performance for the period April 2014 to March 2015 can be summarised as:-

Priority Outcome	Are we getting better?
1. Customer Focus	Good level of service maintained, however slight decline in a couple of areas.
2. Managing Resources & Assets	Steady progress.

Priority Outcome	Are we getting better?
3. The Best Workforce.	Steady progress.
4. Excellent Communication, Performance & Improvement	Yes.

- 2.5 There are a total of 20 measures evidencing performance of Business Services against the priority outcomes and 13 measures are on target (green) or within acceptable limits (amber). Performance information for four measures is not currently available but will be available in June 2015. A comprehensive performance monitoring report for the period April 2014 to March 2015 is available on Ward Pages.
- 2.6 Four measures demonstrate performance below expectations and these measures (amber and red) are outlined in Appendix 1.
- 2.7 There are 23 projects and actions supporting the priority outcomes. One project is behind schedule however all other projects are on schedule or have been completed. An update on all projects is provided at Appendix 2.
- 2.8 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and support the recommendations.

3 Equalities, Staffing and Financial Implications

- 3.1 An equality impact assessment is not required because the report is to inform Committee on performance and there will be no differential impact, as a result of the report, on people with protected characteristics.
- 3.2 There are no specific staffing or financial implications arising from this report but trends are used to inform improvement activity and future budget planning.

Alan Wood
Director of Business Services

Report prepared by Debbie McGilvray, Support Services Manager
26 May, 2015

Business Services' Service Plan: Q4 2014/15 – Performance Monitoring Exceptions Report



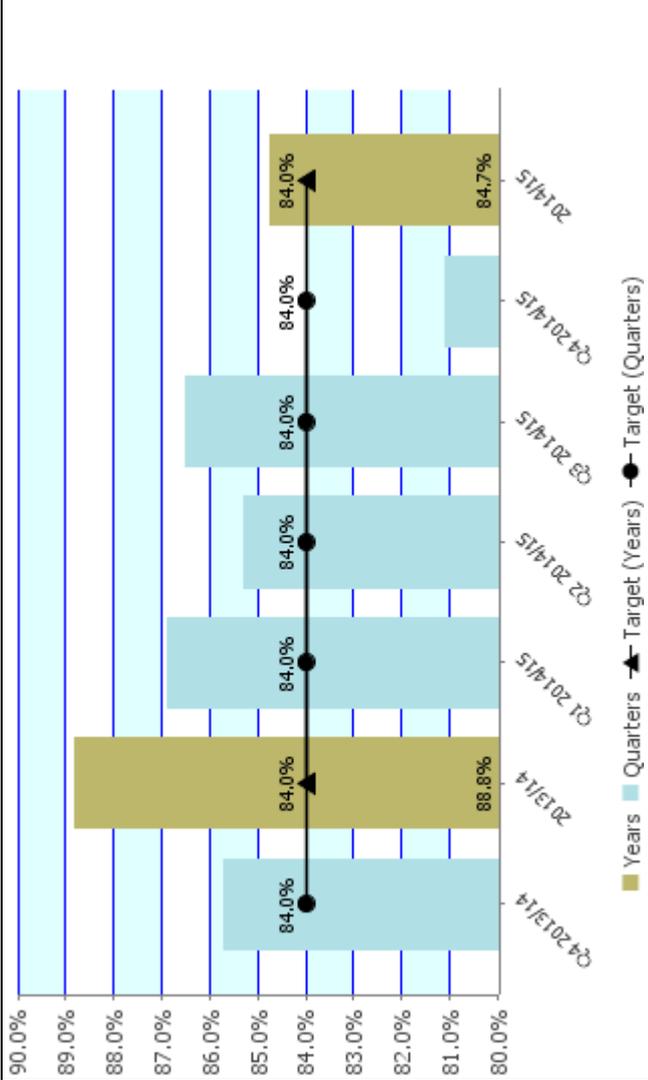
PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change or Not Applicable		No Change or Not Applicable
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				

Traffic Light: Red 3 Amber 1

Priority 1 - Customer Focus

Indicator	First point of contact resolution for all service requests received through the Contact Centre										Red T'hold	Amber T'hold	
	Target	Status	Value	Number of calls	Long Trend	Short Trend							
Q4 2013/14	84.0%	✓	85.7%	54,269	→	→						80.0%	82.0%
Q1 2014/15	84.0%	✓	86.9%	54,332	→	←							
Q2 2014/15	84.0%	✓	85.3%	54,531	→	→							
Q3 2014/15	84.0%	✓	86.5%	56,367	→	←							
Q4 2014/15	84.0%	⚠	81.1%	66,776	→	→							

66,776 calls and 3,049 internet enquires/text messages were received during Q4. This is an increase of 18% call volume compared to previous quarter.



Indicator	Average speed of processing new Benefits claims (days) (SPI)					Red T'hold	Amber T'hold
	Target	Status	Value	Total claims	Long Trend		
Q4 2013/14	22	▲	22.54		→	→	22
Q1 2014/15	22	●	26		→	→	
Q2 2014/15	22	●	24.94		→	←	
Q3 2014/15	22	●	25.43		→	→	
Q4 2014/15	22	●	25.2		→	←	

In Q4 the Benefits Team processed 2,261 new claims and 25,856 changes in circumstances. The number of days taken to process a new claim increased because of the impact of staff turnover, the addition of blue badge work and the impact of down time for council tax annual billing. Performance has been benchmarked against a number of other Scottish local authorities and work is ongoing to look at ways of improving processing times. In total in 2014/15 the Team processed 8,820 new claims and 78,866 changes in circumstances.

In terms of accuracy a total of 1,513 cases were checked during the year and 1,463 of these were found to have been correctly calculated.

Period	Actual Value	Target
Q4 2013/14	22.54	22
Q1 2014/15	26	22
Q2 2014/15	24.94	22
Q3 2014/15	25.43	22
Q4 2014/15	25.2	22

Indicator	Council website - external rating by SOCITM						Red T'hold	Amber T'hold
	Target	Status	Value	Base	Long Trend	Short Trend		
2012/13	3	✔	3		▬	▬	2	3
2013/14	4	⚠	3		▬	▬		
2014/15	4	✖	1		➡	➡		

Year	Actual Value (Years)	Target Value (Years)
2012/13	3	3
2013/14	3	4
2014/15	1	4

Aberdeenshire Council's website was rated as 1 star, out of a maximum of 4, in the 2015 Society of IT Managers Better Connected review. Since the review was carried out in November 2014 guidance has been published for content editors and a programme of content reviews is underway. The Business Transformation Board and Service Management Teams are supportive of this work and are also being consulted on the plans for the site redesign. The council's website has not been redesigned since 2009 and a project is now well underway to deliver a modern fit-for-purpose design. The new design will fully support use from smartphones, tablets and other touchscreen devices which now make up around 50% of visits to the site. The new site is due to go live in August 2015.

Priority 3 - The Best Workforce

Indicator	Percentage of ICT Service Desk incident calls resolved within timescale						Red T'hold	Amber T'hold
	Target	Status	Value	Total calls	Long Trend	Short Trend		
Q4 2013/14	86.0%	✔	86.0%	12,444	↗	↗	82.0%	84.0%
Q1 2014/15	88.0%	✔	84.6%	13,045	↗	↗		
Q2 2014/15	88.0%	⚠	83.5%	14,818	↗	↗		
Q3 2014/15	88.0%	✖	76.0%	13,123	↗	↗		
Q4 2014/15	88.0%	✖	81.8%	10,877	↗	↗		

The chart displays the following data points:

Quarter	Actual Value (%)	Target (Years) (%)	Target (Quarters) (%)
Q4 2013/14	86.0%	86.0%	88.0%
Q1 2014/15	84.6%	88.0%	88.0%
Q2 2014/15	83.5%	88.0%	88.0%
Q3 2014/15	76.0%	88.0%	88.0%
Q4 2014/15	81.8%	88.0%	88.0%

This SLA has improved 5.8% from the previous quarter from 76% to 81.8%. A new Service Desk rota and improved processes has meant an increase in resource at the first point of contact for customer. The SLA is still not meeting target and the improvements are still ongoing to improve the SLA further.

Business Services - Annual Update of Key Projects/Actions from Heads of Service Business Plans 2014/15



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

Priority
Priority 1 - A Customer Focus

Action	Status	Progress	Due Date	Latest Note
1a - Delivering high quality customer service (CC&I)			31-Mar-2017	Services available to residents via the Customer Contact Centre continues to expand and blue badge applications are now managed through the centre. Work is progressing to introduce Trade Waste and Domestic Waste services. Complementing the Customer Contact Centre, a new Service Point will open in May 2015 in Peterhead within Buchan House and work is progressing on a Service Point in Banff which will open in July 2015. In order to ensure seamless customer service improvements, the iCE team are to be co-located with the Customer Service Development Team, which will improve service redesign from the customer through to the back end systems. The council continues to meet nationally set SPSO complaint review and resolution performance indicators and the team will be delivering a key note speech at a national complaints conference in Summer 2015.
1b - Making it easy for our customers to access services (CC&I)			31-Mar-2017	The ICE programme has continued to focus on the business plan approved by Policy & Resources Committee. 28 key processes were agreed for development as digital by choice and to date activities with Feedback, libraries, Housing allocations, Blue badges and jobs 100% complete or closed off, with Music Tuition, Registrars, Trade Waste, Business Rates, Roads faults and C/Tax 75% complete or incorporated into larger overarching proposed new priority areas, with Car parks 85% complete and NEC cards at 25%. In addition further activity is progressing in relation to Committees at 100%, (closed off), School meals, youth enquiries and activities and online benefits at 90%, Env health, Planning, Leisure and Licensing at 50%, Debtors, Building control and Housing rents at 25% and Housing repairs and Public Transport at 10%.
1c - Ensuring people feel informed & engaged in the work of the Council (CC&I)			31-Mar-2017	The first phase of the Communications Strategy has been delivered, and progress of actions from current/future years of the plan are being discussed on a monthly basis at strategic meetings of the communications team. Examples of tasks include providing successful communications for the Referendum in September 2014 in line with the established approach to elections communications, supported by a tailored communications plan. Managers and others can now access social media training via ALDO and there will formal promotion of the course shortly. Future tasks include a revised approach for community engagement is being considered and investigations continue into suitable e-comms tools

Action	Status	Progress	Due Date	Latest Note
1d - Supporting our customers with the consistent delivery of high quality design & print (CC&I)			31-Mar-2017	that could be used directly by Services. The Roads Service is likely to be a pilot for any approach. In order to support services manage their own print requirement the E4Print tool was piloted in early 2015 and was made live in April 2015. The tool allows teams to produce common print requests such as business cards and compliment slips without requiring graphic design input. Further common templates will be made available on an ongoing basis. Income recovery reports are now available to Finance on a monthly basis to allow full cost recovery where appropriate.
1e - Full implementation of the Registrars' review (L&G)			30-Apr-2015	The recommendations of the Review have been fully implemented, with the consolidation of services from offices in Banff, Fraserburgh, Peterhead, Ellon, Huntly, Inverurie, Deeside and Stonehaven successfully achieved. Registrars have moved to a more efficient appointments-based system and are utilising laptops and electronic systems to increase flexibility. Registrars are actively engaging with other Council Services, such as Landscape Services, to further enhance customer service in areas such as administration of burials. The Registrars continue to develop very active training and promotions groups.

Priority

Priority 2 - Managing Assets & Resources

Action	Status	Progress	Due Date	Latest Note
2a - Develop Information Management and Data Architecture Strategy to support Business Transformation projects and improve customer access to data (ICT)			31-Dec-2013	A cross service project is now underway to implement the Council's core information management, collaboration and internal communications platform, enabling it to store, access, update, share and govern information more easily and in one place. This is being carried out through co-ordinated strands of work. As per the Council's Information Management Strategy, a review is to be undertaken during 2015 in relation to information-related roles in all Services, with the aim of identifying and achieving savings by eradicating areas of overlap and/or inconsistency in information governance; this is likely to result in a new structure with standard roles in each Service, co-ordinated by a central team. Work is underway on the Information Management aspects of Health and Social Care Integration; a joint Council/NHS Data Sharing Group has been set up to examine requirements and deliver solutions. Accurate and unique identification of customers across

Action	Status	Progress	Due Date	Latest Note
2b - Implementation of the hilltop wireless project (ICT)			31-Oct-2013	Council and NHS datasets is fundamental to this major national initiative, and as such this work is likely to follow on from the earlier Infosmart reports on the UCRN and Customer Data Integration. The first two phases of this project are complete apart from one site in phase 1 which was delayed due to planning permission and it will come on stream in the next month. This has been a successful project benefitting many offices from improved network capacity. An additional 50 sites including new builds have been identified as being suitable for Hilltop Wireless. This includes some smaller sites where it has now become more cost effective for Hilltop Wireless to be made available.
2c - Utilising the resources we have available to optimise our performance and approach to service delivery (Finance)			31-Mar-2017	
2d - Promoting good financial governance throughout the organisation (Finance)			31-Mar-2017	Both the Capital and Revenue Budget Plans are now reported to Full Council at budget meeting each year. Reports to other Committees now include both capital and revenue financial implications. Financial Regulations training is being delivered and is also available as an ALDO course. The new asset register and accounting system is now implemented and being used for year end process.

Priority

Priority 3 - The Best Workforce

Action	Status	Progress	Due Date	Latest Note
3a - Health, Safety and Well-Being Strategy (HR&OD)			31-Dec-2015	Progress continues towards achieving the Healthy Working Lives Gold Award. The council awaits feedback of the recent Employee Survey 'Your Health at Work', this will then be report through the Service Improvement Boards where agreed action plans will be monitored. Additional Councillor and Head of Service 'Leading Health, Safety & Risk' sessions are planned to run this year and next, to take account of committee dates and those who were unable to attend previous sessions or are new to the Authority. Services continue to be supported in carrying out a training needs analysis specifically to identify any

Action	Status	Progress	Due Date	Latest Note
3b - Learning & Development Strategy (HR&OD)			31-Mar-2017	gaps in health and safety training. Focussed support is currently being offered by various teams within HR&OD to Services where absences are particularly high. The new strategy covering 2015-18 has been discussed at HRMT and is awaiting comments from Team Leaders regarding the breadth of its coverage. It will then be discussed at the first meeting of the L&D Steering Group on the 14th May 2015.
3c - Implement Employee Relationship Management (HR&OD)			31-Mar-2017	Implementation of phase 1 of EMIS replacement system now March/April 2015. Implementation dates for further phases of iTrent implementation will follow but not yet confirmed.
3d - Workforce Strategy (HR&OD)			31-Mar-2017	Implementation of Pilot Employee Support Desk now December 2014/January 2015. The development and implementation of the key initiatives is continuing: where required completion dates have been revised to reflect realistic timescales.
3e - Mainstreaming the equality function and promoting equalities throughout the Council (CC&I)			31-Mar-2017	The mid term (2013-2015) Mainstreaming Equalities and Equalities Outcomes progress reports are in the process of being considered by various committees providing an update on progress towards Mainstreaming equalities and progress towards delivery of the council's Equality Outcomes. The full reports will be published on the Council's website by 30 April 2015 ensuring compliance with the Equality & Human Rights Commission. The Equalities Action Plan is being refreshed as a result of the mid year review of progress and prioritised actions will be taken forward via the Equalities Strategy Board, Corporate Equalities Group and service equality network teams. The Equalities Strategic Board, Corporate Equality Group, Service Equality Network team meetings are established ensuring effective governance in taking forward the equalities agenda. Regular meetings take place with Service Equality Champions and 6 monthly meetings are held with Elected Member Champions. Two organisations have been referred to Aberdeenshire Council by the Equality & Human Rights Commission, as an example of best practice in relation to our approach to mainstreaming equalities. Considerable progress has been made to promote employee responsibilities in giving due regard, considering equality and diversity with training developed on ALDO, regular communication features on Arcadia and poster campaign. Guidance on Equality Impact Assessments is provided in relation to the budget setting and budget saving process supporting Finance in taking this forward. LGB&T employee network established, submission to Stonewall completed, No Bystanders campaign launched. The Gaelic Language Plan was submitted to Bord na Gaidhlig for approval and a meeting with the Bord is scheduled for 20 April to receive feedback on the plan.

Action	Status	Progress	Due Date	Latest Note
3f - Implement the ICT Structure Review (ICT)		<div style="width: 100%;"><div style="background-color: #0070C0; height: 100%;"></div></div> 100%	31-Dec-2013	The review of the ICT Structure has been implemented with all staff in their new posts. The team are now almost fully staffed and only a small amount of final recruitment is required.
3g - Support the council by continuing to develop the suite of constitutional documents that underpin the Governance of the council (L&G)		<div style="width: 45%;"><div style="background-color: #0070C0; height: 100%;"></div></div> 45%	30-Apr-2016	Work is continuing on the new proposed standing orders prior to submission to the Procedures Committee. The Project Team is working with Services on the first draft of the new proposed scheme of delegation and list of delegated powers to officers and regular Team meetings are taking place to monitor progress. It is estimated that the full suite of Framework documents should be in place by August 2016.
3h - Enabling employees to fulfil their potential by equipping them with the necessary knowledge, skills and tools (Finance)		<div style="width: 0%;"><div style="background-color: #0070C0; height: 100%;"></div></div> 0%	31-Mar-2017	A review of the Finance Career Development Scheme and Accountancy and Corporate Finance supported training policy will be taking place over the summer months.

Priority

Priority 4 - Excellent Communications, Performance & Improvement

Action	Status	Progress	Due Date	Latest Note
4a - Embedding a culture of continuous improvement throughout the council (CC&I)		<div style="width: 92%;"><div style="background-color: #0070C0; height: 100%;"></div></div> 92%	31-Mar-2017	The Improvement Team promoted improvement during Continuous Improvement Week 2-6 March 2015. Kate Bond, Head of Service delivered an improvement podcast, the Team Aberdeenshire Pledge was launch (subsequent deadline for submissions extended to 30/4/15), How To Guides were made available and an improvement webinar held (35 employees signed in). Performance & Improvement training programme pilot was delivered to 12 managers, positive and constructive feedback received which will inform future delivery. Managers who completed the training will be given access to all materials via the Knowledge Hub. Discussions are underway with ICT to create an improvement website whilst Arcadia/Arcadia Lite is under development. Improvement Steering Group met in April, the next meeting is 4/6/15.
4b - Implement the findings of the recent review of ICT Services (ICT)		<div style="width: 100%;"><div style="background-color: #0070C0; height: 100%;"></div></div> 100%	31-Mar-2016	Many of the findings are implemented with others ongoing. The Key outstanding actions are to develop a new GIS Strategy and implement the Microsoft Technologies
4c - Support the initiatives identified under the National Local Government ICT Strategy (ICT)		<div style="width: 100%;"><div style="background-color: #0070C0; height: 100%;"></div></div> 100%	31-Mar-2016	The Head of ICT is a key member of the LG ICT Strategy Board which has agreed its current priorities and is focusing on delivering the next stages of work to enable online applications, registration and payments, data centres and hosting. This in addition to the

Action	Status	Progress	Due Date	Latest Note
4d - E-committee Project – Review of the software that supports the committee administration function to replace the failing solution and achieve a robust, effective and efficient software package (L&G)			30-Oct-2015	existing and ongoing work on mobile and flexible working. Aberdeenshire Council will continue to engage with Services and align decisions with the National Agenda. A search function is now in place and Phase 1 delivery is complete. Although work has commenced on Phase 2 customisation, the supplier has requested additional time to deliver the full functionality including report workflow, publication of electronic agenda packs and improvements to administrative processes and it is now anticipated that the project will be complete by mid October 2015.
4e - To support the Reform Agenda by providing new Governance arrangements for the Council's responsibilities in relation to Health and Social Care Integration (L&G)			30-Apr-2015	Progress continues to be made with regard to Health and Social Care Integration. Aberdeenshire's Integration Scheme was submitted to the Scottish Government in March 2015 and comments were received from the Scottish Government in early May 2015. Informal feedback from the Scottish Government regarding the quality of Aberdeenshire's Integration Scheme was very favourable. It is anticipated that the comments will be addressed without undue difficulty. Work continues on Information Sharing protocols to support Integration. Standing Orders for the IJB are being developed. Legal and Governance continues to provide support to the Transitional Leadership Group and the Governance Short-Life Working Group. Specific issues and concerns in relation to governance issues continue to be discussed and where appropriate highlighted to the Scottish Government. Legal and Governance are taking an active role in national groups considering this topic, including the SOLAR Health and Social Care Integration Working Group.
4f - Encouraging a culture of continuous improvement and good performance within the organisation through performance monitoring and feedback (Finance)			31-Mar-2017	The implementation of the new insurance system was delayed pending recruitment of the new Insurance Team. Employees are now in post and an evaluation of system options is under way.