

## REPORT TO BUSINESS SERVICES COMMITTEE – 14 JUNE 2018

### BUSINESS SERVICES' 2017-18 SERVICE PLAN – YEAR-END PROGRESS REPORT APRIL 2017 – MARCH 2018 (ABERDEENSHIRE PERFORMS)

#### 1 Recommendations

The Committee is recommended to:

- 1.1 **Acknowledge progress made delivering priority projects identified in the Business Services' 2017-18 Service Plan and as detailed in the Appendix to this report.**

#### 2 Background/Discussion

2.1 At its meeting on 20 April 2017, Business Services Committee agreed the Business Services' 2017-18 Service Plan. The plan outlined the nine priority projects for the council that all Services would focus on as well as four further core projects that will inform and underpin service delivery across Business Services for the next year.

2.2 The nine priority projects are:

- Active Travel – led by Infrastructure Services
- Affordable Housing – led by Infrastructure Services
- Balancing the Books – led by Business Services
- City Region Deal – led by Infrastructure Services
- Climate Change – led by Infrastructure Services
- Estate Rationalisation – led by Business Services
- Governance – led by Business Services
- Peterhead Campus – led by Education & Children's Services
- Regeneration – led by Infrastructure Services

The four core Service projects are:

- Community Empowerment
- Digital Innovation
- A Workforce Fit for the Future
- Council Transition

2.3 These projects have a range of key actions identified which allow progress to be evidenced and monitored.

2.4 This Committee agreed in September 2016 that it should receive six-monthly progress update reports for scrutiny purposes. The report for the period April 2017 – March 2018 is attached as an Appendix.

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- 2.5 In April 2018 this Committee agreed the delivery plans for those priorities which relate to those functions delegated to Business Services Committee. The priorities are:



Deliver responsible, long-term financial planning



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

Committee also agreed to receive six-monthly reports enabling the monitoring of progress of delivery of the priorities. Monitoring reports will comprise narrative and performance indicators providing a balanced overview allowing Elected Members to form a judgement on performance and support improvement action as required in line with the scrutiny remit of the Committee. It is anticipated Business Services Committee will receive the first monitoring report on 15 November 2018.

- 2.6 The Head of Finance and Monitoring Officer within Business Services have been consulted in the preparation of this report and had no comments to make and are satisfied that the report complies with the Scheme of Governance and relevant legislation.

### **3 Scheme of Governance**

- 3.1 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 Business Services Committee.

### **4 Implications and Risk**

- 4.1 An equality impact assessment is not required because the report is to inform committee on performance and does not have a differential impact on any of the protected characteristics.
- 4.2 There are no staffing and financial implications arising from this report. Actions described within the Service Plan will be delivered within the resources allocated to the Service by the budget setting process.
- 4.3 The following Risks have been identified as relevant to this matter on a Corporate Level and Strategic Level:

#### Aberdeenshire Corporate Risks:

- ACORP001 – Budget Pressures
- ACORP002 – Changes in government policy, legislation and regulation
- ACORP003 – Workforce

- ACORP004 – Business and Organisational Transformation
- ACORP005 – Working with other organisations
- ACORP008 – Data Protection & Cyber Security

Business Services' Directorate Risks:

- BSSR001 – Balancing the Books
- BSSR002 – Estate Rationalisation
- BSSR003 – Future Governance
- BSSR004 – Community Empowerment
- BSSR005 – A Workforce Fit for the Future
- BSSR006 – Digital Innovation
- BSSR007 – Council Transition

4.4 There is no impact on any of the key town centres therefore a Town Centre Impact Assessment is not required.

**Ritchie Johnson, Director of Business Services**

Report prepared by Debbie McGilvray  
Date 29 May 2018
































# Business Services' 2017-18 Service Plan Delivery – Year-End Progress Report – April 2017 – March 2018






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




Code & Title		Status Icon	Progress Bar	Due Date	Latest Note	Responsible Officer
<b>Priority 1 - BALANCING THE BOOKS</b>						
<b>Code &amp; Title</b>						
1.01 - Delivery of savings as per budget templates (as per Committee cycle)		<div style="width: 100%;"><div style="background-color: blue; height: 10px;"></div></div> 100%	31-Mar-2018	Savings delivery process has been enhanced in 2017/18 through the new committee structure. Detailed reporting of savings as part of the revenue monitoring is made to the committees in line with the agreed revenue budget monitoring timetable.	Alan Wood, Head of Finance	
1.02 - Council priorities 2017/18 delivery updates (quarterly to Senior Leadership Team)		<div style="width: 100%;"><div style="background-color: blue; height: 10px;"></div></div> 100%	31-Mar-2018	Senior Leadership Team (SLT) are considering performance quarterly using a balanced scorecard type approach based on money, people, customer and delivery (priorities). SLT has also confirmed the delivery plans for the Council Plan 2017-2022 which will be reported quarterly from April 2018.		
1.03 - Budget and priorities consultation programme to continue throughout 2017/18		<div style="width: 100%;"><div style="background-color: blue; height: 10px;"></div></div> 100%	31-Mar-2018	The budget priorities consultation programme was undertaken by the Customer Communication & Improvement Team led by Kate Bond as part of the wider engagement programme on the Council Priorities for the period 2017-2022 through the "Summer of Engagement" programme.		

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
1.04 - Development of Council priorities 2017-22 as per timetable			31-Mar-2018	The Council Plan 2017-2022 was approved at Full Council in November 2017. Lead directorates have been identified for each priority and Services have developed delivery plans supporting each priority. These will be approved by the appropriate Policy Committee (based on Scheme of Delegation Part 2A policy committee delegations) in April and May 2018 with first monitoring in 6 months. Informal sessions have been taking place with Policy Committees to propose outcomes and outcomes indicators.
1.05 - Equalities Impact Assessments to be fully integrated into Medium Term Financial Strategy process			31-Mar-2018	Equality Impact Assessments (EIAs) are now fully mainstreamed into organisational business.  Full guidance is available on the intranet and individual 1-2-1 assistance is available as required.
1.06 - Budget savings templates updated to inform 17/18 and indicative 4 years to 2022			30-Apr-2017	The budget pressure and savings templates were all completed and reported through Budget Strategy Group and Senior Leadership Team. The monetary values were reflected within the Council's budget documents which were published on 31 January 2018 and reported to full Council in February 2018.
1.07 - 2018/19 budget report - Senior Leadership Team			31-Jan-2018	This document was reported to Budget Strategy Group on 22 January 2018 and then to Senior Leadership Team on 24 January 2018.
1.08 - 2018/19 budget report - Policy & Budget Steering Group			31-Jan-2018	Budget information and draft reports were submitted to the last Policy Budget Steering Group meeting ahead of Full Council on 18 January 2018.
1.09 - 2017-2022 budget and Council priorities agreed by Aberdeenshire Council			28-Feb-2018	The 2018/19 budget was submitted to Full Council on 8 February 2018.

Code & Title		Status Icon	Responsible Officer	
<b>Priority 2 - ESTATE RATIONALISATION</b>			Allan Whyte, Head of Property & Facilities Management	
Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.01 - WorkSPACE proposals completed for the towns of Banff, Turriff, Stonehaven, Peterhead, Huntly and Aboyne			31-Mar-2018	Turriff, Peterhead, Huntly and Aboyne have been completed. Banff works are on site, expected completion date October 2018.
2.02 - Implementation of workSPACE project at Fraserburgh i.e. Chamber			31-Mar-2018	All works complete with the exception of Faithlie Centre which will also be completed later in 2018.
2.03 - Business case concluded for Banchory office facilities			31-Mar-2018	Complete.
2.04 - Business case developed and considered for the use of the former Eilon Academy sites			31-Mar-2018	Complete.
2.05 - Business case approval for the new council office in Aberdeenshire			31-Mar-2018	Full Council meeting on 26 April 2018 approved the business case for the Office Space Strategy Project.
2.06 - Determination of future use of Woodhill House			31-Mar-2018	A report was considered at Full Council on 26 April 2018 with the decision to retain Woodhill House with associated potential to lease/share ownership with Public Sector Partners. The task has been the subject of ongoing dialogue with the Office Space Strategy Working Group since the Council considered a report on the New Council Office in January 2017.
2.07 - Depot programme: Key depot at Macduff underway, completion scheduled for August 2018. Programme for other depots dependant on the outcome of the review with the further report to Area Committee and Business Services in August 2018.			31-Mar-2018	Macduff is on programme for August occupation.
2.08 - Number of operational properties now below 700			31-Mar-2018	Current number of facilities used for operational purposes stands at 664. A number of activities and projects are currently progressing which will result in the further reduction of circa 12 facilities used for


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.09 - Standard approach across the council for field-based and mobile workers to connect to applications and information from any device		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	31-Mar-2019	operational purposes by the end of 2018. This action was closed as it is a duplicate of 6.10 and better fits with the Digital Innovation priority.
2.10 - Integrate Skype with external telephony and add follow-me functionality for all users		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	31-Mar-2018	Complete.

Code & Title	Status Icon	Responsible Officer
<b>Priority 3 - GOVERNANCE</b>		Karen Wiles, Head of Legal & Governance





Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
3.01 - Further procurement training for procuring officers to be delivered over April 2017		<div style="width: 70%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 70%	30-Apr-2017	Category Managers have been training contract owners when undertaking procurements/tender exercises on an individual basis. The Commercial and Procurement Service are updating the Procurement Manual and will have produced e-learning modules by end of June 2018. Following that the Service will be developing and delivering any needed face-to-face training for either regular procurers or individuals working on more complex procurements.
3.02 - A programme of ALDO training on new Scheme of Governance for Members and Officers to be delivered		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 100%	31-Jul-2017	The training course has been completed and is available online for all Members and Officers. The availability of the course has been promoted via member/officer training sessions throughout 2017/18 and the Services by Governance Champions.
3.03 - Full review of new Scheme of Governance		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px;"></div></div> 75%	31-Dec-2018	The review has been progressing well and is on track. The Procedures Committee has met in March and April 2018 to consider any issues, commission further work and has made several recommendations for changes to the Scheme of Governance. A further meeting is taking place on 25 May 2018 at which the committee may recommend final changes to Full Council. A report will be submitted to the June 2018 Full Council meeting and for








Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				approval to the September 2018 Full Council meeting.


Code & Title	Status Icon	Responsible Officer
<b>Priority 4 - COMMUNITY EMPOWERMENT</b>		Kate Bond, Head of Customer Communication & Improvement



Code & Title	Status Icon	Due Date
4.01 Part 2 - Community Planning		31-Mar-2018


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.01.01 - Action Planning phase initial selection of monitoring indicators		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2018	Complete.
4.01.02 - Development of Risk Register		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2018	Complete.
4.01.03 - Engagement and participation on priorities with communities, partners and other stakeholders		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2018	Engagement on the council priorities was undertaken from June through to September 2017.  Engagement took place through a number of mechanisms: Citizen's panel; online survey via the Council website; and face to face events in each of the six Areas across Aberdeenshire. In total it is estimated approximately 2000 were involved in the engagement and were able to provide views on the council priorities. All the feedback from all of the mechanisms outlined previously were collated and a summary report for Aberdeenshire was prepared highlighting what Aberdeenshire felt were the most important issues. Summary reports for each of the six Areas were also prepared highlighting which priorities were most important in each area.
4.01.04 - Refinement/fine tuning based on responses from communities and partners		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2018	Complete.


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.01.05 - Local Outcomes Improvement Plan published by 1 October 2017		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	01-Oct-2017	The Aberdeenshire Local Outcomes Improvement Plan (LOIP) was approved by the Community Planning Partnership Board on 20 September 2017 and published on 1 October 2017 - <a href="http://www.ouraberdeenshire.org.uk/our-priorities/local-outcomes-improvement-plan/">http://www.ouraberdeenshire.org.uk/our-priorities/local-outcomes-improvement-plan/</a>
4.01.06 - Delivery of a locality planning framework		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2018	The Aberdeenshire Community Planning Partnership Board agreed a locality planning approach in March 2017. The initial focus for locality planning was agreed as Banff & Macduff, Fraserburgh and Peterhead based on an evidence-based approach that considered a range of key data for all intermediate geographies in Aberdeenshire (based on SIMD data zones) and the Community Outcomes Profile Tool (Improvement Service). The locality planning approach for Peterhead was agreed by the Board on 20 September 2017 and work continues on the approaches in Fraserburgh and Banff & Macduff. <a href="http://www.ouraberdeenshire.org.uk/locality-planning-approach-peterhead/">http://www.ouraberdeenshire.org.uk/locality-planning-approach-peterhead/</a>
Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.02 - Part 3 - Participation Requests			31-Mar-2018	
Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.02.01 - Develop a process to support community bodies undertake participation requests including guidance material for communities and services in line with guidance and regulations		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2018	A process has been developed, in line with the statutory guidance supporting Part 3 of the Community Empowerment (Scotland) Act 2015. Guidance and forms are available on the council's website - <a href="http://www.aberdeenshire.gov.uk/council-and-democracy/community-empowerment/">http://www.aberdeenshire.gov.uk/council-and-democracy/community-empowerment/</a> .  The Scheme of Governance has been updated to enable Chief Officers to manage outcome improvement processes. Community groups are encouraged to discuss possible requests with Area Managers and their local Elected Member in advance of making a formal request to support understanding of the process. The process will be reviewed once a Participation Request has been received and managed through the process. An engagement policy


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.02.02 - Develop and deliver annual reporting arrangements		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2018	<p>is also being developed (October 2017) to ensure appropriate engagement, consultation and participation becomes embedded into the culture of the organisation.</p> <p>The Annual Report for Participation Requests is required to be published by 30 June 2018.</p> <p>Area Managers have been consulted with regards the number of Participation Requests received. None were received for the year 2017/18. An annual report has been completed and sent to Area Managers for comment by end of May. Subsequently, the report will be sent to Senior Leadership Team at the beginning of June ahead of formal submission.</p>





Code & Title	Status Icon	Due Date
4.03 - Part 9 - Allotments		31-Mar-2018

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.03.01 - Collate and detail all current allotment sites, areas and measurements		<div style="width: 85%;"><div style="background-color: #4F81BD; height: 10px; width: 85%;"></div></div> 85%	31-Mar-2018	<p>The provisions of Part 9 of the Community Empowerment (Scotland) Act 2015, relating to allotments and allotment sites, came into force on 1 April 2018.</p> <p>The Council must prepare and publish an annual allotments report for its area. The report must include the location and size of each allotment site and the number of allotments on each, as well as the number of people on the waiting list and the number who have been on the list for more than five years. The report must show the steps taken by the council to meet its duties in terms of the waiting list.</p> <p>The first reporting year must start before 1 April 2019.</p>
4.03.02 - In partnership with local communities, understand community/individual interest and waiting lists to enable the identification		<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px; width: 30%;"></div></div> 30%	31-Mar-2018	<p>Consultation exercise to commence in June 2018.</p>


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
and development of potential future sites				
4.03.03 - Develop draft food growing strategy for approval by Members		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #cccccc; position: relative;"> <span style="position: absolute; left: 0; top: -10px; font-size: 8px;">30%</span> <div style="background-color: #0070c0; width: 30%; height: 100%;"></div> </div>	31-Mar-2018	Work on this action has started, however guidance from Scottish Government following workshops attended in September 2016 is still awaited. The Scottish Government is now in the process of developing this guidance for local authorities and is working in collaboration with a tripartite group in taking this forward. The council will have to prepare its food-growing strategy by 31 March 2020 and publish it electronically. We will have to review it every 5 years.


Code & Title	Status Icon	Due Date
4.04 Part 10 - Participation in Public Decision Making		31-Mar-2018



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.04.01 - Increase understanding of Participatory Budgeting in communities and within the Community Planning Partnership (CPP) through the delivery of participatory budgeting approaches across Aberdeenshire in 2017		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #0070c0; position: relative;"> <span style="position: absolute; left: 0; top: -10px; font-size: 8px;">100%</span> </div>	31-Mar-2018	<p>Six approaches were undertaken across Aberdeenshire in June 2017 with over £300k devolved to community groups and organisations to spend on projects that supported local improvement outcomes.</p> <p>An evaluation of the Participatory Budgeting exercises undertaken in the six areas has been completed and highlighted a range of good practice that we would want to encourage in future exercises where non-recurring/grant type funding is being suggested. A further evaluation is underway to identify the impact of the exercises on those communities that participated.</p> <p>Councils, through CoSLA, have recently endorsed the aspiration to shift the focus of Participatory Budgeting towards increased participation in decision making around service planning, delivery and improvement and work is underway with Business Services and Infrastructure Services to develop an approach that can be tested and refined to help meet the aspiration. The approach is at early stages at 31 March 2018.</p>


Code & Title		Status Icon	Responsible Officer	
Priority 5 - A WORKFORCE FIT FOR THE FUTURE			Laura Simpson, Head of Human Resources & Organisational Development	
Code & Title		Status Icon	Due Date	
5.01 - Today & Tomorrow's Workforce			31-Dec-2017	
Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.01.01 - Regular key facts, data profiling		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; top: -10px; left: 50%; transform: translate(-50%, -50%); font-weight: bold;">75%</span> </div>	31-Dec-2017	<p>The Reward &amp; Analytics and Resourcing teams are currently generating a range of reports and briefing papers on staffing data, including the quarterly Management Information report, absence trigger and Working Time Directive reports.</p> <p>Work is ongoing to publish regular updates on staffing numbers, recruitment and expenditure to support the delivery of agreed budget savings for 2018/19.</p> <p>The Reward &amp; Analytics team has also been supporting the Office Space Strategy through the provision of the required staffing data.</p>
5.01.02 - Data accuracy		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #4f81bd; position: relative;"> <span style="position: absolute; top: -10px; left: 50%; transform: translate(-50%, -50%); font-weight: bold;">55%</span> </div>	31-Dec-2017	<p>Work continues to be undertaken by members of the Reward &amp; Analytics and iTrent Project teams to improve the quality and consistency of the data held within the iTrent system. Specifically, team members have been working with E&amp;CS to improve the quality of primary school staffing data, with the intention of expanding this exercise to include secondary and non-teaching staff.</p> <p>Significant work has also been undertaken to establish the required processes and procedures to ensure robust establishment control within the iTrent system.</p> <p>The successful rollout of the Employee Self Service and People Manager platforms, along with the introduction of self-service functionality including absence recording and online timesheets,</p>



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
<b>Code &amp; Title</b>				
5.02 - Resourcing Strategy				
				will, in part, be dependent on the quality of data held within the system - the iTrent Project Team will be engaging with services to review and update staffing data, in particular reporting relationships, in advance of the rollout of this functionality later in the year.
<b>Code &amp; Title</b>				
5.02 - Resourcing Strategy				
			31-Dec-2018	
<b>Code &amp; Title</b>				
5.02.01 - Recruitment and Retention			31-Dec-2018	All operational HR Advisors, including some new officers to the team, are to receive refresher training on the Workforce Toolkit in order to undertake workforce planning meetings with their respective Service Partners at the start of each annual budget planning process to assist Service with future planning.  It is intended that Workforce Planning will be embedded into the annual budget and service planning during 2018.
5.02.02 - Managing Departures			31-Dec-2017	The Discipline, Grievance and Work Performance Ability procedures have been reviewed and updated bringing them into line with ACAS Guidelines. Policies in Practice (PiP) sessions have been updated to reflect the new agreed procedures. Monitoring of the impact of new procedures has commenced using Case Management System and Cherwell.  There has been an increase in effective use of employee relations policies, employees have a better understanding of behaviour expected. Poor behaviour and performance is acted on more effectively. More challenging behaviours and poor performance is being acted upon sooner due to support being offered to Services from HR Advisors. Procedures have been streamlined and brought into line with ACAS Guidelines to enable more effective actions by line managers.
5.02.03 - Aberdeenshire Brand			31-Dec-2017	Aberdeenshire Council now has a dedicated online branded presence through a variety of social media and other channels


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.02.04 - Redeployment & Reskilling - revised policy		<div style="width: 50%; background-color: #4f81bd; height: 15px;"></div> 50%	31-Mar-2018	<p>(Facebook, Twitter, LinkedIn and Instagram). These are used to promote activities, events and disseminate messages for the community, businesses, visitors and job seekers.</p> <p>The branding will continue to change over time and will fully adopt the 'One Aberdeenshire' principles. The tools put into place allow for evolution of branding ideas.</p> <p>Resourcing Strategy, incorporating Redeployment &amp; Reskilling was discussed at Senior Leadership Team in November 2017. Further investigation has been requested regarding funding streams for reskilling.</p>


Code & Title	Status Icon	Due Date
5.03 - Pay & Reward Strategy		30-Sep-2018


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.03.01 - Competitive pay and grading structures		<div style="width: 40%; background-color: #4f81bd; height: 15px;"></div> 40%	20-Sep-2018	<p>The pay &amp; grading structure for Local Government employees is currently being reviewed by the Reward &amp; Analytics team, with technical support being provided by Northgate Arinso HR. The review is focussing on the impact of key 'stressors' on the pay structure, including the Scottish Local Government Living Wage, and outputs from the Job Evaluation exercise.</p> <p>The intention is to report initial findings and recommendations to the Pay Strategy Steering Group in June/July 2018.</p>
5.03.02 - Implementation of SJC Job Evaluation Scheme (version 3)		<div style="width: 80%; background-color: #4f81bd; height: 15px;"></div> 80%	31-Mar-2018	<p>The Job Evaluation sampling exercise has been concluded, and the outputs from the related interviews are currently being analysed. This work is nearing completion and the findings will inform what adjustments are required to the current process and procedures for evaluating jobs. It is anticipated that the updated Job Evaluation Scheme will be introduced by 31 July 2018.</p>


Code & Title		Status Icon	Due Date
5.04 - Being the Best We Can Be			31-Mar-2018

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.04.01 - Employee Development Lifecycle - revised EAR process		<div style="width: 95%;"><div style="width: 95%;"></div></div> 95%	31-Mar-2018	The launch of the new Personal Performance Plan is scheduled for June 2018.
5.04.02 - Employee Development Lifecycle - revised framework		<div style="width: 95%;"><div style="width: 95%;"></div></div> 95%	26-Jan-2018	The launch of the new Personal Performance Plan is scheduled for June 2018.









Code & Title		Status Icon	Due Date
5.05 - Health & Wellbeing			31-Mar-2018





Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.05.01 - Absence Management - monitor success of focussed support programmes for managers and employees through cross-service steering group		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31-Mar-2018	Uptake for the training in relation to Mental Health for Managers and Stress Management Workshops has increased over the last 12 months. Employee health checks have been very well received and will be continued to be delivered on demand. The Cross-service Steering Group will continue to be updated with proposed support programmes and their outcomes.


Code & Title		Status Icon	Responsible Officer
Priority 6 - DIGITAL INNOVATION			Nicola Graham, Head of ICT



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.01 - Single sign-on to key business systems which can support single sign-on		<div style="width: 30%;"><div style="width: 30%;"></div></div> 30%	31-Mar-2018	Single sign on for Cherwell and Pentana has been implemented since the last update. An audit of remaining priority systems has been completed, identifying those suitable for single sign on and the necessary authorisation technique required. Following approval, these will be prioritised and ICT will work with vendors to introduce the changes.











Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.02 - Link meeting room video conferencing equipment to Skype		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 100%	31-Mar-2018	Skype enabled Surface Hubs have been rolled-out to locations across Aberdeenshire. Introductory sessions run for staff and the first devices now available to book on the system.
6.03 - Integrate Skype with external telephony and implement follow-me functionality		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 100%	31-Mar-2018	Completed. All users now have Skype integrated with external telephony and a personal Skype number which follows them wherever they are working.
6.04 - Extend wireless networks to further corporate sites		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 100%	31-Mar-2018	Wireless networks available at the scheduled sites.
6.05 - Staff can connect to council email and other services from any device (BYOD - Bring Your Own Device)		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 100%	31-Mar-2018	The ability to connect using your own device is now available to staff and 925 people have signed up to use the service.
6.06 - Increase the range of online services available via myAberdeenshire		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 75%	31-Mar-2018	Further progression of the myAberdeenshire project continues within a number of projects: <ul style="list-style-type: none"> <li>• eStore - will provide myaccount login for all payments taken via our website. The plan is for this to go live in June</li> <li>• Licensing - tenders have been submitted and are being reviewed to ensure the necessary integration is available for public access to the system</li> <li>• Social Care Payments - work is progressing and myAberdeenshire integration will be a key element</li> <li>• Apply4Homes - initial plans include the use of myAberdeenshire</li> </ul>
6.07 - Work with services to understand the digital skills gaps within our workforce and community and propose strategies to support the development of digital skills		<div style="width: 40%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 40%	31-Mar-2018	We have worked with services to understand the digital skills gap for our workforce completing a Digital Maturity Assessment and Digital Skills Survey. The next phase is working to identify the digital skills in our community.
6.08 - Publish all appropriate council data sets on an Open Data discovery site for public consumption and re-use		<div style="width: 50%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 50%	31-Mar-2018	An additional 15 datasets have been made available via Cadcorp. An audit of data available and ready to be published is being carried out and a plan for sharing the information will be made available.
6.09 - Introduce new collaboration opportunities through Office365		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 100%;"></div></div> 100%	31-Mar-2018	Office 365 has been rolled-out to all staff with an Aberdeenshire Council email address, offering access to the suite of O365 applications.

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				Functionality is being further shared with colleagues being provided with @Aberdeenshire accounts e.g. teaching staff.
6.10 - Complete rollout of standard approach across the council for field-based and mobile workers to connect from any device		<div style="width: 5%; background-color: #4F81BD; height: 15px;"></div> 5%	31-Mar-2019	The Business case has been reworked and has been submitted for review and approval.
6.11 - Website customer portal provides access to council services e.g. council tax, benefits, schools, housing, roads and waste		<div style="width: 50%; background-color: #4F81BD; height: 15px;"></div> 50%	31-Mar-2019	Roadwork alerts are now live. New Payments integration is currently being developed with go live scheduled for June. Roadmap of potential use cases on web and mobile have been developed. The Mobile app for citizens has been developed and now in alpha testing: this provides bin collection notifications as well as links to third party apps that are promoted by council and existing online services.
6.12 - Complete Master Data Management Programme		<div style="width: 15%; background-color: #4F81BD; height: 15px;"></div> 15%	31-Mar-2020	Solution now procured and project initiation commenced in May 2018. Initial data sets will be CRM system and Revenues/Benefits.
6.13 - Complete a programme of service delivery transformation		<div style="width: 100%; background-color: #4F81BD; height: 15px;"></div> 100%	31-Mar-2020	Closing this action. Details of Service Delivery covered in more detail with specific targets in other actions.

Code & Title	Status Icon	Responsible Officer
<b>Priority 7 - COUNCIL TRANSITION</b>		Kate Bond, Head of Customer Communication & Improvement

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
7.01 - Induction pack ready for testing		<div style="width: 100%; background-color: #4F81BD; height: 15px;"></div> 100%	17-Apr-2017	Induction pack was developed and issued electronically in May 2017.
7.02 - Familiarisation Day		<div style="width: 100%; background-color: #4F81BD; height: 15px;"></div> 100%	09-May-2017	Held on 9 May 2017 with 61 attendees.

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
7.03 - Induction programme commences 11 May 2017			31-May-2017	Induction is complete and a formal report has been delivered which was approved at Senior Leadership Team. Overall Members were positive about the programme and provided suggestions for improving the programme for future elections. HR&OD are now developing an ongoing induction programme.
7.04 - Inaugural Full Council			18-May-2017	Complete.
7.05 - Seminar programme (June-October 2017)			31-Oct-2017	All seminars now complete and attendance captured for each.
7.06 - Councillor CPD programme (October 2017 onwards)			31-Mar-2018	The Councillor Induction is now complete. Ongoing CPD is the responsibility of HR&OD.

