



## REPORT TO BUSINESS SERVICES COMMITTEE – 13 JUNE 2019

### BUSINESS SERVICES YEAR-END PERFORMANCE MONITORING REPORT APRIL 2018 – MARCH 2019 (COUNCIL PLAN PRIORITIES 2017-2022)

#### 1 Recommendations

The Committee is recommended to:

- 1.1 **Acknowledge and consider progress made during 2018/19 towards achieving the Council Plan Priorities 2017-2022, referred to in section 2.4; and**
- 1.2 **Instruct the Director of Business Services to continue to present performance reports to the Committee on a six-monthly basis, evidencing progress and performance with delivery of the Council Plan 2017-2022.**

#### 2 Background / Discussion

- 2.1 The [Council Plan 2017-2022](#) was approved by 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.
- 2.2 As agreed at the Business Services Committee meeting of 19 April, 2018, and subsequent workshop which took place on 5 September, 2018, it was agreed that the Service would lead on and 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

- 2.3 The purpose of this report and accompanying appendix is to provide an update to the Committee on progress with key actions identified which help demonstrate how we are working towards the priorities, and consider how the Service is progressing, evidenced through a reflection of the performance achieved during the reporting period 2018/19 (April, 2018 to March, 2019).
- 2.4 A high-level summary overview of the performance of these actions across the 2018/19 reporting year can be found below. However, a more detailed illustration of performance for each of these has been provided in the appendix to this report:

	<p><b>Deliver responsible, long-term financial planning</b></p>
	<p><b>Outcomes (The difference that will be made)</b></p> <ul style="list-style-type: none"> <li>• We live within our means and use public money to maximise outcomes for our communities.</li> <li>• 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.</li> </ul>
<p><b>Outcome Indicators</b></p>	
<ul style="list-style-type: none"> <li>• A proposal for a budget engagement campaign for 2019/20 is being developed and explored. This will involve dialogue with Services and a performance session at Full Council.</li> <li>• The Expenditure Approval Process Project (EAPP) is working to review the process in the context of spending public money, budgetary responsibility, effective reporting to committee and the scrutiny role that sits with the Council's committees.</li> <li>• The Capital Plan is a 15-year plan, and the most recent version was approved at Full Council in February, 2019. The Plan details how a sum of £882m is planned to be invested in buildings, land, roads, bridges and equipment in Aberdeenshire over the 15-year period of the Plan. The Capital Plan Group takes a strategic overview of the current work ongoing in terms of delivery of projects and associated impact on borrowing. Reports are regularly provided to policy committee throughout the committee cycle.</li> <li>• The Estates Team within Property &amp; Facilities Management is responsible for the disposal of surplus assets with a primary objective of maximising financial return. In most instances, these properties have been in public ownership for many years. The Estates Team will consider encouraging alternative use and also demolishing buildings for which there is no market demand, in order to increase marketability and also minimise holding costs such as maintenance and rates.</li> <li>• Phase 1 of the Master Data Management project is due to go live in June, 2019, and will integrate with the new Contact Centre software solution.</li> <li>• Both the Roads Asset Management Plan and the Bridges Asset Management Plan continue to be delivered through the ongoing application of asset management principles. Regular updates are provided to the Infrastructure Services Committee.</li> </ul>	

	<p><b>Have the right people in the right place, doing the right thing, at the right time</b></p>
	<p><b>Outcomes (The difference that will be made)</b></p> <ul style="list-style-type: none"> <li>• One Aberdeenshire, people working effectively with each other across public services and across communities.</li> <li>• Staff working close to the communities they serve, making decisions based on local need.</li> </ul>
<p><b>Outcome Indicators</b></p>	
<ul style="list-style-type: none"> <li>• One Aberdeenshire Principles continue to be embedded across the Council through a variety of routes including integration to the Personal Performance Plan (PPP) process, and discussion through Corporate Leadership Group and Leadership Forum.</li> <li>• ALDO modules have been developed to assist employees improve their digital skills. The Digital Champions programme continues to be developed, with 35 new champions coming on board since January, 2019.</li> <li>• Around 4,400 employees now receive electronic payslips and use Employee Self Service (ESS) and People Manager, which allows them to access online services such as Absence Reporting, or submitting and authorising Expense Claims. 4,100 employees in HSCP and Leisure are ready to be progressed to "go live", with the remaining 8,000 employees scheduled to "go live" from July, 2019 onwards.</li> </ul>	

- A comprehensive self-evaluation of the Code of Corporate Governance has taken place in 2019 with input from senior officers and Audit Committee members.
- Informal sessions with area committees are being delivered between April and June, 2019, on the background and context key parts of the Community Empowerment Act to highlight opportunities it can present for communities and the organisation.
- The move towards online licensing is moving at pace with a planned “go live” date of January, 2020, for priority 1 licences and April, 2020, for priority 2 licences. The new system will enable greater transparency over granted licences and current applications and will enable the public to comment on them online.
- Work is ongoing in relation to Strategic Assessments for 17 Place Plans. Indicator is to have 12 plans in place by April, 2020.

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

2.6 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.

2.7 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.

### **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 the Business Services Committee.

### **4 Implications and Risk**

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

4.2 There are no direct staffing or financial implications arising from this report, but trends are used to inform improvement activity and future budget planning.

4.3 The following Risks have been identified as relevant to this matter on a Corporate and 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

Monitoring of these new measures of success links to the key Council Plan 2017-2022 priorities, along with the project management approach and Services' internal policies and procedures, will mitigate these identified risks, and aid in strengthening the link between performance information and Service outcomes.

**Ritchie Johnson**  
**Director of Business Services**

Report prepared by Debbie McGilvray, Support Services Manager and Jenn Askildsen, Support Services Team Leader

28 May, 2019

# ABERDEENSHIRE 2022 Business Services Performance Monitoring Report – April 2018- March 2019 (Council Plan Priorities 2017-2022)



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

## Aberdeenshire Council Priorities 2017-2022 - Business Services Committee

### Priority 9 - Deliver responsible, long-term financial planning

#### We live within our means and use public money to maximise outcomes for our communities

Delivery Plan Action	Status	Responsible Officer	Updates
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		Alan Wood, Head of Finance	Through the preparation of a Council approved balanced revenue and capital budget for 2018/19 and the regular monitoring and reporting of these budgets to Committee, combined with ongoing review by both internal and external audit, the proper use of public funds by Services is being supported.

Delivery Plan Action	Status	Responsible Officer	Updates
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		Alan Wood, Head of Finance	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.

Delivery Plan Action	Status	Responsible Officer	Updates
Develop and implement the Council's Treasury Management Strategy		Alan Wood, Head of Finance	The Treasury Management Strategy for 2018/19 was approved by the Business Services Committee in March 2018 and through regular reporting to Committee and management of the Prudential Indicators, the strategy has been implemented throughout 2018/19.

Delivery Plan Action	Status	Responsible Officer	Updates
Development of robust Contracts Registers		Craig Innes, Head of Commercial & Procurement	There is a real time contract management database from which the Contract Register is published regularly to reflect movements - new contracts entered into and opportunities from information in the services workplans and engagement sessions.

Delivery Plan Action	Status	Responsible Officer	Updates
Support the development, improvement and refinement of the procurement approvals process		Craig Innes, Head of Commercial & Procurement; Karen Wiles, Head of Legal & Governance; Alan Wood, Head of Finance	<p>The Procurement Approval Process Project (PAPP) is now called the Expenditure Approval Process Project (EAPP) and is still supported by the Change Team as it is a strategic, cross council project. All directorates and the HSCP are represented on the Team and the Board. The scope of the project is to review the Expenditure Approval Process in the wider context of the spend of public money, budgetary responsibility, effective reporting to committee and the scrutiny role that sits with the council's committees. The technical Procurement Approval Process is also being considered as is the development of an electronic solution to support decision making on expenditure and compliance with Financial Regulations when procuring.</p> <p>The Project Board will also be considering operational changes (including revision of guidance, changes to format of work plans and business cases) that can be implemented and interim changes to the Scheme of Governance that will make improvements. The Project Team has also been tasked with considering Audit</p>

			Recommendations that relate to the Expenditure Approval Process and the Procurement Approval Process.
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Delivery Plan Action	Status	Responsible Officer	Updates
Deliver an ongoing programme to engage and inform stakeholders about public spending and investment in services		Kate Bond, Head of Customer Communication & Improvement	Proposal for budget engagement campaign for 2019/20 being developed and explored. Ongoing dialogue with services on engagement around significant changes or delivery. Planning for performance session at Full Council underway to drive awareness of the process.

Delivery Plan Action	Status	Responsible Officer	Updates
Develop and implement a strategic change strategy in support of the Medium Term Financial Strategy (MTFS)		Kate Bond, Head of Customer Communication & Improvement	Change and project management approach developed to support and guide delivery of Medium Term Financial Strategy (MTFS) projects.

**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**

Delivery Plan Action	Status	Responsible Officer	Updates
Delivery of the Capital Plan		Allan Whyte, Head of Property & Facilities Management	The Capital Plan is a 15-year plan. The current Capital Plan was approved by Full Council in February 2019. Aberdeenshire Council's Capital Plan is reported to Council as part of the Medium-Term Financial Strategy (MTFS) reinforcing the link across all elements of the MTFS. The purpose of the report to Council was to agree the Capital Plan with associated funding impact on the Council's revenue budget. Investment of a sum of £882m is planned in Aberdeenshire over the 15-year period of the Plan and it is acknowledged that in recent years expenditure of the plan from 2015/16 has fairly consistent outturn expenditure of £100m per annum. The plan itself will remain at that level, however, is scheduled to reduce in 2021/22 to a figure of £80m. Capital expenditure is money invested by the Council in buildings, land, roads, bridges and equipment by either providing new assets or extending the life of an asset. A long-term Capital Investment Strategy adopted by the Council is viewed as a pre-requisite to good Asset Management and Capital Planning. The lines in the Capital Plan are an amalgam of individual projects, rolling programmes and individual workstream programmes. In terms of governance, at an officer level the plan is managed by the Capital Plan Group and reporting to the Council's Strategic Change Board. Monitoring reports are provided to Policy Committees at each cycle. The current work ongoing by the Capital Plan Group is to take a strategic overview of the delivery of the projects and also the associated impact on borrowing, as such a current review of rolling programmes is currently nearing completion, whilst the prioritisation process for the inclusion of Capital Plan projects is being refreshed.

Delivery Plan Action	Status	Responsible Officer	Updates
Support and enable delivery of major change (efficiency, process and transformational) projects through appropriate governance, culture and improvement activity		Kate Bond, Head of Customer Communication & Improvement	Team resources assigned to work with project managers providing support/guidance in effective project management and project delivery, working with project teams, progressing tasks - designing/facilitating stakeholder events, data gathering/analysis and preparing reports. The team are working across a range of projects: workspace/Office Space Strategy, ELC Expansion 2020 (1140), North Esk, Customer Services Review and Facilities Management Review about to commence.  Project management templates/process available to all, repeat requests for Project Manager training - dates scheduled for June 2019.

Delivery Plan Action	Status	Responsible Officer	Updates
Review disposal strategy		Allan Whyte, Head of Property & Facilities Management	The Estates Service is currently in the process of updating the Council's Surplus Property Policy and will be seeking approval to this from Business Services Committee, after consultation with the six Area Committees. This process will be completed 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.

Delivery Plan Action	Status	Responsible Officer	Updates
Consider how we encourage alternative use for our assets to speed up disposal		Allan Whyte, Head of Property & Facilities Management	<p>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, 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>In most instances, properties due for disposal have been in public ownership for many years, it for purpose at the time, but perhaps no longer so. Market demand and expectations change and the location of e.g. a town centre depot may no longer be practically viable and the site more suited to residential development. Former dwellings, converted to traditional style office space, outmoded design, are likely to generate interest towards reinstatement of original use.</p> <p>Recent disposal examples include:-</p> <ul style="list-style-type: none"> <li>• Dover Lodge, Fraserburgh - Offices to Residential</li> <li>• Cape House, Banff - Offices to Residential</li> <li>• Winston House, Banff - Offices to Residential</li> <li>• Public Convenience, Lumphanan - to Joiners' workshop</li> <li>• Anderson House, Banff - Hostel to Affordable Housing</li> </ul> <p>Consideration is also given to demolishing buildings for which there is no market demand, thus increasing marketability and minimising holding costs such as maintenance and rates.</p> <p>Recent examples include:-</p>

			<ul style="list-style-type: none"> <li>• Markethill Primary School, Turriff - site now under offer for residential redevelopment</li> <li>• Alford Academy - cleared site now attracting interest from major Care Home operator</li> </ul> <p>In arriving at an opinion of value, the surveyor is obliged to consider alternative uses likely to have an impact on achievable price. Where such opportunities exist, reference is made in sales particulars, highlighting prospects and directing interested parties to the appropriate Planning Authority contacts for further amplification.</p> <p>Encouraging alternative use may not always speed up the process of disposal, due to the requirement for planning consent and necessary back-up documentation but will widen market interest and potentially lead to the most advantageous outcome.</p>
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Delivery Plan Action	Status	Responsible Officer	Updates
Delivery of Phase 1 of the Master Data Management (MDM) and Business Intelligence tools (Overall aim to improve budget holders and decision makers access to financial and other management information)		Nicola Graham, Head of ICT	Master Data Management (MDM) Phase 1 will go live with integration to the new Contact Centre software solution in June 2019 and is in testing currently. Phase 2 plans are to work with the Housing Service to onboard their system.

Delivery Plan Action	Status	Responsible Officer	Updates
Delivery of the Roads Asset Management Plan		Ewan Wallace, Head of Transportation	The Asset Management Plan continues to be delivered through the on-going application of asset management principles and regular updates to the Infrastructure Services Committee, most recently at their meeting of 21 June 2018.

Delivery Plan Action	Status	Responsible Officer	Updates
Delivery of the Bridges Asset Management Plan		Ewan Wallace, Head of Transportation	The Asset Management Plan continues to be delivered through the on-going application of asset management principles and regular updates to the Infrastructure Services Committee, most recently at their meeting of 21 June 2018.

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

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

Delivery Plan Action	Status	Responsible Officer	Updates
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		Laura Simpson, Head of HR&OD	Several development programmes are underway or under construction. The Service Manager Programme has been successful in identifying key gaps in knowledge and understanding of 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.

Delivery Plan Action	Status	Responsible Officer	Updates
Enable One Aberdeenshire, embedding the principles across the organisation		Kate Bond, Head of Customer Communication & Improvement	One Aberdeenshire Principles prompted across the council through a variety of routes - integrated to the Personal Performance Plan (PPP) process, discussion through Corporate Leadership Group (CLG), Leadership Forum, support managers to deliver team sessions, tools/resources produced supporting managers to discuss with their teams, integral to Office Space Strategy workshops and communications, highlighting opportunities for services to integrate the Principles in their everyday working. Embedding One Aberdeenshire Principles is a shared responsibility with all leaders/managers responsible for working with their teams to own the Principles. The Change Team will continue to promote, support and integrate the Principles through general comms/engagement approaches and when working with services in project delivery and service development opportunities.

Delivery Plan Action	Status	Responsible Officer	Updates
Implement the latest version of the SJC Job Evaluation scheme		Laura Simpson, Head of HR&OD	This action is now complete.

Delivery Plan Action	Status	Responsible Officer	Updates
Delivery of staff digital skills		Nicola Graham, Head of	New ALDO modules created to build on the existing <i>Introduction to Digital Skills</i>

strategy to ensure staff to enhance productivity		ICT	<p>foundation module. The new modules will focus on 5 core skills (Communicating, Handling Information, Problem Solving, Transacting, Being Safe and Legal Online).</p> <p>Continued development of digital champions programme - 35 new champions added so far this year, next conference scheduled for September.</p> <p>Work to provide informative Office 365 statistics is ongoing. When these can be broken down by service they will highlight areas of good practice and areas of low update, allowing focus on digital skills development in these areas.</p>
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Delivery Plan Action	Status	Responsible Officer	Updates
Develop and embed a performance management system to replace Employee Annual Appraisal		Laura Simpson, Head of HR&OD	The Personal Performance Plan (PPP) replaces the Employee Annual Review (EAR). It was launched on 4 June 2018.

Delivery Plan Action	Status	Responsible Officer	Updates
Develop the high potential programme to ensure talent is managed and recognised across the authority		Laura Simpson, Head of HR&OD	This action is now complete.

Delivery Plan Action	Status	Responsible Officer	Updates
Develop clear and concise guidance for recruiting services across all areas including PVG, eligibility, resourcing pools, etc		Laura Simpson, Head of HR&OD	Disclosure Scotland procedure updated in September 2018 to reflect current practice and update guidance for Managers. Eligibility to work in the UK guidance update has been 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.

Delivery Plan Action	Status	Responsible Officer	Updates
Lead/support the development and implementation of the iTrent system		Nicola Graham, Head of ICT; Laura Simpson, Head of HR&OD	4,400 staff now receive electronic payslips/use self-service and people manager which allows access to online services such as Absence Reporting or Expense Claims. 4,100 staff in HSCP and Leisure are ready to be progressed toward go live. The start of moving the remaining 8,000 staff to electronic payslips etc is scheduled to

			start in July when they will receive first notice about the move and how to access the system.
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Delivery Plan Action	Status	Responsible Officer	Updates
Continue to develop and deliver innovative recruitment approaches for teacher, early years and other associated professionals		Vincent Docherty, Head of Education;  Laura Simpson, Head of HR&OD	Education & Children's Services continues to pursue a variety of options to address the ongoing recruitment issues which are for primary teaching vacancies in the north of Aberdeenshire and for specific subjects in secondary. A report providing details on the actions taken to date in relation to Teaching Staffing and options that are being considered to continue to improve the staffing position within Aberdeenshire was considered at the ECS Committee on 7 February 2019. The internal Teacher Recruitment Board has recently been re-established to maintain focus on this area through a collective corporate approach.

Delivery Plan Action	Status	Responsible Officer	Updates
Increase the visibility of senior management (internal campaign)		Kate Bond, Head of Customer Communication & Improvement	The Employee Engagement action programme, which links to One Aberdeenshire, embeds the visibility of senior managers and the Chief Executive across the organisation.

Delivery Plan Action	Status	Responsible Officer	Updates
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)		Kate Bond, Head of Customer Communication & Improvement	To explore with chief officers, identifying individuals working within communities, in order to tell their story and make clear how their role impacts on our Council priorities.  Using the driver diagram model to tell the story to an internal audience.

Delivery Plan Action	Status	Responsible Officer	Updates
Support smooth & timely implementation of General Data Protection Regulations (GDPR)		Karen Wiles, Head of Legal & Governance	The GDPR and DPA (2018) became law on 25 May 2018. The GDPR Project was deemed complete as of June 2018. This is now business as usual. There is, however, much ongoing work required to ensure all Council contracts, processing agreements and data sharing agreements are GDPR compliant. This will continue to require significant input from the Commercial Team within Legal & Governance and has been identified as an Internal Audit recommendation. There is also work ongoing to split the role of Information Security Officer from the Data Protection Officer to avoid conflicts of interest.

Delivery Plan Action	Status	Responsible Officer	Updates
Continue to review and improve the Council's Scheme of Governance & Code of Corporate Governance		Karen Wiles, Head of Legal & Governance	The Scheme of Governance remains under regular review and agreed procedures are in place with Governance Service Champions for notification, consultation and approval of any updates required. A comprehensive self-evaluation of the Code of Corporate Governance has taken place in 2019 with input from Senior Officers and Audit Committee members. The outputs will be reported to the Audit Committee in May 2019 and will be used to inform the Annual Governance Statement.

Delivery Plan Action	Status	Responsible Officer	Updates
Ensure the council is aware of, and prepared for, legislative and policy change and influences the shape of national and regional strategic direction		Kate Bond, Head of Customer Communication & Improvement	<p>Strategic change prioritisation developed and reported to Strategic Change Board January and May 2019.</p> <p>Informal sessions with Area Committees being delivered (18 April - 11 June) on the background and context of key parts of the Community Empowerment Act to highlight opportunities it can present for communities and the organisation. Including updates on community participation and engagement, participation requests, community choices budgeting.</p> <p>Introduction of the Policy bulletin in order to provide the wider organisation with the context in which to prepare for upcoming change through horizon scanning.</p> <p>Team consistently provide responses to consultations to be sure that the voice of Aberdeenshire Council is heard on the national stage.</p>

Delivery Plan Action	Status	Responsible Officer	Updates
Embed the performance management framework throughout the council		Kate Bond, Head of Customer Communication & Improvement	<p>Performance portal developed for Strategic Leadership Team. Outcomes and associated indicators agreed for each Council Priority and approved by lead Policy Committee for six-monthly reporting to Policy &amp; Area Committees and annually to Full Council. Monitoring portals developed in Pentana accessible to all assigned officers and managers to support regular updating.</p> <p>Performance Board being implemented to further embed performance culture and approach.</p>

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

Delivery Plan Action	Status	Responsible Officer	Updates
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		Kate Bond, Head of Customer Communication & Improvement	Customer Services continue to meet satisfaction levels around professional call handling and face to face discussions.
Increase uptake of the corporate wide, customer service training framework to support people in doing the right things, at the right time		Kate Bond, Head of Customer Communication & Improvement	Framework documentation is currently being reviewed as part of the Customer Services Review, to ensure still relevant and up-to-date. Updated information to be completed by end of June 2019. Thereafter, looking to complete launch around the framework to increase uptake of training.
Support service redesign of frontline service delivery to be mobile, multi-skilled, flexible and customer focussed		Nicola Graham, Head of ICT	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		Kate Bond, Head of Customer Communication & Improvement	The introduction of the Strategic Change Board and refresh of the Performance Officer network, plus an ongoing project to increase the visibility and trust in data gathered.  Work underway in the performance team on a data hub model.

Delivery Plan Action	Status	Responsible Officer	Updates
Drive increased community engagement on decision making, enabling meaningful conversations with people that influence what we do		Kate Bond, Head of Customer Communication & Improvement	<p>Engagement and participation policy being developed to provide a framework and strategic commitment that enables quality and proportionate community engagement that identifies and acts on community need and ambition with the aim of taking joint action to achieve positive change.</p> <p>Project initiated to look at providing digital engagement tools that support increased public engagement.</p> <p>Outcome Improvement Process initiated with the aim to improve how the council promotes and facilitates the participation of members of the public in the decisions and activities of the council, including in the allocation of budgets.</p> <p>Community choices pilot process currently being delivered in Peterhead to proactively involve and engage local people to make decisions on how public money is spent in the area.</p>

Delivery Plan Action	Status	Responsible Officer	Updates
Support the Workspace programme and promote best practice in office utilisation, to deliver the efficient office space strategy		Kate Bond, Head of Customer Communication & Improvement; Allan Whyte, Head of Property & Facilities Management	High levels of activity progressing, contributing to effective project delivery supporting the change elements of the Office Space Strategy across the breadth of the project and specifically for each of the five office locations.

Delivery Plan Action	Status	Responsible Officer	Updates
Move to online Licensing		Karen Wiles, Head of Legal & Governance	The move to online licensing is moving at pace. We have awarded the contract and are now working with the supplier towards a go-live date at the end of June 2019. Once this is in place, our in-house ICT are on course to deliver the online element enabling our priority 1 licence types to be applied for online at the start of 2020 and the priority 2 by the end of April 2020. The new system has a public access element which will enable greater transparency over granted licences and current applications and enable the public to comment on them online.

Delivery Plan Action	Status	Responsible Officer	Updates
Support Community Asset Transfer		Area Managers	Work on this action is ongoing.

Delivery Plan Action	Status	Responsible Officer	Updates
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)		Area Managers	Work is ongoing with completion of Strategic Assessments for 17 plans. Indicator is to have 12 plans in place by April 2020.

