# APPENDIX A

# Combined Actions and PIs

**Report Type:** Actions Report
**Report Author:** Martin Murchie
**Generated on:** 2 June 2011

| 1. We make best use of the financial resources available to us, delivering improvement in our service priorities in the most cost effective manner |
| --- |

| Action | Timescale | Commentary | Status |
| --- | --- | --- | --- |
| We will ensure value for money by challenging spend through a Priority Based approach to budgeting and planning. | 30 Apr 2011 | We have developed and implemented a priority based approach to budgeting and planning across the whole Council. This included a detailed appraisal of all options for service delivery which, in turn, allowed the production of a costed 5 year Corporate Business Plan. This project involved an unprecedented level of engagement and consultation with service users, staff and other stakeholders.  The positive steps already undertaken have led to further development work to ensure that relevant business cases are fully worked up and that a Project Management Office is set up to ensure delivery of the Service Options. | ✅ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
| --- | --- | --- | --- | --- | --- |
| Council-wide efficiencies as a percentage of revenue budget **(Corporate 09/10 figure)** | 2% | 2.32% | ✅ | ⬆ | ⬇ |
| Corporate Governance Service efficiencies as a percentage of revenue budget | 11.9% | 11.9% | ✅ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
| --- | --- | --- | --- |
| We will market test and benchmark our services against best in class across a range of sectors. | 31 Mar 2012 | The Council has agreed to directly market test the majority of functions carried out by Corporate Governance. An OJEU notice has been issued. Further benchmarking of costs is being taken forward work with Solace and all other | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Scottish Local Authorities. Benchmarks specific to areas of the Service are ongoing with SOCITM, ALARM, SCDI, CIPFA. In addition, a review of all reported metrics has begun to establish known benchmarks and identify gaps. | | | | | |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Cost of overall accountancy function per £1,000 of net expenditure **(2009/10 figure)** | ▬ | £6.37 | ▬ | ▬ | ▬ |
| Cost of overall human resources function per £1,000 of net expenditure | £6.47 | £6.24 | ✅ | ⬆ | ⬆ |
| Total Cost of Ownership per ICT workstation | £1,039.00 | £1,222.14 | 🛑 | ⬇ | ▬ |
| Internal Audit cost per £1m expenditure | £1,000.00 | £868.00 | ✅ | ⬆ | ⬆ |
| Gross administration cost per benefit case **(These are 09/10 figures. 10/11 available at the end of June)** | £41.00 | £41.47 | ⚠ | ⬆ | ⬆ |
| Cost of collecting council tax per dwelling **(These are 09/10 figures. 10/11 available at the end of June)** | £12.75 | £12.98 | ⚠ | ⬆ | ⬆ |
| The percentage of Council Tax collected during the year, net of reliefs and rebates (SPI) **(2010/11 year end)** | 94.3% | 93.3% | ⚠ | ⬇ | ⬇ |

| Action | Timescale | Commentary | | | Status |
|---|---|---|---|---|---|
| We will review business processes to support delivery to the Council's customers. | 31 Mar 2011 | All "as is" processes for HR and Finance have been mapped and the design of future process mapping has been commenced. Processes related to the Customer Service Centre have been mapped and will be refreshed on an ongoing basis. | | | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| % of council spend that is "support services" **(Reflects all CG Service spend)** | 6.6% | 6.07% | ✅ | ▬ | ⬆ |
| The percentage of residents very or quite satisfied with the council **(as at 2009/10)** | 48% | 46% | ⚠ | ▬ | ▬ |
| The percentage of all invoices paid within 30 calendar days (SPI) | 88.5% | 97.8% | ✅ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will work with our partners to identify and deliver efficiencies from effective procurement. | 31 Mar 2011 | For year 2010/11 the sum achieved was £1,119,000 | ✅ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Value of efficiencies achieved from Improved Procurement (£000) | £1,117,000 | £1,119,000 | ✅ | ⬇ | ⬇ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will develop and implement an approach to measuring productivity. | 31 Mar 2011 | Productivity is measured in ways appropriate to the nature of the particular services. During 2010/11, performance measurement and reporting has been improved, in particular with the development of online performance dashboards, and there is an increasing focus on productivity across the functions of the Corporate Governance Service. | 🔴 |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will implement and embed a model of self-evaluation across the Council to improve understanding of our business and to co-ordinate our effort for external inspection. | 31 Mar 2012 | The Corporate Management Team has agreed the use of the How Good is Our Council model. Three of the five Council Services are currently using the model.  The Corporate Governance Service is scheduled to undertake a self-evaluation exercise commencing in June 2011.  In addition, a second positive shared risk assessment from the Local Area Network of inspection and regulation bodies has been received for 2010/11. | ▶ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will modernise the Internal Audit function in partnership with an external provider to provide added value through each audit. | 31 Mar 2011 | Completed. The Internal Audit functions are now provided by PWC. | ✅ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Satisfaction with Internal Audit **(2009/10 figure)** | 90% | 88% | ✅ | ⬆ | ⬆ |
| Internal Audit cost per £1m expenditure | £1,000.00 | £868.00 | ✅ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will further develop and improve our risk management policy to better manage risk | 31 Mar 2011 | An improvement plan for risk management has been implemented during 2010/11. The revised Corporate Risk Register was formally approved by the Audit & Risk Committee in January. A similar process is under way with the Corporate Governance Service Risk Register. Extensive benchmarking of our arrangements has recently been undertaken and comparative measures will be available during 2011/12. | ▶ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will improve our corporate ICT infrastructure to support the business in cost effective ways. | 31 Mar 2012 | 80% of services have been migrated to refreshed server and storage infrastructure in Atos Origin Managed Data Centre. Remaining services are due to be migrated by mid June. A proof of concept for implementing a Virtual Desktop Environment has been successful and a pilot rolling out VDE to 200 users commenced in June. A decision on whether to progress will be made soon and, if agreed, full rollout will commence with anticipated completion December 2011. Meshed wireless network infrastructure to connect educational establishments is nearing completion. This will be closely monitored over the next few months before determining if this is to be expanded further. In addition, we are developing an enterprise architecture framework to better manage ICT and inform ICT decision making. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Implementation of ICT enabled flexible working - % of Employees who have flexible working facilities as a % of total employees. | 20% | 15.4% | 🔺 | ⬆ | ⬆ |
| Total Cost of Ownership per ICT workstation | £1,039.00 | £1,222.14 | 🛑 | ⬇ | ➖ |
| Major computer application uptime | 99.5% | 99.98% | ✅ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will implement a Human Resources shared service centre. | 31 Mar 2011 | Both phases of the implementation plan have been successfully completed. The HR Service Centre is now fully operational with the query and transactional teams in place to deal with HR queries (being the single point of contact for accessing HR services) and handle the various HR transactional activities.<br><br>Sickness absence administration, that continues to be devolved to some services, will be centralised and transfer to the HR Service Centre in early autumn.<br><br>To enable the query team to function, a database has been designed in-house. This will be replaced by a new case management system called Lagan, the system used by the Customer Services Team. This system will have greater capacity to support the new HR service delivery model and will be fully implemented on a phased basis over the course of the year. Training commenced in May. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Customer Satisfaction with HR | 80% | 66% | 🔺 | ⬆ | ⬆ |
| Cost of overall human resources function per £1,000 of net expenditure | £6.47 | £6.24 | ✅ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will implement a Finance shared service centre. | 29 Aug 2011 | Recruitment has started for Operations Manager, two Team Leaders and two Accountants - closing date 9 May. Finance Partner roles x 2 to be sent to CMT for approval. Slow progress with process standardization & improvement due to lack of support resources. Teams will physically form on move to Marischal - August. KPI reporting is in progress - improved speed and accuracy of reporting is being addressed. | 🔺 |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Cost of overall accountancy function per £1,000 of net expenditure **(09/10 figure)** | | £6.37 | ▬ | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will maintain strong governance and ensure the probity of all actions taken by the Council. | 31 Mar 2013 | We continue to provide guidance and advice to all Services of the Council to ensure all decisions comply with Standing Orders and Financial Regulations.  In addition, we continue to monitor all reports presented to Council and Council committees to ensure probity and *vires* of all decisions. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Unsuccessful Legal Challenges **(In development)** | ▬ | ▬ | ▬ | ▬ | ▬ |

## 2. We have a flexible, skilled and motivated workforce

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will develop a flexible Corporate Workforce Plan which aligns our workforce with available budget and our priorities. | 31 Mar 2012 | Basic Workforce Planning was undertaken as part of PBB and is currently being updated with assistance from HR Business Partners. Longer term plan to embed a culture of workforce planning that is tied into Corporate and HR strategies is being developed with a view to incremental delivery of key elements of workforce planning such as succession planning, talent management, and so on which is more meaningful and manageable for line managers than delivering a large package of measures in one go. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Level of Staff Turnover (Corporate) | ▬ | 1.27% | ▬ | ▬ | ▬ |
| Level of Vacancies (Corporate) | ▬ | 10.85% | ▬ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will ensure that effective succession planning is in place. | 31 Mar 2013 | Workforce planning briefings took place in 2010/11 to highlight to managers the need for succession planning to be in place. A workforce planning page has been added to the Managers' Handbook on the Zone which includes a Succession Planning Framework and FAQs. The link to this page has been advertised to managers. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Level of Vacancies (Corporate) | ▬ | 10.85% | ▬ | ⬆ | ⬆ |
| Number of internal candidates appointed to promoted posts (cumulative from July 10) | ▬ | 15 | ▬ | ⬆ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will review the range of skills on a service by service basis and ensure there are high skilled and motivated employees. | 31 Mar 2012 | Draft action plan and engagement strategy are being developed in order to improve skills and motivation. Development priorities for 2011-12 have been identified based on organisational needs - these will be implemented from April 2011. | 🔺 |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Average number of days lost through sickness absence - Corporate Governance | 10 | 10.02 | 🔺 | ⬆️ | ⬆️ |
| Average number of days lost through sickness absence (Council overall) | 10 | 13.9 | 🔴 | ⬆️ | ⬆️ |
| Level of Vacancies (Corporate) | ▬ | 10.85% | ▬ | ⬆️ | ⬆️ |
| % appraisal development needs met **(In development)** | ▬ | ▬ | ▬ | ▬ | ▬ |
| % appraisal objectives met **(In development)** | ▬ | ▬ | ▬ | ▬ | ▬ |
| Level of ICT User Competence - Scored 1 to 7 (SOCITM 10) **(To follow)** | 5 | ▬ | ▬ | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will undertake an organisational wide review of the business needs of the new departments and allocate support staff with the right skills to each of the departments. | 31 Mar 2013 | The business needs have now been articulated within the PBB proposals and set out in the five year Business Plan. Ongoing support will be provided to services in relation to this aspect - the frontline of which being support from both HR and Finance business partners. | ▶️ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Headcount of Agency Staff Council wide (2010/11 year end) | ▬ | 546 | ▬ | ⬇️ | ⬆️ |
| Agency Headcount - Corporate Governance (2010/11 year end) | 0 | 26 | 🔺 | ⬆️ | ⬆️ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will develop and implement a flexible Customer Services Model to enable efficient and high quality service delivery, ensuring skilled and motivated employees. | 31 Mar 2012 | The Customer Service Centre will open in June 2011 and staff have been identified and trained to support this. | ▶ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will improve knowledge management and sharing within the Directorate and with our partners. | 31 Dec 2011 | The knowledge management strategy will be reviewed and linkages established with other work such as workforce planning to ensure that both tacit and explicit knowledge is managed throughout the whole employee life cycle, from job design and succession planning through to the managing of leavers from the organisation. Specific work underway includes a review of the HR pages on the Zone to ensure HR information can be better accessed by managers and staff. | ▶ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will conduct a systematic review of structures across the component teams of the Directorate, to ensure the design and number of posts properly reflects the needs and priorities of the directorate and our customers and stakeholders. | 31 Mar 2011 | Major structural changes have been implemented during 2010/11. This has been done both in the context of PBB proposals and feedback received following the CG customer satisfaction survey. The review process is necessarily iterative and we will continue to review and amend our structures in line with new or emerging priorities. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| % of council spend that is "support services" **(Reflects all CG Service spend)** | 6.6% | 6.07% | ✅ | ▬ | ⬆ |

**3. We listen to, and are responsive to, our customers, shaping our services around their needs and focusing our resources where they are most needed**

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will systematically engage internal customers, external customers and our partners, embedding their feedback to shape the services we deliver. | 31 Mar 2012 | We have embedded customer feedback across all of our functions. In particular, the Corporate Governance Service has conducted a satisfaction survey of all internal customers, receiving more than 800 responses. A further survey of external partners and other stakeholders is currently ongoing. During 2010/11, extensive engagement on the Priority Based Budgeting project and the resulting 5 Year Corporate Business Plan was undertaken through a variety of methods, including workshops and other face to face forums. The Service continues to submit questions to the Citizens' Panel on a regular basis. The Service Business Plan has been updated for 2011/16 and the feedback received from our ongoing engagement has shaped the actions within it. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Customer Satisfaction with Corporate Governance Services | Baseline year | 67% | 🔺 | ▬ | ▬ |
| % who feel they can influence what happens in their neighbourhood (as at 2009/10) | 30% | 36.9% | ✅ | ⬆ | ⬇ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will develop a channel management strategy, routing customer facing services through the most appropriate customer contact channels to demonstrate enhanced customer service and improved efficiency. | 31 Mar 2014 | Self-service kiosks have been included within the new Customer Service Centre in Marischal College. We will continue to develop additional functionalities and promote their use to customers. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| The percentage of residents who are satisfied with the Customer Service provided by the Council (as at 2009/10) | 67% | 67% | ✅ | ▬ | ▬ |
| Total number of enquiries across all centralised customer service channels | ▬ | 2,058,295 | ▬ | ⬇ | ⬇ |

| | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Total number of online transactions | ▬ | 11,670 | ▬ | ⬆ | ⬆ |
| % of telephony queries resolved at the first point of contact (calculated using the Customer Contact Centre data) | 75% | 94% | ✅ | ⬇ | ⬆ |
| % of face-to-face queries resolved at the first point of contact (calculated using the stats gathered by the Customer Service Centre and Customer Access Points) | 75% | 97.8% | ✅ | ⬆ | ⬆ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will manage contracts and supplier performance to ensure we maximize value and efficiency in the goods and services we procure and to ensure they meet the needs of our customers and services. | 31 Mar 2012 | A Supply Chain Manager is now in post. Part of this postholder's remit is to ensure contract management guidelines and procedures are in place. Suppliers and contracts will be strategically profiled to show where focus of resource should be. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Procurement - Quality, Price, Time and Service | 85% | 80% | 🔺 | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will engage with our supplier base to effectively manage relationships so that the Council is perceived as an attractive business partner. | 31 Mar 2012 | A Meet the Buyer event has been hosted for both the Construction and Voluntary Sectors, similar events will be ongoing in 2011/2012 | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Procurement - Supplier Rating of Council as an Attractive Partner | Baseline year | 50% | ▬ | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will deliver a positive customer experience through a customer service centre at the new corporate headquarters and an improved combined telephone contact centre. | 31 Mar 2012 | The contact centre at Kittybrewster and the telephony element of the Customer Contact for Council Tax & Benefits will relocate to Frederick Street in August 2011. Discussions are still ongoing with Grampian Police in relation to a Joint Customer Contact Centre.

The Customer Service Centre will be opening, on time, on 21st June 2011. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| The percentage of residents who are satisfied with the Customer Service provided by the Council (as at 2009/10) | 67% | 67% | ✓ | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will continue to engage with other Services across the Council regarding Government Priorities and embed feedback to shape the Service and focus resources where needed. | 31 Mar 2011 | The current Corporate Governance Service Business Plan was developed following extensive engagement with stakeholders and this has been continued in the Service's preparation of the 5 year Corporate Business Plan and Service Business Plan. The Service has also conducted a satisfaction / opinion survey of all customers / stakeholders. This comprises three elements - surveys of internal customers, external customers and partners. The responses received inform our Service Business Plan. | ▶ |

## 4. We work closely with our partners, including local communities, to deliver a single set of outcomes for all the citizens of Aberdeen

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will actively engage with existing community planning partners and build new relationships, to develop an innovative service planning and delivery model based on the Total Place movement. | 28 Dec 2011 | The review of The Aberdeen City Alliance (TACA) has been substantially completed with a report submitted to both the Corporate Policy and Performance Committee and TACA in April. Work is now ongoing to document governance and engagement arrangements. A final meeting of TACA is scheduled for June to conclude this. The revised arrangements are designed to facilitate added value strategic leadership and decision making at the partnership level. The 3 Total Place pilots are progressing and regular reports will be submitted to Corporate Management Team and Committee. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| Council-wide efficiencies as a percentage of revenue budget **(Corporate 09/10 figure)** | 2% | 2.32% | ✅ | ⬆ | ⬇ |
| The percentage of residents very or quite satisfied with the council **(as at 2009/10)** | 48% | 46% | ⚠ | ▬ | ▬ |
| % who feel they can influence what happens in their neighbourhood **(as at 2009/10)** | 30% | 36.9% | ✅ | ⬆ | ⬇ |
| % of adult residents stating their neighbourhood as a 'very good' or 'fairly good' place to live **(as at 2009/10)** | 90% | 89% | ⚠ | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will implement our Single Equalities Scheme, embedding equalities in all the services we deliver. | 31 Mar 2013 | CMT and Senior Managers have been briefed on changes in equalities legislation and of their responsibilities outlining the new Public Sector Equality Duty. Awareness raising has been undertaken for elected members and officers on the importance of Equality Impact Assessments following Corporate Policy and Performance Committee approval of a report of a review of our Equality and Human Rights Impact Assessment tool conducted by the Scottish Human Rights Commission. A briefing note was distributed to all senior managers to assist officers to prepare EHRIAs and an on-line training resource has been developed. | ▶ |

| Performance Measures | Target | Value | Traffic Light Icon | Long Trend | Short Trend |
|---|---|---|---|---|---|
| % of residents agreeing that they are fairly treated in their contact with the Council (+ no replies) **(as at 2009/10)** | 91% | 91% | ✓ | ▬ | ▬ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will develop an approach to measuring social return on investment and implement on key investment projects. | 31 Mar 2011 | The first training for key officers on "Return on Social Investment" was held at the end of October 2010 and a number of officers are now members of the SROI network. Amongst the first pieces of work, it is planned to undertake an SROI assessment to quantify opportunities in the 3 pilots of a Total Place approach approved by the Council in November 2010. | ▶ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will engage with neighbouring authorities to investigate the possibility of shared legal and democratic services. | 31 Mar 2012 | Discussions are ongoing with neighbouring authorities regarding the possibility of tendering jointly for the provision of external legal advice.  Further meetings will be arranged to discuss, in detail, the possibility of shared services. | ▶ |

| Action | Timescale | Commentary | Status |
|---|---|---|---|
| We will network with professionals located in other public and private bodies to share professional research and benchmarking for our organisation. | 31 Mar 2011 | This is increasingly embedded in the way we do business. Specific examples include our proactive engagement with partners and relationships with professional bodies such as CIPFA, ALARM, SOCITM, etc. | ▶ |