























Business Services 2016-19 Service Plan Delivery – Year-End Progress Report – April 2016 – March 2017


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


Code & Title	Status Icon	Responsible Officer
Priority 1 - BALANCING THE BOOKS		Alan Wood, Head of Finance


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
1.01 - Delivery of savings as per budget templates		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2017	The savings as agreed for 2016/17 have been incorporated in the Revenue Budgets for this financial year. All Services are continuing to manage the delivery of these savings as reported through the regular monitoring to the Policy and Resources Committee (now Business Services Committee).
1.02 - Administration Projects 2016/17 delivery updates - report quarterly to Strategic Leadership Team		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2017	Final update provided to Strategic Leadership Team on 27 March 2017.
1.03 - Medium Term Financial Strategy progress reporting weekly to Strategic Leadership Team		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2017	Weekly updates have been provided to Strategic Leadership Team.
1.04 - Budget and priorities consultation programme for 2017/18		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	30-Sep-2016	The engagement plans are now well progressed, with visibility of the budget and priority planning expected to take place over the coming months. This will take place at a ward level with the public, through community planning partnerships, amongst


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				Aberdeenshire Council officers and elected members.
1.05 - Development of Council Priorities 2017-22 as per timetable			31-Mar-2017	Update provided to Strategic Leadership Team on 17 May 2017.
1.06 - Equality Impact Assessments completed			31-Oct-2016	<p>Equality impacts have been completed for all proposed activities to ensure there are no unintended disadvantages for people with protected characteristics.</p> <p>Specifically budget EIAs were completed as part of the activity of setting the Council budget for 2016/17. These were presented at Full Council.</p> <p>Guidance documents exist to support completion of EIAs, in addition to face-to-face support where required.</p>
1.07 - Budget savings templates updated to inform 2017/18 and indicative 4 years to 2022			30-Nov-2016	Budget savings templates have been updated.
1.08 - 2017/18 budget report to Strategic Leadership Team			24-Nov-2016	2017/18 budget report was presented to Strategic Leadership Team as required.
1.09 - 2017/18 budget information to Groups			24-Nov-2016	2017/18 budget report was presented on 24 November 2016.
1.10 - 2017-2022 Budget and Council Priorities agreed by Aberdeenshire Council			24-Nov-2016	The final Budget was presented to Council on 9 February 2017.


Code & Title	Status Icon	Responsible Officer
Priority 2 - ESTATE RATIONALISATION		Allan Whyte, Head of Property & Facilities Management


Code & Title	Status Icon	Due Date
2.01 - WorkSPACE at Banff, Turriff, Stonehaven, Peterhead, Huntly and Aboyne		31-Jul-2017


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.01.01 - Undertake works to Viewmount (as per current workSPACE proposals)		<div style="width: 25%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 25%	31-Jul-2017	Carlton House/Viewmount project to align with the new office strategy in the process of carrying out cost checks, committee approval targeting August/September 2017.


Code & Title	Status Icon	Due Date
2.02 - WorkSPACE project at Council Chambers, Fraserburgh		31-May-2018



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.02.01 - Council Chambers Fraserburgh Gateway Stage 2 Report - Banff & Buchan Area Committee (April 2016)		<div style="width: 75%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 75%	31-May-2018	<p><u>Gateway 3 completed.</u> Tenders returned and reviewed/checked and within the agreed budget approved by P&R on the 17th November 2016.</p> <p>Acceptance of contract approved by B&B Area Committee on the 21st March 2017.</p> <p>Grants approved by external funders, and contract signed on the 29th March 2017.</p> <p><u>Gateway 4</u> Date of handover agreed as the 22 May 2017.</p> <p>Pre-start meeting to be held on the 28 April 2017.</p> <p>Contract length, 12 months, completion end of May 2018.</p> <p>Programme to be confirmed.</p>


Code & Title	Status Icon	Due Date
2.03 - Banchory office facilities		30-Jun-2017




Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.03.01 - Conclude Stage 1 assessments in		<div style="width: 20%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 20%	30-Jun-2017	An office rationalisation strategy has been agreed. It will involve


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respect of Banchory office				<p>the closure of the Area Office, the Registration Service relocating to library/museum and the remaining staff 2 x Environmental Health (Job share) and 1x Housing Clerk of Works being relocated to Town Hall.</p> <p>The Town Hall will undergo upgrade & refurbishment works to allow wheel chair access and increase office capacity with 5 new hot desks will become available. Two new hot desks will also become available at the Museum.</p> <p>Additional asbestos survey info required.</p> <p>Anticipate August 2017 start (dependent Planning/building warrant being in place).</p>
2.03.02 - Gateway Stage 1 Report for Banchory - Marr Area Committee (Nov 2016) and Policy & Resources Committee (Nov 2016)		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">20%</div>	30-Jun-2017	Comment above refers.



Code & Title	Status Icon	Due Date
2.04 - Former Ellon Academy site		31-Mar-2017


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.04.01 - Conclude initial Gateway Stage 1 business case for Ellon settlement project		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">75%</div>	31-Mar-2017	<p>Redevelopment currently progressing through Gateway 1. Progressing options with colleagues in Housing, Social Work, Health & Social Care Partnership and NHS Grampian. Report was presented to Formartine Area Committee in April 2017. Development of new offices on the Former Ellon Academy site is likened to the larger offices project covering options in Inverurie, Stonehaven and Ellon.</p>
2.04.02 - Gateway Stage 1 Ellon Settlement project Formartine Area Committee (Aug 2016) and Policy & Resources Committee (Nov 2016)		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #4f81bd; color: white; display: flex; align-items: center; justify-content: center;">20%</div>	31-Mar-2017	Comment above refers.


Code & Title	Status Icon	Due Date
2.05 - New HQ in Aberdeenshire		31-Mar-2018


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.05.01 - Gateway Stage 1 Civic HQ – Garioch Area Committee (May 2016) and Policy & Resources Committee (June 2016)		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	30-Jun-2016	Stage 1 approved by Full Council 26 January 2017.
2.05.02 - Stage 2 Gateway Report for Civic HQ - Garioch Area Committee (Nov 2016) and Policy & Resources Committee (Nov 2016)		<div style="width: 5%;"><div style="background-color: #4f81bd; height: 10px; width: 5%;"></div></div> 5%	31-Mar-2018	Project Delivery Team formed with series of dates.
2.05.03 - Determination of future use of Woodhill House		<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 25%;"></div></div> 25%	31-Mar-2017	The Council approved the new Office Gateway report in January 2017. As part of that project, there would be a need to relinquish Woodhill House. A market valuation has been obtained and discussions are progressing with public sector partners and other agencies; this will culminate in a report to Committee at a later date with a recommendation on the disposal strategy.


Code & Title	Status Icon	Due Date
2.06 - Depot Programme		31-Dec-2017

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.06.01 - Key Depot at Macduff design nearing completion		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 50%;"></div></div> 50%	31-Mar-2017	Major Planning application was approved by Banff & Buchan Area Committee on 30 May 2017. Construction costs are to be reported to Full Council on 29 June 2017 given there was an anticipated overspend from previously approved budget. Depending on approval, construction on site would commence in late July 2017.
2.06.02 - Delay in construction at Inverurie		<div style="width: 10%;"><div style="background-color: #4f81bd; height: 10px; width: 10%;"></div></div> 10%	31-Mar-2017	Project currently on-hold while ANM Group appeal the planning decision which was to refuse the masterplan of which the proposed depot is to sit within. In the interim, Property Officers are currently re-appraising options including assessment of existing facilities at Harlaw in light of the Inverurie Office project.

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2.06.03 - Commencement for Mintlaw, Stonehaven and Turriff		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">20%</div>	31-Dec-2017	<p>Mintlaw – project is currently on hold as the developer of the site we are looking to acquire is awaiting conclusion of their planning application. We will only take forward Heads of Terms if the developer obtains planning approval.</p> <p>Stonehaven – options appraisal complete and looking to take a recommendation to Kincardine & Mearns in June 2017. This will allow the project to re-start with the planning process to start in August 2017 and a site start in each 2018 with completion end of 2018.</p> <p>Turriff – project is currently on hold as the existing Roads & Landscape depot is unlikely to be sold as a supermarket (original basis of the relocation). Estates however are acquiring new employment land at Markethill and land is being provision held back for the depot use, should the existing depot be sold and the project re-started.</p>


Code & Title	Status Icon	Due Date
2.07 - Reduce number of operational properties to below 700		30-Apr-2017






Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.07.01 - Conclude initial asset review process in-line with Service Strategies and release of vacant assets (subject to market conditions)		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>	30-Apr-2017	As at 1 April 2017, Aberdeenshire had 673 facilities used for operational purposes.

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
2.08 - Reduce number of vacant properties		<div style="border: 1px solid black; width: 80px; height: 15px; background-color: #e0e0e0; display: flex; align-items: center; justify-content: center;">100%</div>	30-Apr-2017	Asset review process continues with review of facilities aligned to new projects and strategic review of asset types on a portfolio basis i.e. Offices, Depots, Public Conveniences, Town and Public Halls. As at April 2017, the Asset Disposal Group is considering a total of 163 facilities contained within the disposal process, with this comprising, 20 under offer, 14 on the market, 57 disposal



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				pipeline, 27 possible future disposal and 32 proposed demolitions. These comprise vacant/closed facilities, industrial and land and a number of operational facilities proposed for release at appropriate juncture as part of approved asset strategies.


Code & Title	Status Icon	Responsible Officer
Priority 3 - FUTURE GOVERNANCE		Karen Wiles, Head of Legal & Governance

Code & Title	Status Icon	Due Date
3.01 - Review of the Council's decision-making structure by the FGWG (Future Governance Work Group) and make recommendations to Full Council		29-Feb-2016


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
3.01.01 - Options for decision making structures including cabinet and committee systems		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	29-Feb-2016	Existing committee structure for decision making to be retained including review of committee titles, functions, one member one committee and substitute members for new Audit Committee.
3.01.02 - Roles and responsibilities of Area and Policy Committees		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	29-Feb-2016	Review of roles and responsibilities undertaken and new visions for Area and Policy Committees approved.
3.01.03 - Changes required as a result of Health and Social Care integration and the delegation of statutory powers in that respect		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	29-Feb-2016	Committee titles and functions reviewed and responsibility for monitoring delivery of the directions from the IJB in respect of adult social care to Communities Committee and scrutiny of same to Audit Committee.
3.01.04 - Options for the future management of Audit and Scrutiny functions		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	29-Feb-2016	The new Scheme of Governance, implemented from 27 January 2017, contains a new Scrutiny at Aberdeenshire guidance document and delegates responsibility for scrutiny of performance and service delivery to the Area and Policy Committees.
3.01.05 - Options for the future management of the Council's financial affairs		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	29-Feb-2016	The new Scheme of Governance, implemented from 27 January 2017, provided for the transfer of the finance primacy role to Full Council and service budget responsibility to Policy Committees.


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				The Scheme also includes enhanced governance arrangements to support an increase in officer delegation in terms of authorising expenditure up to £1,000,000.


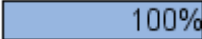








Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
3.02 - Approval and implementation of powers to be devolved to the Integrated Joint Board for Health and Social Care		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	29-Mar-2016	Full Council on 10 March 2016 approved changes to the Council's constitutional documents to take account of the powers devolved to the new Integrated Joint Board established with effect from 1 April 2016.
3.03 - Approval and implementation of changes to the Council's constitutional documents including Scheme of Delegation, Standing Orders, List of Powers Delegated to Officers and Financial Regulations		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	29-Mar-2017	New Scheme of Governance document approved 24 November 2016 and implemented from 27 January 2017.


Code & Title	Status Icon	Responsible Officer
Priority 4 - COMMUNITY EMPOWERMENT		Kate Bond, Head of Corporate Communication & Improvement


Code & Title	Status Icon	Due Date
4.01 - Briefings & Training		31-Mar-2017






Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.01.01 - Briefings & training for employees, Elected Members. Appropriate external comms through social media, website, press to support communities understand the Act and how we are responding		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Mar-2017	There has been a range of briefings for Members and Officers as well as guidance for communities on the different parts of the Act which are live including Part 5 Community Asset Transfer, Part 3 Participation Requests and Part 2 Community Planning. A further programme of awareness raising is planned in 2017/18.







Code & Title	Status Icon	Due Date
4.02 - Community Planning (Part 2)		31-Mar-2017


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.02.01 - Approval of draft Local Outcomes Improvement Plan priorities by Community Planning Partnership			30-Sep-2016	<p>At the Community Planning Partnership (CPP) Board in June 2016, two priorities (Reducing child poverty and reducing alcohol consumption) were endorsed. The Board requested that further consideration was given to a third proposed priority and the suggested 'strengthening our communities' principle to determine if an additional, focused priority would be appropriate. Following further work by the CPP Executive, the Board was asked at its September meeting to consider a third priority focussed around 'strengthening and connecting our communities'. This priority was endorsed on the basis that this priority would focus on actions where the CPP can have the greatest 'added value' and would be delivered through Locality Plans.</p> <p>The Board also approved the timeline for developing the priorities in advance of the final Local Outcomes Improvement Plan being formally approved in March 2017.</p>
4.02.02 - Action Planning phase initial selection of monitoring indicators. Development of Risk Register			31-Mar-2017	This is being undertaken between April and September 2017 following approval of the draft Local Outcomes Improvement Plan (LOIP) by the Community Planning Partnership (CPP) Board in March 2017. The action plans will be agreed by the Board as part of approving the final LOIP in October 2017.
4.02.03 - First draft sent to Scottish Government for discussion/input			31-Mar-2017	Scottish Government do not require sight of or sign off. Draft Local Outcomes Improvement Plan (LOIP) approved by Community Planning Partnership (CPP) Board 20 March. Final LOIP will be approved in October 2017.
4.02.04 - Engagement on draft Local Outcomes Improvement Plan with communities, partners and other stakeholders			31-Mar-2017	An engagement plan for the period July-September 2017 has been drafted which will ensure engagement across Aberdeenshire based on the multi-member wards and local community planning groups.
4.02.05 - Refinement/fine tuning based on			31-Mar-2017	This has been put into the project plan for September 2017 to








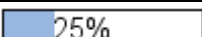
Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
responses from communities & partners				allow approval by the Community Planning Partnership (CPP) Board in October 2017 in line with statutory requirements.
4.02.06 - Approval by Community Planning Partnership Board		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Mar-2017	Community Planning Partnership (CPP) Board has approved draft Local Outcomes Improvement Plan (LOIP). Final LOIP will be approved by 1 October 2017 reflecting statutory requirements.


Code & Title	Status Icon	Due Date
4.03 - Participation Process (Part 3)		31-Mar-2017


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.03.01 - Develop draft process based on Have your say and Community Empowerment (Scotland) Act regs		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Mar-2017	Process developed for live date of 1 April 2017. This includes information for community bodies and officers. Process is facilitated by Area Managers with decisions on requests made by services. The Feedback Team receive all requests in the first instance.
4.03.02 - Prepare service/officer guidance material supporting process		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Dec-2016	Basic process and guidance in place to support live date of 1 April and Scottish Government guidance published in March 2017. Will be further developed and refined.
4.03.03 - Engage with services on draft processes and guidance		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Dec-2016	Services are represented on the sub group that developed the process and guidance materials. There will continue to be engagement throughout 2017 as the process is refined to reflect increased understanding of the process and needs of community participation bodies.
4.03.04 - Services develop processes to respond to participation requests		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Mar-2017	Services will be supported through Area Managers to develop responses to participation requests as these are received. There will be a further focus throughout 2017 to embed the community engagement strategy and support services engage and involve communities at earlier stages in policy/service development and review.
4.03.05 - Confirm participation request process with Area Committees		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Mar-2017	Initial process in place for 1 April 'go live'. Will be reviewed and refined as requests are received or informal discussions with community participation bodies take place.





Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.03.06 - Agree & deliver comms plan for informing communities on the process			31-Mar-2017	Basic communications approach in place for the go live date of 1 April 2017 based on social media, website and Elected Members awareness of process. Further communications approach planned for 2017 focused on early involvement and engagement with communities through the community engagement strategy (to be agreed in Autumn 2017).
4.03.07 - Develop annual reporting arrangements			31-Mar-2017	First annual report due June 2018 as Part 3 of the Act has been enacted later than anticipated.
4.03.08 - Review process			31-Mar-2017	Review of process will be undertaken in September 2017 following first 6 months of Part 3 being 'live'.


Code & Title	Status Icon	Due Date
4.04 - Allotments (Part 9)		31-Dec-2017



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
4.04.01 - Collate and detail all current allotments sites, areas and measurements			31-Mar-2017	Guidance on this part of the Act is not expected until later in 2017. Work continues in order to collate current allotments.
4.04.02 - Prepare list of known community/ individual interest, waiting lists & identify potential future sites			31-Mar-2017	Guidance on this part of the Act is not expected until later in 2017. This action will continue in 2017/18.
4.04.03 - Consult with local community organisations May 2016			31-Dec-2017	Awaiting further guidance from the Scottish Government following a consultation and feedback session held in September 2016 with Local Authorities and other parties.
4.04.04 - Develop draft food growing strategy and report to committee August 2016			31-Dec-2017	Awaiting further guidance from the Scottish Government following a consultation and feedback session held in September 2016 with Local Authorities and other parties.



Code & Title	Status Icon	Responsible Officer
Priority 5 - A WORKFORCE FIT FOR THE FUTURE		Laura Simpson, Head of HR&OD


Code & Title	Status Icon	Due Date
5.01 - Today & Tomorrow's Workforce		31-Mar-2019



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.01.01 - Developing iTrent to provide regular key facts and data profiling		<div style="width: 35%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 35%	30-Sep-2017	Work is ongoing to develop and implement a number of standardised reports that will generate specific workforce data; the initial reports focus on sickness absence and Working Time Directive data.
5.01.02 - Data Accuracy in iTrent		<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	31-Dec-2017	As part of the iTrent Project Plan, work is ongoing to develop and implement robust establishment control procedures to ensure that data is correctly recorded and maintained within the system.
5.01.03 - Workforce Planning		<div style="width: 20%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 20%	31-Dec-2017	HR&OD are currently reviewing the existing workforce planning process in order to (a) ensure that it remains fit for purpose and (b) determine how HR&OD can best support services in conducting workforce planning exercises.
5.01.04 - Structure Review Process		<div style="width: 45%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 45%	31-May-2017	The draft Structure Review Process has been further reviewed and an updated version is currently being produced.

Code & Title	Status Icon	Due Date
5.02 - Resourcing Strategy		31-Mar-2019


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.02.01 - Recruitment & Retention		<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	31-Mar-2019	All operational HR Advisors discuss workforce changes with key business partners, making them aware of the workforce toolkit which can be used to assist with future planning. Refresher training for HR Advisors still to be undertaken but on course to complete by 2018.
5.02.02 - Managing Departures		<div style="width: 93%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 93%	31-Aug-2017	The new Grievance Policy and Procedures have been published


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				and are live. The PiP (Policies In Practice) session on Grievance has been updated to reflect the changes. The new Disciplinary Policy and Procedure is about to be published, along with the new Work Performance Ability Policy and Procedure. Publication of the two new policies and procedures will be complete by end August 2017.
5.02.03 - Aberdeenshire Branding		<div style="width: 50%;"><div style="background-color: #4F81BD; width: 50%;"></div></div> 50%	31-Mar-2019	Strategic Narrative Work ongoing. Considerable work undertaken to promote Aberdeenshire Council as an Employer of Choice across digital media channels and at external events.
5.02.04 - Redeployment & Reskilling		<div style="width: 75%;"><div style="background-color: #4F81BD; width: 75%;"></div></div> 75%	31-Dec-2017	First draft of 'Alternative Employment' Policy and Procedure has been completed for further consultation and feedback within HR&OD initially. This will be built into the wider work being undertaken through the Corporate Resourcing Strategy.


Code & Title	Status Icon	Due Date
5.03 - Pay & Reward Strategy		31-Mar-2019


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.03.01 - Competitive Pay & Grading Structures		<div style="width: 25%;"><div style="background-color: #4F81BD; width: 25%;"></div></div> 25%	31-Mar-2019	The impact of the proposed national pay award and Scottish Local Government Living Wage (SLGLW) on the Council's pay structure have been modelled and potential options identified in respect of altering the lower pay grades to accommodate the SLGLW.
5.03.02 - Job Evaluation/Job Profiles - implementation of SJC Job Evaluation Scheme and establishment of generic job families and roles		<div style="width: 100%;"><div style="background-color: #4F81BD; width: 100%;"></div></div> 100%	31-Aug-2018	The changes arising from the implementation of version 3 of the SJC Job Evaluation Scheme have been reviewed. The locally agreed procedures have not been updated at this stage; this will be undertaken following the completion of the Transitional Protocol in mid-2017.



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				A report on the proposed implementation of generic roles and families for non-teaching posts was considered but will not be progressed any further.


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


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.04.01 - Employee Development Lifecycle - revised EAR process, updated Managers Passport, revised Competency Framework and Succession Planning Programme		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"> 75% </div>	13-Jan-2018	<p>The elements of the iTrent system which pertain to this work will not be available for at least another 18 months. Therefore we have chosen to focus only on the paper version. All of the performance review forms have been completed but without Council values (another exercise if working on those). It is hoped a Service specific version can be used as a pilot for other Services and as the basis for a launch of the new system towards the end of the year.</p> <p>The Manager's Passport document/process has not been included in this exercise at this stage.</p> <p>Most Heads of Service have identified potential successors and higher potential staff. Their details have been captured and Personal Development Plans are currently being completed.</p> <p>It is hoped we can roll out the paper based system towards the end of 2017.</p>



Code & Title	Status Icon	Due Date
5.05 - Health & Wellbeing		31-Mar-2019


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
5.05.01 - Absence Management		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #0070c0; color: white; font-weight: bold; text-align: center;">100%</div>	31-Mar-2017	Following previous review, services are now beginning to adopt an approach to absence management that views this as daily


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				<p>business and a movement towards taking a proactive approach to the management of attendance and supporting employees to stay at work, resulting in top rated absence statistics for the authority in comparison to other Scottish Authorities. This will still require a level support from HR and Wellbeing to establish a consistent approach.</p> <p>Mental health continues to be the leading cause of absence for the organisation. Stress audits will be introduced in 2017 to support managers in the identification of work related issues contributing to this issue and to identify areas of good practice.</p> <p>Lifestyle checks continue to be delivered to employees, moving towards the need for these being identified by teams/managers</p> <p>An annual programme of health promotion events has been developed for 2017 including opportunities for physical activity, awareness and supportive information campaigns. Examples include support for employees setting up their own physical activity sessions in their workplaces, places for employees in Run Balmoral and Run Garioch, collaborative working with NHS Grampian on 'Aberdeenshire Wellbeing Festival' which focuses on mental health. Work with in house caterers continues to ensure healthy eating opportunities are available at work and information campaigns continue to run on a monthly basis.</p>
5.05.02 - Absence Management: Wellbeing team to continue to improve the health surveillance programme			31-Jul-2017	Awaiting final information from external Occupational Health provider in relation to costs associated with changes to quarry medicals before these can commence.







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

Code & Title	Status Icon	Due Date
6.01 - Our Services		31-Mar-2019


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.01.01 - Complete a programme of Service Delivery transformation		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #4f81bd; width: 10%;"></div></div> 10%	31-Mar-2019	Aberdeenshire Council ICT are leading the authority through an ongoing review of its current ICT system contract provision. This is a strategic programme of work requiring engagement with teams across the organisation. ICT are also working with Services to rethink how core services can be delivered to users using digital technology. ICT engagement with Services has been reviewed and a new engagement model was agreed by Digital Aberdeenshire Group in August 2016.
6.01.02 - Rollout of a standard approach across the council for field-based and mobile workers to connect to applications and information from any device		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #4f81bd; width: 70%;"></div></div> 70%	31-Mar-2019	Waste Vehicle Inspection Health & Safety app will be live by the end of May. We have tightened up our approach to the technology and in using agile methodologies to deliver in house developments. We have started work on a company portal app to allow both third party and in-house developed apps to be accessed from a single point. We are identifying other use cases where the waste app can be quickly adapted and utilised.





Code & Title	Status Icon	Due Date
6.02 - Our Staff		31-Mar-2019

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.02.01 - Self-service network password reset from any device		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="position: absolute; left: 0; top: 0; bottom: 0; right: 0; background-color: #4f81bd; width: 30%;"></div></div> 30%	31-Mar-2017	ICT & Early Adopters were enabled for the service in Sept-Nov 2016, alongside migration of email to Exchange Online (as part of Office 365 roll-out). The remaining users within Business Services (400+) were then enabled mid-late January 2017, with a view to the rest of the organisation being done in April - same


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				time as email migrations. Expected completion date by end of May 2017.
6.02.02 - Single sign-on to key business systems		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 20% </div>	31-Mar-2017	<p>Single sign on for Cherwell will be enabled once Office 365 is rolled out Council wide. Single sign on to Bodet has now been enabled.</p> <p>Programme of enabling single sign on for remaining business systems is ongoing and prioritised within ICT Applications Solutions team plan.</p>
6.02.03 - Link meeting room video conferencing equipment to Skype		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 100% </div>	31-Mar-2017	Microsoft Surface Hub video conferencing unit currently being trialled before deciding on suitability for other meeting rooms if funding available in Financial Year 2017/18.
6.02.04 - Integrate Skype with external telephone connectivity and rollout unified communication and follow-me functionality		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 40% </div>	31-Mar-2019	<p>Inverurie area corporate offices have been migrated to Skype telephony. Oldmeldrum, Inch and Huntly codes will be completed by the end of June 2017.</p> <p>On 1st April 2017, all corporate users were enabled for Skype telephony, allowing corporate staff to make and receive phone calls using Skype telephony.</p> <p>New schools are using Skype telephony and existing schools are also being migrated.</p>
6.02.05 - Shared service and partnership staff working for Aberdeenshire and Aberdeen City can access systems and information from a single device		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 100% </div>	31-Mar-2017	All work to enable this from Aberdeenshire Council has been completed however Aberdeen City Council are not in a position to enable similar changes. Office 365 will be launched on 29th May and this will mean that shared service staff will be able to access Aberdeenshire email, Sharepoint and OneDrive from an Aberdeen City Council device.
6.02.06 - Staff can connect to council email and other services from any device, sometimes referred to as BYOD		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 75% </div>	31-Mar-2019	Staff Bring Your Own Device (BYoD) service will be available when Office 365 is launched to the council on 29th May. This includes email, OneNote, OneDrive, SharePoint and Teams.
6.02.07 - Staff competencies include appropriate digital skills, supported by a programme of staff development		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 20% </div>	31-Mar-2019	A Digital Skills strategy for our staff has been agreed and is now being implemented. Over 80 Digital Champions have been identified across all services and a programme of training and



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				support has started.



Code & Title	Status Icon	Due Date
6.03 - Our Customers		31-Mar-2019


Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.03.01 - Self-service public Wi-Fi available at all council sites which have a wireless network		<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">80%</div></div>	31-Mar-2017	All Libraries and 80% of Corporate sites (32) with the new Aerohive wireless LAN now have self-service public WiFi available. The other 20% should be enabled soon.
6.03.02 - Website user login using MyAccount for verification and authentication including email alerts and school payments		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div></div>	31-Mar-2017	This action is complete.
6.03.03 - Replace website mapping with a high availability service which is suitable for use on mobile devices		<div style="width: 85%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">85%</div></div>	31-Mar-2017	CadCorp solution implemented and live on 1 April 2017. Legacy system decommissioning started. Mapping elements on the public website have been updated from the legacy system to the new system. Local Knowledge, the replacement of the website interactive map, is still to be deployed to live.
6.03.04 - Website customer portal provides access to council services such as council tax, benefits, schools, housing roads and waste using a single view of the customer		<div style="width: 80%;"><div style="background-color: #4f81bd; color: white; padding: 2px;">80%</div></div>	31-Mar-2019	myAccount portal rebranded to myAberdeenshire and promoted in press, radio, payslips. Offers the following functionality targeted for signed in users: <ul style="list-style-type: none"> • auto complete of all online forms containing names/addresses • Next bin collection dates • Report a missed bun • Nearest recycling points • Council Tax Banding • Your Councillors • Upcoming local events • School Meal Payments • Clubs and Societies • Email Alerts for:



Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				<ul style="list-style-type: none"> • School Closures • Jobs • Consultations • Council news • A2B bus service • Local Events • Website Updates <p>Remaining work to integrate portal with third party supplied systems such as Uniform and Spydus (libraries).</p>


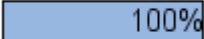


Code & Title	Status Icon	Due Date
6.04 - Our Information		31-Mar-2019

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.04.01 - Introduce new collaboration and document management services		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">50%</div>	31-Mar-2017	Office 365 will be rolled out Council wide w/c 29th May. This functionality largely supercedes the intended business offerings for collaboration and document management.
6.04.02 - Complete Master Data Management programme		<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #ADD8E6; display: flex; align-items: center; justify-content: center;">20%</div>	31-Mar-2019	<p>To Be Document has been approved by Digital Aberdeenshire Group. Following this an instruction to plan the first iteration of the project was followed and a High Level chart of activities has been created.</p> <p>Following the creation of the Plan for Iteration 1, a project team is being put together, with representatives for Data Governance, Technical and Business.</p> <p>Iteration 1 covers the timescale to move one Service Area to Master Data Management, including governance, standards, compliance and a technical solution. The Service Area is yet to be agreed.</p> <p>Next steps for the team is to apply to the project board for</p>

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
				agreement on which Service Area to engage, and a kick off meeting in June. The project team has also been reviewing MDM products and will look at product demos as soon as possible in order to gain further knowledge on possible solutions. No decision has been made about either purchasing or not purchasing a software solution at this time.
6.04.03 - Complete the publication of council data sets on an Open Data discovery site for public consumption and re-use		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 50% </div>	31-Mar-2019	We have set up CKAN, an open data sharing platform for making open datasets and other publications available to the public. On-going exercise in populating this repository. There is a new Scottish Spatial Hub initiative that Aberdeenshire Council is being encouraged to partner in, the long term location for our open data depends on how this relationship develops.
6.04.04 - Single repository for the management and provision of geographical information		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 100% </div>	31-Mar-2019	GIS Solution now implemented and live. Legacy system has been decommissioned.

Code & Title	Status Icon	Due Date
6.05 - Digital Foundations		31-Mar-2019

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
6.05.01 - Replace current wireless networks in schools and corporate sites with a reliable, high-density, high capacity service		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 93% </div>	31-Mar-2017	Existing wireless networks have been replaced at the following numbers of sites: 31 Libraries 15 Academies 136 Primary Schools 3 Special Schools 37 Offices and other sites The remaining 16 schools, including the PPP schools, will be completed by the end of the summer holidays.
6.05.02 - Extend wireless networks to additional sites including at least one Area		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;"> 100% </div>	31-Mar-2017	15 additional sites were identified and funded from the Wireless project budget. These included Fraserburgh Community and

Code & Title	Status Icon	Progress Bar	Due Date	Latest Note
Committee meeting location in each Area				Sports Centre, Banff County Hall and Stewarts Hall in Huntly. All Area Committees have at least one meeting location covered except for Formartine who do not currently meet in a council building.
6.05.03 - Migrate Microsoft services including email to the Office365 cloud service			31-Mar-2017	All aberdeenshire.gov.uk email accounts have been migrated to Office365, except for councillors which were delayed due to the election. All remaining councillor accounts will be migrated during June. Office365 will be formally launched to all users on 29th May.
6.05.04 - Migrate systems and data storage to a new best-of-breed data centre			31-Mar-2017	Systems have been migrated to the new Brightsolid Datacentre on a co-location basis and private cloud provision from Brightsolid.