











# 2024-25 Quarter to December - Governance, Strategy and Performance

## Performance Report - Service Plan









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

| GOVERNANCE, STRATEGY & PERFORMANCE STRATEGIC OUTCOMES |   |  |             |  |          |   |
|---|---|--|-------------|--|----------|---|
| Action Code   | Action Title  | Desired Outcome  | Due Date    | Latest Status Update   | Progress | Status Icon   |
| GSP 2024-25 STRA 1.1                                  | Strategy and Performance: Re-establish a framework for Continuous Improvement across council services with a timetable guidance | <p>Planned Outcome - Drive continuous improvement across services. Demonstrate best value</p> <p>Outcome measures - Develop / re-activate self-assessment framework. Agree timetable / programme for review. Report outcome through service performance report (6 monthly going forward)</p> | 31-Oct-2024 | Brief presented to CMT in October with action points. Alignment of PSIF themes with other self evaluation models complete and work to fully population schedule ongoing. Improvement Service have confirmed and they can facilitate PSIF end to end process with RIO shadowing in order to assist in resourcing ongoing self-assessment in May for HR, ICT and OD. Documents yet to be uploaded to Interchange to allow access to services.  | 60%      |  |
| GSP 2024-25 STRA 1.2                                  | Strategy and Performance: Establish Corporate reporting regime to drive performance improvement                                 | <p>Planned Outcome - Timely reporting that identifies issues and contribute to improvement.</p> <p>Outcome measures - Performance reports for benchmarking, Corporate Plan and LOIP are met.</p>   | 31-Dec-2024 | <p>Quarter 2 performance reporting to Service Committees complete with Corporate Plan progress update presented to CMT through November 2024. Work underway to present LGBF results at the earliest opportunity following phased release. In addition, briefing on Desktop Review of Performance Reporting across all LA's to CMT in January 2025.</p> <p>Quarterly reporting in place for Revenue/Capital budget monitoring, Best Value, Corporate Risks and Employee statistics.</p> | 65%      |  |



| Action Code          | Action Title  | Desired Outcome  | Due Date    | Latest Status Update  | Progress | Status Icon   |
|----------------------|---|--|-------------|---|----------|---|
| GSP 2024-25 STRA 1.3 | Strategy and Performance: Investigate "one plan" position for Moray (to potentially Act as Corporate Plan and LOIP) | Planned Outcome - Council and community partners decide if there is merit in having a shared strategic plan<br><br>Outcome measures - Council and CPB decision | 31-Dec-2024 | Incorporated within Briefing on Desktop Review of Performance Reporting submitted to CMT in January 2025. Awaiting possible resource from NHS to be identified and outcome of CPP Development Sessions to progress. | 70%      |  |
| GSP 2024-25 STRA 1.4 | Strategy and Performance: Implement governance and committee issues identified in Collaborative Leadership issues.  | Actions identified in external advisor report, June 2024 have been incorporated into the Best Value Action Plan.   | 31-Mar-2025 | Two further Governance documents have been approved: Guidance on External Bodies and Member officer relations.  | 100%     |  |
| GSP 2024-25 STRA 1.5 | Internal Audit: Clarify the remit of the Audit and Scrutiny Committee with further training for members             | Planned Outcome - Councillors are clear on role of the committee<br><br>Outcome measures - Survey of members confirms roles are clear                          | 31-Oct-2024 | Further training has taken place and questionnaire issued. Desire for ongoing training programme for committee members. Taken forward as business as usual.   | 100%     |  |

**GOVERNANCE, STRATEGY & PERFORMANCE  
SERVICE OUTCOMES  
DIGITAL TRANSFORMATION and EFFICIENCY**


| Action Code          | Action Title  | Desired Outcome  | Due Date    | Latest Status Update   | Progress | Status Icon   |
|----------------------|---|--|-------------|--|----------|---|
| GSP 2024-25 DT&E 1.1 | Customer Services: Identify and develop opportunities for the use of Artificial Intelligence for Customer Contact channels (AI) | Planned Outcome - Service efficiency, Improved Customer self-service<br><br>Outcome Measures - Identify opportunities and deliver business case  | 31-Mar-2025 | Progress on AI opportunities for customer contact channels has paused due to managerial transition and focus on pending procurement of a new Customer Relationship Management (CRM) system.<br><br>Introduction of reliable, cost-effective AI solutions is a priority for future of Customer Services delivery: this requirement will be integrated into the CRM business case to ensure system compatibility and to avoid rework in integration with new system.<br><br>A new due date will require to be set when service plan is reviewed for 2025/26. | 5%       |   |
| GSP 2024-25 DT&E 1.2 | Customer Services: Introduce an updated or new Customer Relationship Management (CRM) solution                                  | Planned Outcome - Improved customer experience, service efficiencies, increased customer self service<br><br>Outcome Measures - Reduced call and email waiting times and number of abandoned calls | 31-Mar-2025 | Progress on the CRM project slowed due to a managerial transition, but it remains a priority.<br>The new manager has reviewed key timeline, noting the current system will lose security patches after December 2025 and support by December 2026. A public tender is hoped to be issued in Quarter 1 2025/26, informed by a defined statement of requirements. An updated business case including revised implementation and project management resourcing will be submitted to CMT for March 2025.   | 10%      |  |

| Action Code          | Action Title  | Desired Outcome  | Due Date    | Latest Status Update   | Progress | Status Icon   |
|----------------------|---|--|-------------|--|----------|---|
| GSP 2024-25 DT&E 1.3 | Customer Services: Review out of hours phone service along with housing                                       | Planned Outcome - Calls are rationalised and a less time intensive move from housing out of hours service<br><br>Outcome Measures - Successful move onto a new   | 30-Apr-2025 | The outsourcing of out-of-hours customer support is now at the implementation stage, led by the Customer Services Business Support Team Leader, with support of Housing and HR. Project plan and change management plans are in place, with service consultation starting in February to capture requirements from all stakeholders. Delivery is expected by quarter 1 2025/26, subject to Aberdeen City's telephone transition. Engagement with Highland and Perth & Kinross councils is informing development of partnership and data-sharing agreements, helping streamline the process and ensure timely completion. | 25%      |  |
| GSP 2024-25 DT&E 1.4 | Benefits / Money Advice: Develop Benefits e-form  | Planned Outcome - Service efficiency savings. Improved customer service<br><br>Outcome Measures - % of total applications successfully completed through e-form. Reduction in application processing time.         | 31-Dec-2024 | Currently completing the final stages of the e-form development. Internal testing from a user perspective is in progress along with any end-stage amendments prior to roll out.  | 95%      |  |
| GSP 2024-25 DT&E 1.5 | Benefits / Money Advice: Establish whether there is a viable case for further centralisation of means testing | Planned Outcome - Determine whether a staffing efficiency and maximisation of council resources is achievable<br><br>Outcome Measures - Completion of business case  | 31-Dec-2024 | Scoping work has focused on opportunities to centralise and stream-line financial assessment of social care costs and blue badges. For maximum operational and financial results, new processes would include the use of money advice services. Next step is for both current service managers to develop a business case.   | 10%      |  |
| GSP 2024-25 DT&E 1.6 | Registrars: Transfer of burial grounds administration to Lands and Parks Service                              | Planned Outcome - Service efficiency savings. Improved customer service<br><br>Outcome Measures - Review costs of service and fees / Consult on fees. Transfer calls to Lands and Parks. Records accessible online | 31-Mar-2025 | The Burials Admin Post has now transferred to the Lands and Parks Service but is continuing to be line managed by the Senior Registrar until 31/03/25.   | 75%      |  |

**GOVERNANCE, STRATEGY & PERFORMANCE**  
**SERVICE OUTCOMES**  
**IMPROVED GOVERNANCE**

| Action Code        | Action Title   | Desired Outcome  | Due Date    | Latest Status Update   | Progress | Status Icon   |
|--------------------|--|--|-------------|--|----------|---|
| GSP 2024-25 IG 1.1 | Democratic Services: Continue review programme of second tier governance documents           | Planned Outcome - Clarify the respective roles of Councillors and Officers<br><br>Outcome Measure - All priority A documents to be reviewed  | 31-Mar-2025 | Two further documents reviewed and approved at Corporate Committee on 27 August 2024. External Bodies guidance and Member Officer relations added to the updated 2nd Tier Governance Documents on CMIS.  | 100%     |  |
| GSP 2024-25 IG 1.2 | Internal Audit: Work with services to ensure business continuity arrangements are up to date | Planned Outcome - Business Impact Assessments reviewed for all critical services and business continuity plans updated as appropriate<br><br>Outcome Measure - To aid appropriate response to unplanned events and circumstances | 31-Mar-2025 | This work continues with services committed to maintaining business continuity while in some cases finding it challenging to create capacity to update formal plans. This particularly where day to day business decisions are essentially focused on continuity, where in house resources are constrained and innovative solutions are required to maintain service delivery.<br><br>A review is being undertaken of the scope and coverage of plans in the current operating environment. This will ensure those which add most value continue to be prioritised, it being recognised in progressing this work that some services are experiencing unmet need or are meeting that need only through securing external support. The target delivery date for critical services was 31 March 2025, this target may need to be extended and is dependent on service priorities.<br><br>The imperative is to match available resources to agreed corporate and service plans that deliver optimum services and secure best value. As this becomes more challenging, decisions on business continuity are applied on a daily basis as scarce resources are assigned to priority need. With limited capacity or resource to invest in business continuity the updating of formal plans is lower priority and this position is unlikely to change in the current financial climate. | 40%      |  |

**GOVERNANCE, STRATEGY & PERFORMANCE**  
**SERVICE OUTCOMES**  
**PERFORMANCE MANAGEMENT**

| Action Code        | Action Title   | Desired Outcome  | Due Date    | Latest Status Update   | Progress | Status Icon   |
|--------------------|--|--|-------------|--|----------|---|
| GSP 2024-25 PM 1.1 | Strategy and Performance: Finalise Delivery Frameworks and reporting arrangements following review of LOIP | Planned Outcome - Board can measure progress against agreed outcomes<br><br>Outcome Measures - Agree suitable indicators | 31-Dec-2024 | Meantime, awaiting outcome of CPP Development session around mid-point review, LOIP priority leads asked to refresh Delivery Frameworks, Wellbeing and Economy received. | 40%      |  |