








## How Good is Our Service 2024/25 – Council Services Customer Services and Organisational Development

### Prioritised Performance Indicators

Code	PI Title	2024/25	Q4 2023/24	Q1 2024/25	Q2 2024/25	Q3 2024/25	Q4 2024/25	Q4 2024/25	2024/25		Latest Note
		Status	Value	Value	Value	Value	Value	Target	Value	Target	
CSOD-BIP-2	Complaints - % of complaints answered within timescale		69.84%	66.27%	63.8%	69.61%	68.72%	100%	67.08%	100%	While not meeting the target, the figure remains consistent with 23/24 despite a 49% rise in the number of recorded complaints.
CSOD-BIP-3	Average time (minutes) to answer calls within Customer Services		1.52	2.21	9.02	6.32	12.56	3.5	7.3	3.5	While call response times were above target for the year this was impacted by the introduction of upgraded digital telephony across the Customer Service function and the introduction of a new Customer Relationship Management system and the development and training requirements to ensure the team effectively used the new system while continuing to deliver the service across all channels. There were significant fluctuations in call volumes with peaks in relation to new service implementation and significant events such as Storm Eowyn.
CSOD-BIP-4	% of employees who have PDR conversations LGW & Chief Officers		7.43%	4.29%	8.53%	15.57%	15.76%	85%	11.04%	85%	Operationally formal PDRs had not taken place in all areas, however, shorter term objective setting conversations have taken place. HROD undertook review of approach


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											to PDR with consideration given to future developments of Talent/Career Development modules which will come online in 2026. Review looked at simplifying the PDR paperwork and whilst ensuring clear links to workforce strategy plans, eLearning and locality based model of delivery. With the new process launched as pilot within CS&OD and LiP being issued to the wider workforce on the revised format and will be updated at the next appropriate leadership forum.
CSOD-BIP-5	% of employees who have PDR conversations Education Non-Teaching		10.48%	1.58%	6.55%	9.77%	N/A	85%	N/A	85%	<p>This performance indicator has been separated out for Education and runs in-line with the Academic Calendar with Q1 being reflective of July – September.</p> <p>Operationally formal PDRs had not taken place in all areas, however, shorter term objective setting conversations have taken place. HROD undertook review of approach to PDR with consideration given to future developments of Talent/Career Development modules which will come online in 2026. Review looked at simplifying the PDR paperwork and whilst ensuring clear links to workforce strategy plans, eLearning and locality based model of delivery. With the new process launched as pilot within CS&amp;OD and LiP being issued to the wider workforce on the revised format and will be updated at the next appropriate leadership forum.</p>


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		Status	Value	Value	Value	Value	Value	Target	Value	Target	
CSOD-BIP-6	% of employment contracts issued on or before day 1 of employment		48.48%	48.5%	50.9%	61.58%	51.04%	95%	53.01%	95%	Work is continuing on the rationalisation of contract templates for process efficiency as well as work to streamline the recruitment process. Upgrades in system in Q4 resulted in series of down time. Given the continued increase in workload volume, there remain significant challenges due to the resources that have been available in the team in the last year. It is anticipated the following migration to Oracle improvements within this KPI will be sought.
CSOD-SOL-CORP3B	The percentage of the highest paid 5% employees who are women		61.46%	60.94%	61%	62.5%	61.62%	50%	61.52%	50%	Whilst there is a slight increase in the % of women in the top 5%, each quarter remains consistent. Fluctuation will vary by quarter based on turnover within the population group of this indicator.
CSOD-SOL-CORP6	Sickness absence days per employee		12.8	3.02	5.68	9.01	12.03	9	12.03	9	


## 2(b) Absence Management

3. Percentage Absence		
	Customer Services and Organisational Development	Council (Excluding teachers)
Quarter 1	3.89%	6.31%
Quarter 2	5.06%	6.31%
Quarter 3	5.03%	7.31%
Quarter 4	4.72%	7.64%
Year End	4.66%	<b>6.86%</b>


### 3. Progress on Business and Improvement Plans


Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
Insurance Strategy	Develop and improve a strategy outlining the Councils corporate approach to ensuring adequate insurance arrangements are in place		<div><div>90%</div></div>	24-Mar-2025	24-Mar-2025	A draft insurance strategy has been prepared awaiting finalisation pending clarification of roles and responsibilities.

Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
Implementation of Child Friendly Complaints process	Ensure adequate mechanisms are in place for the roll out of the new statutory duties around child friendly complaints. -		<div><div>50%</div></div>	31-Mar-2025	31-Mar-2025	Principles of the Child friendly CHP have been discussed with relevant services and development of internal procedures to reflect the SPSO best practice principles continues but work remains ongoing to formally integrate the process into our CHP. This will be a continued focus for 2025/26.


Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
Improvement in Accessibility for website and mobile use	Improvement in Accessibility for website and mobile use Improve and maintain Accessibility standards on the Council, EDLC and HSCP websites. Continue to work with services to reduce inaccessible documents online including reviewing the use of pdfs and providing guidance to employees on how to ensure all documents comply. Continue to look at new ways of communicating information in an accessible format which uses simple language, is easier to digest and ultimately improves the user experience for our customers.		<div><div>100%</div></div>	31-Mar-2024	31-Mar-2025	<p>The Communications and Engagement team has spent considerable time working to ensure that the Council website meets the requirements of the legislation.</p> <p>An Accessibility section in the Employee Zone of the Council website has been updated to include M365 capability, to provide guidance to all employees on how to make sure that their documents are accessible.</p> <p>Continued to reduce the amount of inaccessible documents on the website looking at the best ways to present this information as HTML format.</p>

Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
						<p>Continued to work with The Shaw Trust to learn best practice for both existing and new websites.</p> <p>An Accessibility working group within the team was set up with clear actions and learnings to ensure we're staying on top of new Accessibility guidance</p> <p>To ensure accessibility was built into the new Council, HSCP and EDLC websites from the start, we have been working with the Shaw Trust as part of the project plan. The Shaw Trust have so far manually tested both the designs and test site, with guidance and results fed back so changes can be made pre the go live date. After this date, a further test to the Council website will be carried out and accreditation awarded.</p>

Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
Improvement in Consultation & Engagement Reporting	Working closely with services to support the implementation, promotion and reporting of consultation activity. Using the newly updated Consultation and Engagement guidance as a foundation to continue to develop improved online consultation functionality, better planning to reduce conflicting consultations and more transparent post-consultation reporting to better highlight our We Asked, You Said, We Did principles.		<div><div>100%</div></div>	31-Mar-2024	31-Mar-2025	<p>Making better use of the Consultation and Engagement action plan in 2022/203 allowed timescales to be explored and potential clashes to be avoided. The proforma is now routinely used by services and proactive emails from Communications and Engagement to Executive Officers looking at updates to the consultations within the action plan was successful particularly in ensuring the team knew about upcoming consultation launch dates at an earlier stage.</p> <p>The introduction of a post consultation report detailing online engagement and other key statistics has proved effective and successful. Once the service is in the position to publish its findings and/or the report that was guided by the consultation, the Communications and Engagement team ensure this is available on the website and subsequent promotion is carried out. Additional social media after a consultation closes thanking people for taking part and detailing a timescale of when results will be published has also contributed to higher participation and trust.</p>

Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
Workforce Strategy	% of employees who have PD conversations LGW & Chief Officers		<div><div>80%</div></div>	31-Mar-2024	31-Mar-2025	<p>The Council approved the Workforce Strategy in Dec 2023 for 2024/25 onwards, in which PDRs play a key role. Operationally formal PDRs have not taken place in all areas, however, shorter term objective setting conversations have taken place. With transition arrangements underway with regards to system change, improvements in the recording to capture the objective setting conversations is being reviewed. Review of approach to PDR will be considered at the next leadership forum, with targeted work is still</p>

						required around the PDR paperwork and process structure with clearer links to workforce strategy plans, workforce of the futures, eLearning and locality based model of delivery. Work will continue in relation to PDR processes across all strategic services. Workforce data will continue to be analysed at service level which informs service specific action plans and individual PDRs.
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Area for Improvement	Improvement Activity	Status	Progress	Original Due Date	Current Timescale	Note
Absence Improvement	Improved performance for sickness absence days per employee		<div><div>90%</div></div>	31-Mar-2024	31-Mar-2025	<p>Across a number of sectors there has been a rise in absence. The LGBF also reflects this within local government, and the Council is no different. Whilst there has been an increase it is important to acknowledge the impact of the Pandemic and the resultant long term absence will have on absence figures. Work continues as to how best support and manage the emergence of this new type of absence and associated impact on WDL/FTE. Improvement in absence remains required to prevent a further rise in absence figures.</p> <p>Improvement to continue work around the following:            Ensure a holistic approach to Managing Absence and Employee Wellbeing            Strengthen the Capability of Line Managers to implement the Attendance Management Policy and Associated Procedures for Managing Short and Long-Term Absence            Develop a framework for ensuing good mental health and support, providing a resilient workforce.            Data driven targeted improvement actions</p>



#### 4. Financial Targets

Main Service Divisions	Annual Budget	Net Expenditure projected ( subject to audit )	Annual Variation projected ( subject to audit )	% variation	Narrative
Business & People	1,915	1,629	-287	-18%	Variation within staffing costs expected.
Communications & Engagement	2,309	2,286	-23	-1%	Variation within staffing costs expected.
Union	163	341	178	52%	Variation within staffing costs expected.
<b>Total</b>	<b>4,387</b>	<b>4,255</b>	<b>-132</b>	<b>-3%</b>	

## 5. Stakeholder Engagement Activity

Title	Description	End Date	How the Information gathered has been used to Improve performance
Budget Consultation 2024	The Team developed and implemented a Budget Consultation, launching in September 2024 to inform the Budget setting process for 2025/2026 in March 2025. The consultation tested public views on the Council priorities in addition to seeking views on Council Tax increases and increases to Council fees and charges and how the Council could generate additional income.	September 2024	Findings were reported to Council and informed elements of the 2025/26 Budget.
Payroll Harmonisation	<p>For several years, the Council has operated a number of payrolls of varying frequency (weekly/4-weekly/monthly).</p> <p>Payroll harmonisation delivers efficiency in processing, provides an improved approach to managers by operating across a single set rather than multiple deadlines and aligns to pension payments when employees retire.</p> <p>The engagement activity across Tus and the workforce provided detail on the plans, including information sessions on the new payroll, transition arrangements and financial planning sessions</p>	April 2025	<p>A pilot was launched to test the monthly pay approach and to inform the developments for the wider workforce.</p> <p>FAQs were developed from the pilot and from feedback from the workforce information sessions to ensure full information was available.</p> <p>The transition to monthly pay was successfully delivered in April 2025.</p>

## 6. Policy / Strategy Documents

PPPS	Intended Outcome	Date Approved	Start Date	End Date
Family Friendly Policy (Update – Neonatal Care Leave)	Following Council approval of Family Friendly Policy in 2024 – in line with legislation changes for Neonatal Care Leave, and agreement with Trade Unions through discussion at Joint Negotiating Group meetings, an updated amendment on this policy will be submitted to committee in 2025/26.	TBC	April 2025	Next review
Equally Safe at Work (ESAW)	In partnership with Trade Unions, and in support of the workforce, successful applied to join the ESAW programme designed to support employers in Scotland prevent violence against women (VAW) and advance gender equality at work.		May 2023	18 month review
Unacceptable Customer Behaviour Strategy	Defining Council policy and affirming zero tolerance approach to unacceptable customer behaviour towards Council employees.	March 2024	April 2024	2028
Consultation and Engagement Strategy	Defining Council policy in relation to how the Council plans and delivers consultation and engagement	March 2024	April 2025	Next review - 2027



## 7. Improvement activities

Areas Requiring Improvement	Improvement Activity	Timescales for Implementation
Consultation & Engagement findings and Outcomes	Further development of the annual Consultation & Engagement Action Plan to ensure Services report on the findings and the outcomes of consultation and engagement activity in line with the 'we asked, you said, we did' model in the Consultation & Engagement Strategy	Ongoing
Improved Accessibility awareness and compliance	Further work with Council Services to increase awareness of Accessibility obligations under the Public Sector Accessibility (Website and Mobile Applications ) Regulations to ensure compliance for all published materials and the development of succinct summaries and infographics for digital publication as PDFs are not compliant with the legislation. Ensure Accessibility is continually considered in the new Council website launched in 2025/26 and the developing intranet in 2025/26.	December 2025
Child Friendly Complaints Handling	Continue to develop and implement a Child Friendly Complaints Handling procedure based on the SPSO best principles and guidance	October 2025

## **8. Current Delivery Focus**

### **Communications & Engagement**

The Communications & Engagement Team continues to support all communications and engagement requirements for the Council through effective communications planning, reputation management, media management, social media management, internal communications, campaigns and design work and consultation & engagement activity.

The key focus for the team for 2025/26 will include:

- Ensure the Council, HSCP and EDLC websites are up-to-date, accessible, and carry out regular analysis of customer navigation to ensure improvements are ongoing. The team will also continue to update the school websites as and when needed.
- Implementation of effective communication plans for each Major Assets project within the capital programme including project updates, celebration of milestones and reputational management.
- Delivery of design services for the Council, HSCP and EDLC with a focus on increased video creation particularly in promoting digital services that customers can access.
- Support for the Civic Office and co-ordination and delivery of key events including the Community Champion Awards, charity appeals and Remembrance Sunday arrangements.
- Supporting and delivering communications and engagement for the City Deal project and in particular inward investment promotion for the Westerhill Regeneration Area.
- Creation and implementation of a new internal communications strategy and action plan including the replacement Hub project.
- Continuing to grow our social media presence and in line with our social media strategy increase; valuable and effective engagement, use of video to convey key messages, and use of analytics to make data driven decisions. Explore new channels and relevance/effectiveness in reaching our target audience.

### **Corporate Performance**

The Corporate Performance Team continue to provide performance support and guidance across the organisation and to build on the enhanced functionality of the complaints element of the new Customer Relationship Management system to enhance complaints data evaluation and reporting.

The key focus for the team for 2025/26 will include:

- **Amending and Improving our Public Performance Reporting to reflect the revised Audit Scotland Statutory direction of 2025/26 Onwards**
- Continue to develop and implement a Child Friendly Complaints Handling procedure based on the SPSO best principles and guidance
- Improve regular complaints reporting for SLT including reporting on common complaints by category and sources of service requests
- Work with CRM team to continue to improve CRM System for complaints handling and reporting
- Explore options to better manage the complaints handling process corporately to reflect increasing demands of the service
- Complete and fully implement the Council's Corporate insurance strategy
- Continue to provide support and assistance in regards to the rollout of Oracle fusion systems

## **Customer Services**

**The Customer Services Team will continue to deliver first class customer services, ensuring consistency of service regardless of whether our customers engage with us through digital channels, by telephone or face to face. The Team will continue to engage with services to ensure customers are responded too and enquiries are resolved.**

**The key focus for the team for 2025/26 is:**

- **Building on the quality assurance approach across all channels of customer engagement to support consistency of service across all channels, supported by improved data from new CRM**
- **Developing further experience in the new digital telephone upgrade and migration of the ERC to digital technology for alarmcare responding**
- **Supporting and participating in the project to upgrade the Council's public realm CCTV, in particular the 24/7 monitoring system for the ERC**
- **Continuing to support the development and increased functionality of the new Customer Relationship Management System to improve efficiency and improve range of data available for performance reporting across Customer Service functions**

## **HR & Organisational Development**

The Human Resources & Organisational Development Team lead on workforce centred activities including, policy development, resourcing, workforce and succession planning, workforce analytics, people development, Job Evaluation, attendance and wellbeing improvement as well as providing strategic and operational employee relations support including case management and partnership working.

**The key focus for the team in 2025/26 includes:**

- **Weekly liaison with the TUs and participation in the monthly Strategic Review Group meetings**
- **Continued work and implementation for the new Oracle Fusion replacement HR and Payroll system, due for implementation in Q3 2025/26**
- **Continued review and support in delivery of key Council HR policies**
- **Support delivery of updated Workforce Strategy and annual Workforce Strategy Action Plans across all strategic portfolios.**
- **Working with strategic portfolios leadership teams, continue to support organisation change and outcomes agreed in the Council Budget planning process.**
- **Implementation of the new national approach to Occupational Health services once the national contract tender process concludes and is awarded.**