

**Argyll and Bute Council**  
**Comhairle Earra Ghaidheal agus Bhoid**

Customer Services  
Executive Director: Douglas Hendry



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21 May 2015

## NOTICE OF MEETING

A meeting of the **PERFORMANCE REVIEW AND SCRUTINY COMMITTEE** will be held in the **COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD** on **THURSDAY, 28 MAY 2015** at **10:00 AM**, which you are requested to attend.

Douglas Hendry  
Executive Director – Customer Services

## BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST**
3. **MINUTES**  
Performance Review and Scrutiny Committee 26 February 2015. (Pages 1 - 6)
4. **SCRUTINY OF POLICE SCOTLAND**  
Report by Divisional Commander for Argyll and West Dunbartonshire Division, Police Scotland. (Pages 7 - 26)
5. **SCRUTINY OF SCOTTISH FIRE AND RESCUE**  
Report by Local Senior Officer, Scottish Fire and Rescue. (Pages 27 - 36)
6. **ANNUAL TREASURY REPORT 2014 - 15**  
Report by Interim Head of Strategic Finance. (Pages 37 - 48)
7. **PERFORMANCE REPORT FQ4 2014 - 15**  
Report by Chief Executive. (Pages 49 - 68)
8. **LOCAL GOVERNMENT BENCHMARKING FRAMEWORK (LGBF)**  
Report by Executive Director – Customer Services. (Pages 69 - 74)
9. **CORPORATE IMPROVEMENT PROGRAMME PROGRESS**  
Report by Executive Director – Customer Services. (Pages 75 - 84)

**10. MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE 2014 - 2015**

Report by Executive Director – Customer Services. (Pages 85 - 96)

**11. CASTLE TOWARD - SCRUTINY REPORT**

Report by Executive Director – Customer Services (Pages 97 - 114)

**12. PERFORMANCE REVIEW AND SCRUTINY COMMITTEE WORKPLAN**

Performance Review and Scrutiny Committee Workplan 2014 – 15. (Pages 115 - 118)

**PERFORMANCE REVIEW AND SCRUTINY COMMITTEE**

Ian M M Ross (Chair)

Councillor Maurice Corry

Councillor Iain MacDonald

Councillor Sandy Taylor

Christina West

Councillor Gordon Blair

Councillor Anne Horn

Councillor John McAlpine

Douglas Cowan

Contact: Shona Marshall Tel: 01546 604407

**MINUTES of MEETING of PERFORMANCE REVIEW AND SCRUTINY COMMITTEE held in the  
COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD  
on THURSDAY, 26 FEBRUARY 2015**

**Present:**

Ian M Ross (Chair)

Councillor Maurice Corry  
Councillor Anne Horn  
Councillor John McAlpine

Councillor Sandy Taylor  
Douglas Cowan  
Andrew McClure

**Attending:**

Douglas Hendry, Executive Director – Customer Services  
Charles Reppke, Head of Governance and Law  
Cleland Sneddon, Executive Director – Community Services  
Pippa Milne – Executive Director – Development and Infrastructure  
Jane Fowler, Head of Improvement and HR  
Peter Cupples, Finance Manager  
Patricia O' Neill, Central Governance Manager  
Chief Superintendent Helen Swann, Police Scotland  
Chief Inspector, Garry Stitt, Police Scotland  
Jim Smith, Head of Roads and Amenity Services  
Lesley Sweetman, Performance and Business Manager  
David Clements, Programme Manager  
Seona Laird, Customer Services  
Shona Barton, Area Committee Manager  
Fiona Ferguson, Directorate Support Officer  
Helen MacLeod, Community Services

The Chair of the PRS Committee intimated that he had received an urgent Notice of Motion which he read to the Committee as follows:

“In view of the continuing public interest and the likelihood of scrutiny from external bodies, I request that, under its Terms of Reference, the PRS Committee consider the decision of A&BC to reject the offer from SCCDC to purchase Castle Toward from A&BC, particularly in the light of the very substantial support from Highlands & Islands Enterprise, the Scottish Government and the overwhelming majority of the community of South Cowal”

Proposer: Councillor Bruce Marshall

Seconder: Councillor Vivien Dance

The Chair indicated that, while satisfied that the motion fell within the Terms of Reference specified for the PRS Committee, it was not his intention to deal with the matter as an urgent item today. He ruled that that the matter would be dealt with as a substantive item on the agenda at the May meeting of the Committee to allow the appropriate input to be assembled which would enable the PRS Committee to give effect to its terms of reference.

The Committee went on to welcome Andrew McClure, Group Manager, Community Safety, Scottish Fire and Rescue to the meeting.

**1. APOLOGIES FOR ABSENCE**

An apology for absence was intimated on behalf of Councillor Iain Angus MacDonald.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest intimated.

**3. MINUTES**

The Minutes of meeting of the Performance Review and Scrutiny Committee held on 20 November 2014 were approved as a correct record.

**4. SCRUTINY OF POLICE SCOTLAND**

The Chief Superintendent gave a brief update on Special Constables, Strengthening Local Policing (Proposal) and Firearms Licensing in Argyll and Bute, and then went on to present the third quarterly report for Argyll and Bute for 2014/15 to the Committee.

The report detailed statistics on;

- Road Safety & Road Crime
- Violence, Disorder & Antisocial Behaviour
- Protecting Vulnerable People
- Major Crime and Counter Terrorism; and
- Acquisitive Crime

Discussion focussed on the detection of rape crime; reduction in violent, disorder and antisocial behaviour crime; road safety; terrorism and the merging of two police divisions. It was also noted that it was important for communities to be reassured that there were sufficient local police officers in Argyll and Bute to cover rural areas.

**Decision**

The Committee noted the contents of the report.

(Reference: Report by Local Police Commander dated 19 January 2015, submitted)

**5. SCRUTINY OF SCOTTISH FIRE AND RESCUE**

The Committee considered a report, presented by Andrew McClure, Group Manager, Community Safety, Scottish Fire and Rescue, which provided an update to the Committee on the performance of the Scottish Fire and Rescue Service in the Argyll and Bute area from April – December 2014 inclusively.

Discussion took place on the report and also the difficulty in recruiting operational crew to key locations in Argyll and Bute. It was noted the Scottish Fire and Rescue Service Board (SFRSB) was appointed nationally by the Scottish Government as set out in legislation. Local Authority Fire Boards had been in place prior to the creation of the Scottish Fire and Rescue Service in 2012.

**Decision**

The Committee;

1. noted the contents of the report; and
2. agreed that the Executive Director – Customer Services investigate making representation to the SFRSB highlighting the Council's concerns about the difficulties in recruiting operational fire staff in the Argyll and Bute area.

(Reference: Report by Local Senior Officer, Scottish Fire and Rescue Service dated February 2015, submitted)

Group Manager Andrew McClure left the meeting at this point.

## **6. STRATEGIC RISK REGISTER**

The Committee considered a report which was a review of the recently agreed Strategic Risk Register (SRR) and was prepared as per the agreed reporting 6 monthly reporting cycle.

It was commented that it would be of benefit to have a one off report at a future meeting about the composition of the SRR.

### **Decision**

The Committee noted;

- (i) the contents of the updated Strategic Risk Register; and
- (ii) that arrangements would be put in place to hold a workshop/seminar on the Strategic Risk Register to which Members of the PRS Committee would be invited.

(Reference: Report by Head of Strategic Finance dated 26 February 2015, submitted)

## **7. TREASURY MANAGEMENT MONITORING REPORT 31 DECEMBER 2014**

A report setting out the Council's treasury management position for the period 1 November 2014 to 31 December 2014 was considered. The report provided information on the Council's overall borrowing position, borrowing activity, investment activity, economic background, interest rate forecast and prudential indicators.

### **Decision**

The Committee noted the Treasury Management Monitoring report.

(Reference: Report by Head of Strategic Finance dated 26 February 2015, submitted)

## **8. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY**

The Committee considered a report on the Treasury Management Strategy Statement and Annual Investment Strategy, which sets out the strategy for borrowing and investing for the year. The types and limits on the use of investment products which would be used to manage the Council's treasury transactions for the year were included within the Annual Investment Strategy.

**Decision**

The Committee recommended approval of the Treasury Management Strategy Statement and Annual Investment Strategy.

(Reference: Report by the Head of Strategic Finance dated 26 February 2015, submitted)

**9. PERFORMANCE REPORT FQ3 2014 - 15**

The Committee considered the Council and Departmental performance reports with associated scorecards for performance in FQ3 2015 – 15 (October – December 2014).

Each Departmental scorecard was discussed in depth, with particular attentions being paid to the reasons underlying Corporate Objectives indicators which were highlighted in red.

**Decision**

The Committee reviewed the reports and scorecards as presented, noting the contents thereof.

(Reference: Report by the Chief Executive dated 26 February 2015, submitted)

**10. PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK - REVISION**

A report which provided an updated version of the Council's Planning and Performance Management Framework (PPMF) was considered by the Committee. The framework had been updated to reflect the changes to Political Management Arrangements in the Council and the role of Strategic Committees.

**Decision**

The Committee;

1. noted the revised PPMF; and
2. agreed that the Health and Social Care Integration report be presented to the August meeting of the Committee.

(Reference: Report by Executive Director – Customer Services dated 26 February 2015, submitted)

**11. LOCAL GOVERNMENT BENCHMARKING FRAMEWORK**

As part of the agreement by the Committee to review the Local Government Benchmarking framework in four sections over a year, the Committee considered the third section in respect of Corporate Services and all Satisfaction data.

**Decision**

The Committee noted the contents of the report.

(Reference: Report by Executive Director – Customer Services dated 26 February 2015, submitted)

**12. CORPORATE IMPROVEMENT PROGRAMME PROGRESS**

The Committee considered a report which provided an update on the progress of the Corporate Improvement Programme.

**Decision**

The Committee;

1. noted the progress made in delivering the Corporate Improvement Programme; and
2. noted that officers were currently carrying out work to develop an updated Corporate Improvement Plan

(Reference: Report by Executive Director – Customer Services dated 26 February 2015, submitted)

**13. MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE OCTOBER - DECEMBER 2014**

The Committee considered a report which provided an update on the Council's performance against targets and performance indicators for Maximising Attendance during the period October – December 2014.

Discussion took place on the procedures required to ensure that an employee was accurately assessed as being unable to work; that all feasible measures were put in place to ensure that an employee was able to return to their substantive or similar post; and also the most common reasons reported for being absent on long term sickness.

**Decision**

The Committee;

- (i) noted the content of the report; and
- (ii) agreed that the Corporate Audit Action Plan, which had been produced following the findings of the stress audit and employee survey, be incorporated into a future report to the Committee.

(Reference: Report by Executive Director – Customer Services dated 26 February 2015, submitted)

**14. CAPITAL ROADS RECONSTRUCTION PROGRAMME 2014/15 AND ROAD ANNUAL STATUS & OPTIONS REPORT (ASOR)**

The Committee considered a report which provided an analysis of some of the data

presented in the Roads Annual Status and Options Report (ASOR). The ASOR presented a summary of the Council's road assets as at April 2014, and provided information, based upon current available data, on the condition of the asset and future options which could be considered in terms of investment.

Members noted that despite the success of the roads capital programme and the general improvement in the road conditions in Argyll and Bute, there was a continuing need to invest in order to enhance the network further.

It was also noted that any issues relating to footpaths and footways and their safety and enhancement could be raised for discussion at Area Committees.

### **Decision**

The Committee noted;

1. the Annual Status and Options Report and the positive analytical feedback it provided with regard to the effectiveness of the Council's Roads Asset Management and Maintenance Strategy and associated Roads Reconstruction Programme; and
2. the progress of the Roads Reconstruction Programme for 2014 - 15

(Reference: Report by Executive Director – Development and Infrastructure Services dated 26 February 2015, submitted)

## **15. PERFORMANCE REVIEW AND SCRUTINY COMMITTEE WORKPLAN**

The Committee considered the outline work plan to facilitate forward planning of reports to the Performance Review and Scrutiny Committee.

### **Decision**

The Committee noted the Workplan and agreed that the report on Health and Social Care Integration would be brought to the 27 August 2015 meeting.

(Reference: Report by Executive Director – Customer Services dated February 2015, submitted)



**POLICE  
SCOTLAND**  
Keeping people safe

## Argyll & Bute

Local Policing Plan 2014 – 2017

**Quarterly Report / Q4 – 2014/15**



As Divisional Commander for Argyll and West Dunbartonshire division I am pleased to present the final quarterly report for Argyll and Bute for 2014/15 performance year. This report details crime issues identified over the previous 3 months and sets out our priorities for the forthcoming period.

As outlined in the Local Policing Plan for Argyll and Bute our focus - **Keeping People Safe** – and the policing principals which it encapsulates continue to be at the centre of all police activity carried out across Argyll and Bute. Public consultation, partnership working and our own detailed crime analysis has determined that the priorities for local police during 2015 will be as follows:-

- ∨ **Road Safety & Road Crime**
- ∨ **Violence, Disorder & Antisocial Behaviour**
- ∨ **Public Protection**
- ∨ **Major Crime and Counter Terrorism**
- ∨ **Acquisitive Crime**

These priorities are aligned to Argyll & Bute's Single Outcome Agreement 2014 – 2017. National performance frameworks have been developed in order to measure progress, monitor activity, identify key areas where resources need to be focused and demonstrate how successful we are in meeting our key priorities and objectives. Policing plans that were put in place for each of the Multi Member Wards within the Argyll & Bute boundary are in the process of being reviewed to ensure new and emerging issues within local towns and communities within Argyll & Bute continue to be addressed.

**Integrity, Fairness and Respect** are our policing values and the touchstones for all our interactions, forming the basis of everything we do and every decision we reach. By applying our values, we continue to receive public consent through improved relevancy, trust and support.

## Introduction

Throughout the current performance year (1<sup>st</sup> April 2014 – 31<sup>st</sup> December 2014), and more notably across the 5 year average, Argyll and Bute has experienced a significant downward trend across all crime categories. The reduction in crime levels is primarily due to noticeable reductions in violence and antisocial behaviour, crimes of indecency and acquisitive crime.

Local Area Commanders Chief Inspector Marlene Baillie and newly appointed Chief Inspector Paul Robertson have responsibility for addressing these crime issues and concerns as they arise on a day to day basis. Chief Inspector Baillie has the responsibility for Oban and Lorn and Mid Argyll, Kintyre and the islands supported by Inspector Julie McLeish (Campbeltown & Lochgilphead) and Inspector Mark Stephen (Oban). Chief Inspector Robertson is currently supported by Inspector Gordon Anderson (Dunoon & Rothesay) and Inspector Claire Miller (Helensburgh). These dedicated Area Inspectors lead the local Community Policing Teams to ensure our efforts and attention remain focused on the needs and expectations of the local community.

In addition to day to day policing carried out by Community Investigation Units and Response Policing, local officers within Argyll and Bute Command Area continue to respond to developing events and seasonal demands that require additional attention and policing. Over this period additional officers have been deployed to address increased demand in relation to events such as the Big Blockade at HMNB Clyde and the Mull Music Festival where there is potential for increased levels of antisocial and violent behaviour.

**NOT PROTECTIVELY MARKED****Road Safety & Road Crime**

Road Safety and Road Crime continues to be the top policing priority identified by local communities across Argyll and Bute, specifically speeding and dangerous driving. The Road Policing Unit continues to facilitate dedicated Road Policing officers routinely patrolling the main crash routes and locations in order to influence driver behaviour and prevent road crashes.

Figures for the end of the current performance year indicate significant reductions in the number of road casualties year on year:-

<b>Road Traffic Casualty Statistics</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>	<b>Victims</b>	<b>% Change</b>
People Killed	4	10	6 fewer	-60.0%
People Seriously injured	37	53	16 fewer	-30.2%
People Slightly Injured	163	149	14 more	9.4%
Children (aged<16) Killed	0	0	None	-
Children (aged<16) Seriously Injured	1	0	1 more	-
<b>Road Safety &amp; Road Crime</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>	<b>Victims</b>	<b>% Change</b>
Dangerous driving	78	79		-1.3%
Speeding	2,068	2,133		-3.0%
Disqualified driving	5	11		-54.5%
Driving Licence	130	180		-27.8%
Insurance	188	208		-9.6%
Seat Belts	332	631		-47.4%
Mobile Phone	202	301		-32.9%

Robust and targeted policing activity at identified road crash locations - focused specifically on speeding and dangerous driving - has had a significant impact on the total number of persons killed and seriously injured. While this year has seen a reduction in other types of road traffic offences detected, local officers remain committed to detection of offenders who persist in driving without valid licences, insurance or vehicle test certificates, with regular detection and seizures of the offenders' vehicles.

**NOT PROTECTIVELY MARKED**

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*Produced by Police Scotland Analysis & Performance Unit on 21<sup>st</sup> April 2015*

*All statistics are provisional and should be treated as management information. All data are sourced from Police Scotland internal systems and are correct as at 6<sup>th</sup> April 2015.*

**NOT PROTECTIVELY MARKED**

Priorities determined by the Local Policing Plan 2014 – 2017 continue to be at the forefront of operational activity:-

- ∇ ***To work with partners to develop a strategy to reduce the numbers of those killed and seriously injured on the Argyll and Bute road network.***
- ∇ ***To increase enforcement activity to improve driver behaviour.***
- ∇ ***To improve road safety through enhanced partnership working and preventative initiatives within the community.***

**Focused Police Activity*****Operation Zenith***

Operation Zenith is a national operation will take place between April to September 2015 aimed at motor cycle safety and reducing the number of motorcyclists killed and seriously injured on Scotland's roads.

The geography of Argyll and Bute with fast sweeping rural roads has long been a favourite with motorcyclists who attend to use these roads either as solo riders or in groups, often at weekends or early evening when the weather is dry. The Divisional Road Policing Unit (DRPU) is fully committed to Operation Zenith and it currently forms part of our action planning every week, particularly the areas of A82, A83 and A85.

***Multi Agency Road Safety Partnership***

The Argyll Multi Agency Road Safety Partnership met on 5th February 2015 with a new revised structure and new members including the Argyll and Bute Road Safety Officer. Several events have been planned for the forthcoming period.

DRPU and officers from the Force Motorcycle Team recently supported a multi agency motorcycle safety event at the Loch Fyne Oyster Bar organised by the West of Scotland Road Safety Forum. This included interaction with bikers, highlighting their vulnerabilities and dangers to other road users. Throughout the forthcoming period and particularly on dry evenings, DRPU will continue to focus on the main motorcycling routes, educating and encouraging motorcyclists to drive safely. This will also aim to improve the awareness of other drivers as to the increased presence of motorcycles on the roads within Argyll and Bute.

Unfortunately still too many motorcyclists have been caught riding dangerously and/or at high speed. Several have been detected and prosecuted for riding well in excess of 100 mph on the roads within Argyll. There has been two slight injury crashes during April involving motorcycles and one tragically involving fatal injuries on the A85 near Taynuilt.

***Prominent Crash Locations***

Regular road checks continue to be carried out by DRPU crews as part of daily operational policing. These checks focus on vehicle road worthiness, speed, documentation, drivers and vehicle occupants involved in criminality. Speed checks are centred at prominent crash locations or areas that have been identified as potential risks through excessive speed. These areas can be identified through complaints, traffic management surveys and pro-active patrolling.

**NOT PROTECTIVELY MARKED**

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*Produced by Police Scotland Analysis & Performance Unit on 21<sup>st</sup> April 2015*

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**Operation Horizon & Operation Quarterlight**

Road checks have also been carried out within Argyll in partnership with local officers under the banner of both Operation Horizon and Operation Quarterlight, aimed at the prevention and detection of travelling criminals and theft of and from vehicles respectively. Operation Quarterlight has also seen seminars in relation to theft of plant and vehicles within the rural farming communities of Cowal. Similar multi agency Quarterlight events are planned for the farming community in June in the Kilmartin area of Mid Argyll.

**Violence, Disorder and Antisocial Behaviour**

Police Scotland continues to work towards achieving the objectives set out in the Argyll and Bute Local Policing Plan to reduce violence, disorder and antisocial behaviour :-

- ▼ **To reduce the number of victims of violent crime.**
- ▼ **To reduce the number of reported incidents of antisocial behaviour.**
- ▼ **To impact on alcohol related violence, antisocial behaviour and disorder with particular emphasis in and around licensed premises.**
- ▼ **To increase the number of people detected for violent and domestic crime.**

Year end figures indicate that there has been a significant reduction in levels of violence and antisocial behaviour across Argyll and Bute over the previous year. Group 1 crimes have reduced by 30.4%, largely due to a reduction in offences relating to Children and Young Person (Scotland) Act 1937 s.12 and a reduction of six crimes of robbery, meaning only one robbery took place within Argyll and Bute across the entire 12 month period. Detection rates for all 'serious' violent crime remain particularly high.

The table below shows crime figures 2014/15 compared to 2013/14 :-

<b>Violence, Disorder &amp; Antisocial Behaviour</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>	<b>Victims</b>	<b>% Change</b>
Total No Group1: Crimes of Violence	55	79	24 fewer	-30.4%
Murder	1	0	1 more	-
Attempted Murder	1	2	1 fewer	-50.0%
Culpable Homicide (common law)	1	0	1 more	-
Culpable Homicide (other)	3	2	1 more	50.0%
Serious Assault detection rate	100%	100%		0.0%
Serious Assault	23	23	same number	0.0%
Robbery detection rate	100%	100%		0.0%
Robbery	1	7	6 fewer	-85.7%

**NOT PROTECTIVELY MARKED**

<b>Violence, Disorder &amp; Antisocial Behaviour (Cont'd)</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>	<b>Victims</b>	<b>% Change</b>
Common assault	656	697	41 fewer	-5.9%
Common assault detection rate	86.4%	87.1%		-0.7%
Number of complaints regarding disorder	2,944	3,555	611 fewer	-17.2%

Similarly, crimes involving low level disorder and ASB have also seen significant reductions. The number of Common Assault crimes reported has reduced by 5.9% year on year while detection rates remained high at 86.4%, well above the target which was set at 80%. Complaints of disorder have also reduced by 17.2% and ASB incidents reported by members of the public have reduced by 8.8% with noticeable reductions in Helensburgh, Cowal and Bute areas.

In line with the geographical profile of Argyll and Bute, analysis shows crimes and incidents are concentrated within the town centre areas, however despite the reduction in violence and ASB level, Helensburgh, Dunoon and Rothesay continue to experience a higher volume of crimes and incidents than other areas.

Effective use of the Divisional Violence Prevention Strategy and Directed Policing Plans, which are informed by analytical products produced at a local level, ensures local officers continue to manage the threat and risk posed by specific individuals and at identified problematic locations.

### **Focused Police Activity**

#### ***One Punch Initiative***

One Punch is an initiative aimed at MDP and Royal Navy personnel to highlight the consequences of being involved in violence. Two events have already been scheduled for 20<sup>th</sup> and 21<sup>st</sup> May 2015 and will involve a joint agency approach with members from Police Scotland, Ministry of Defence Police, The Royal Navy and Babcock International all on board.

The two day event will see three inputs to service men, women and apprentices regarding the dangers of 'One Punch' incidents and advisory information regarding sexual offences. Both inputs will be just part of several methods used to provide education on these subjects. All agencies have internal web sites and magazines which will cover the initiative. The message places heavy emphasis on the onus of responsibility for the actions of the individual concerned, with an equally strong message about the prevention of such incidents by the intervention of bystanders. All inputs will take place on site at HMNB Clyde.

#### ***Oban Pubwatch Scheme***

The Pubwatch Scheme in Oban has been established with a revised format which is similar to the other schemes operating in the Division. The support from the premises has been encouraging and licensing staff will continue to build on this. This scheme provides a proven deterrent to violence and anti social behaviour in licensed premises and is in place before the busy summer season. To date one warning and one 3 months ban have been issued.

**NOT PROTECTIVELY MARKED**

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*Produced by Police Scotland Analysis & Performance Unit on 21<sup>st</sup> April 2015*

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**Test Purchasing**

Several test purchasing operations have been carried out in the Helensburgh and Lomond area. During these operations 12 off sales premises were subject to test purchase with only one failure being recorded. The premises in question have had support and guidance from licensing staff to rectify a failing in their management in order to prevent this occurring again.

**Agent Purchase**

Police Scotland are working with premises and licensing standards officers to prevent the purchase of alcohol by persons on behalf of children. This includes education and awareness training for off sales staff, promotion of the "Challenge 25" scheme and where appropriate additional patrols will be carried out in the vicinity of these premises.

**Protecting Vulnerable People**

As shown below the total number of Group 2 Crimes of Indecency has reduced considerably during 2014/15 with a decrease in crime of 21.1% and at least 28 fewer victims year on year. Overall the detection rate remained high at 77.1% albeit this figure has reduced compared to the previous year.

	Apr 2014 – Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
Number of Group 2 – Crimes of Indecency	105	133	28 fewer	-21.1%
Group 2 crimes detection rate	77.1%	84.2%		-7.1%
Rape detection rate	47.8%	71.4%		-23.6%

While the total number of Group 2 crimes has reduced, there has been a slight increase in the number of crimes involving Rape. A significant proportion of these crimes have been historical and this has impacted on the overall detection rate which has reduced compared to the previous year and remains below target.

**Focused Police Activity****National Child Abuse Investigation Unit**

On Monday 20 April, Police Scotland launched the National Child Abuse Investigation Unit (NCAIU), a specialist unit to support the investigation of complex child abuse and neglect across Scotland. The NCAIU is a unit of specially trained officers located across the country. They provide local policing teams with consistent, high quality support for robust investigations into reports of complex child abuse and neglect, including child sexual exploitation and on-line child abuse.

**MARAC**

Work continues with A&B Council, Assist and Police to get a MARAC up and running for the area. An awareness raising day has already been held in Oban by ASSIST (Advocacy Safety Services Information Support Together) which was attended by

partners. Training will be given to all staff in anticipation of MARAC starting in October 2015.

### **Risk & Concern Hub**

A new EEI co-ordinator for Argyll and Bute has been appointed and is linking in with the Risk & Concern Hub based at Dumbarton. The re offending rate across Argyll and Bute & West Dunbartonshire Division is 10% which is significantly lower than the national average of 35 % and is a strong indication as to the success of the Risk & Concern Hub and partner agencies working well together. A Missing Person Co-ordinator has also recently been appointed as part of the hub; PC McKay will work closely with the EEI team, Local Authority Residential Establishments and Adult Care Homes in relation to missing persons.

### **CEOP / Online Offending**

The internet remains an ever increasing threat to children across all communities, not only within Argyll and Bute. It is assessed this threat will continue to rise with the ever increasing availability of devices and new devices evolving which are increasingly smarter. An effective multi agency response in dealing with one such recent investigation resulted in a male pleading guilty to numerous internet and sexual offence charges and he will be sentenced in May.

As set out in the Local Policing Plan 2014 – 2017, our priorities for the forthcoming period remain unchanged:-

- ∇ ***To work with our partners to identify those children, young people and vulnerable adults who are most at risk and through joint action reduce that risk.***
- ∇ ***To continue to develop proactive strategies to deal with managed offenders, particularly those that present the greatest threat, risk and harm.***
- ∇ ***To increase the number of persons detected for sexual crimes.***
- ∇ ***Together with partner agencies, strive to provide a better quality of service to the victims of sexual crime.***

## **Major Crime and Counter Terrorism**

Keeping people safe by reducing the threat posed from organised crime groups and terrorism across Argyll and Bute remains a high priority for all local police officers. In respect of terrorism, events in other countries over recent months highlight the necessity for vigilance at all times. Police Scotland continues to target and disrupt the activities of those involved at a local level through focused and robust interventions based on the objectives set out in the local policing plan:-

- ∇ ***To disrupt organised crime groups by targeting individuals, the businesses they operate and their access to public contracts.***
- ∇ ***To target those individuals who are intent on supplying drugs.***
- ∇ ***Through education and partnership, reduce the impact that serious and***

*organised crime and terrorism has on our communities.*

- ▼ ***Through the Multi-Agency Serious and Organised Crime and Contest Groups, raise awareness and improve information sharing between agencies.***

The end of year Serious and Organised Crime (SOC) intelligence assessment indicates that the threat / risk posed to the communities within Argyll and Bute remains unchanged. There continues to be 2 identified SOC Groups in operation within the area both of which are assessed to present a Low Risk. Intelligence development work continues to establish the nature and full extent of these groups' criminality within the area and identify new groups. The groups continue to be closely monitored through a robust internal governance group which manages and directs activity in relation to any actionable intelligence, to ensure police activity is focused on those individuals that pose the greatest threat, risk and harm.

The primary function of these groups continues to be assessed as drug supply and distribution within the local area. Tackling those involved in this form of criminality continues to be prioritised. Despite increased police pro-activity and engagement with the local community, police operations have had limited success however further activity is planned for the forthcoming period.

	<b>Serious &amp; Organised Crime</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>		<b>% Change</b>
	Number of detections for drugs supply, drugs productions, drugs cultivation	42	78		-46.2%

### **Focused Police Activity**

#### ***Enforcement Activity***

Recent police operations have led to the arrest of a number of persons linked to one of the key SOC crime groups within Argyll and Bute. Significant quantities of diazepam, heroin and cocaine were recovered as a result. Further police activity / intelligence development is required to ascertain the full extent of their involvement within the local drug supply network.

#### ***Business and Community Resilience***

An activation exercise for six community resilience plans took place on Tuesday 31<sup>st</sup> March facilitated by Carol Keeley from Argyll and Bute Council and Insp Ian Wallace from Police Scotland. The feedback from the Community Councils that participated was that the exercise was very worthwhile and they took a lot from it. The specific feedback was collated and circulated to all the participant Community Councils to allow them to incorporate the learning into their own plan. Similar exercises are planned throughout the year looking to test all of the completed plans.

#### ***HMNB Clyde – Faslane***

Operation Arapya, the Police Scotland operation relating to the big blockade organised by the Scrap Trident Coalition for Monday 13<sup>th</sup> April 2015 went ahead as planned. Approximately 250 protestors attended at the North Gate, South Gate and Oil Fuel Depot Gate at 0700hrs. A sit down protest utilising 'lock-on' devices immediately occurred blockading all gates. Protestors' activity focused on the South

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Access Road where some doused themselves in paint. A total of 36 arrests were made (34 Police Scotland and 2 MDP). Pedestrian access was maintained at all time and vehicle access was reinstated at the South Gate at 1300 hours with the operational work of the base largely unaffected by the protest.

**Prevent**

Work continues by the multi agency Prevent/Divert sub group at which Argyll and Bute Council (ABC) is represented by a number of individuals from Education, Youth services and Trading Standards. ABC have agreed a local implementation plan which complies with the UK Government's Contest Strategy and ensures they meet their obligation in relation to the new legislation covering Prevent.

**Rural Watch**

Lomond North Rural Watch and Cardross & Ardmore Rural Watch both continue to attract members with membership numbers currently around 100 and 30 respectively. The Rural Watch initiative continues to spread across Cowal including the Isle of Mull and soon the Isle of Bute. Arrangements are in place for the Isle of Bute to be covered by its own watch starting from early May 2015. The watch system continues to facilitate the passing of information regarding local crimes to members appealing for information and advising vigilance.

Joint patrols with Ministry of Defence Police Officers continue to be carried out visiting areas of mutual interest and concern around the Lomond North Area and the Naval Bases on the Clyde.

**Acquisitive Crime**

Police Scotland remains committed to achieving the objectives set out in the Local Policing Plan in relation to acquisitive crime. These are as follows:

- **To reduce the number of housebreakings and improve detection rates.**
- **To target individuals involved in doorstep crime and support the victims through partnership working.**

The table below shows our performance in 2014/15 compared to 2013/14 :-

Acquisitive Crime	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims
Theft by housebreaking (including attempts) detection rate	30.3%	32.4%	
Theft by housebreaking (including attempts)	152	170	18 fewer
Doorstep / Bogus Crime	5	4	1 More

Levels of acquisitive crime occurring across Argyll and Bute have continued in a downward trend throughout 2014/15 with significant reductions noted in housebreaking crime, vehicle crime and other crimes of dishonesty. The table shows the total number of housebreakings (including attempts) has reduced by 10.6%, however when considering only crimes occurring at domestic dwelling houses

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there has been a reduction of 28%. Although crime levels have reduced, detection rates have remained relatively unchanged at 30.3% compared to 32.4% for the previous year.

Similarly the number of Bogus or Doorstep crimes being reported across Argyll and Bute remains particularly low with 5 crimes occurring across the entire 12 month period. No specific area experienced a higher number of crimes. Two of the five crimes reported occurred in the Helensburgh area although there were several months between the two incidents.

### **Focused Police Activity**

#### ***Operation Quarterlight***

The national operation, Quarterlight aimed at tackling vehicle theft across the country currently has particular focus in 6 divisions around Scotland – C (Forth Valley), E (Edinburgh), L (Argyll & West Dunbartonshire), G (Greater Glasgow), N (Highlands & Islands) and U (Ayrshire). The operation has taken a two-pronged approach – detection and prevention.

Since its launch in November 2014, nearly 900 vehicle related crimes have been detected, with detection rates increasing across most of the country. More than 350 people have been charged with a number of vehicle related crimes in that time, including theft & attempted theft of motor vehicles, and housebreaking with intent to steal vehicles.

At a local level officers continue to proactively target those involved in this form of criminality working alongside Road Policing officers in Crimebreaker operations. Social media continues to be utilised in order to reinforce preventative measures.

### **Conclusion**

As Local Police Commander, I am delighted to present this update on our Local Policing Plan for Argyll and Bute 2014-17. We are continuing to meet the challenges we face and while our policing performance continues to be strong we will always strive to improve across all areas.

I am happy with our achievements so far and thank our partners from across Argyll and Bute for their support and contribution.

Keeping People Safe is and will remain what we are all about as we continue to deliver the highest possible level of service to the communities of Argyll and Bute.

Helen Swann  
Chief Superintendent  
Local Police Commander

**LOCAL AUTHORITY SCRUTINY BOARD – Argyll and Bute**
**March 2015**
**Violence, Disorder & Antisocial Behaviour**

		Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
1	Total No Group1: Crimes of Violence	55	79	24 fewer	-30.4%
2	Murder	1	0	1 more	-
3	Attempted Murder	1	2	1 fewer	-50.0%
4	Culpable Homicide (common law)	1	0	1 more	-
5	Culpable Homicide (other)	3	2	1 more	50.0%
6	Serious Assault detection rate	100.0 %	100.0 %		0.0%
7	Serious Assault	23	23	same number	0.0%
8	Robbery detection rate	100.0 %	100.0 %		0.0%
9	Robbery	1	7	6 fewer	-85.7%
10	Common assault detection rate	86.4%	87.1%		-0.7%
11	Common assault	656	697	41 fewer	-5.9%
12	Number of complaints regarding disorder	2,944	3,555	611 fewer	-17.2%

**Context and Analysis**

At the end of the 2014-15 financial year the total number of Group 1 crimes within Argyll and Bute decreased by 24 crimes compared to the previous financial year. The largest reduction in Group 1 crimes was a decrease of 17 crimes of Children and Young Person (Scotland) Act 1937 s.12 and a reduction of six crimes of robbery, meaning only one robbery took place within Argyll and Bute during the year. The number of serious assaults recorded was the same as the 2013-14 period and a 100% detection rate for serious assaults and robberies was also maintained. Overall common assaults decreased by 41 for the year and the detection rate for assaults remained high at 86.4%. Complaints regarding disorder decreased by 611 over the course of the financial year, equating to a 17.2% reduction.

Throughout the month of March there were three Group 1 crimes committed, these being two Children and Young Person (Scotland) Act 1937 s.12 and one serious assault. None of these crimes were linked in any way and took place in different Multi Member Wards. The serious assault took place within a licensed premise. A total of 54 common assaults also took place at this time with 75% of these being detected to date.

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1

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Domestic disputes accounted for the highest number of common assaults in March with there also being eight counts of assaulting a child. Nearly 90% of all common assaults in this month involved persons who knew each other and alcohol was a contributing factor in approximately half of crimes. Dunoon accounted for a quarter of all common assaults during this month.

Complaints of disorder remained the same as the previous month with 154 complaints recorded. The most common complaint made was for public nuisance which accounted for 40% of all disorder incidents with noise and disturbance complaints making up a quarter of complaints each. Dunoon appeared as a concentration for disorder incidents in the month of March and for the financial year as a whole both Helensburgh and Rothesay town centres appeared as being hotspots for disorder complaints.

Domestic Incident/Crime		Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
13	Number of Domestic Abuse Incidents Reported to the Police	642	710		-9.6%
14	Total Crimes and offences in domestic abuse incidents	525	585		-10.3%
15	Percentage of Domestic Incidents that result in a crime being recorded	59.8%	63.5%		-3.7%
16	Total crimes and offences in domestic abuse incidents detection rate	85.0%	87.9%		-2.9%
17	Total Detections for Domestic Bail Offences	43	48		-10.4%
18	Ensure 95% of domestic abuse initial bail checks are conducted within a prescribed timeframe (24hrs)	100.0%	-		-

#### Context and Analysis

The number of domestic abuse incidents reported to police fell by 68 over the financial year compared to the previous year with there being a similar reduction of 60 domestic abuse crimes and offences. The detection rate for domestic abuse incidents remains high at 85% and in Argyll and Bute 100% of initial bail checks for domestic abuse crimes are conducted within a 24 hour period. Domestic abuse crimes and incidents cannot be analysed further due to the introduction of a new IT system.

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2

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**LOCAL AUTHORITY SCRUTINY BOARD – Argyll and Bute**
**March 2015**
**Violence, Disorder & Antisocial Behaviour (continued)**

	<b>Hate Crimes</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>		<b>% Change</b>
19	Hate Crime and offences detection rate	93.6%	88.2%		5.4%

**Context and Analysis**

The detection rate for hate crimes reached 93.6% for the end of the financial year which was an increase of 5.4% over the previous year. There were 57 hate crimes recorded within Argyll and Bute over the financial year of which racist crimes made up over half of all hate crimes with Helensburgh Central MMW having the most hate crimes.

In March there were four hate crimes recorded, of which one was disablist, one homophobic and two racist. Both the homophobic and disablist crimes were similar in that they involved the accused using offensive terminology towards persons. Three of these crimes occurred in Oban and one in Dunoon.

	<b>Drug Supply</b>	<b>Apr 2014 - Mar 2015</b>	<b>Apr 2013 - Mar 2014</b>		<b>% Change</b>
20	Number of detections for drugs supply, drugs productions, drugs cultivation	42	78		-46.2%
21	Number of detections for Consuming Alcohol in a designated place (where appropriate byelaws exist)	184	217		-15.2%

**Context and Analysis**

The number of detections for drug supply, production and cultivation decreased by 36 over the financial year which equated to a reduction of 46.2%. During March there were three charges labelled, two for producing cannabis and one for supplying cannabis. These crimes occurred on Oban, Lochgilphead and Dunoon.

Compared to the previous financial year there has been a reduction in the number of detections for consuming alcohol in a public place with 33 fewer crimes recorded. No detections for street drinking were made during the month of March within Argyll and Bute.

## LOCAL AUTHORITY SCRUTINY BOARD – Argyll and Bute

March 2015

### Public Protection

		Apr 2014 – Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
28	Number of Group 2 - Crimes of Indecency	105	133	28 fewer	-21.1%
29	Group 2 crimes detection rate	77.1%	84.2%		-7.1%
30	Rape detection rate	47.8%	71.4%		-23.6%

### Context and Analysis

Crimes of Indecency decreased by 28 this financial year compared to the previous year and the detection rate also decreased by 7.1%. The rape detection rate similarly decreased with 47.8% detected over the year. It should be noted that the high number of the reported rapes in the 2014-15 financial year were historical in nature.

During the month of March there were 20 reported Group 2 crimes, of which 16 were historical in nature and the remaining four all linked to the same incident which occurred in a restaurant in Rothesay. The crimes which occurred in March were for communicating indecently and sexual assault. The victim and offender knew each other in all the historical crimes but not known each other in the four linked crimes occurring in Rothesay. All crimes recorded within March have been detected with the exception of one historical crime.

**LOCAL AUTHORITY SCRUTINY BOARD – Argyll and Bute**
**March 2015**
**Road Traffic Casualty Statistics**

	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
People Killed	4	10	6 fewer	-60.0%
People Seriously injured	37	53	16 fewer	-30.2%
People Slightly Injured	163	149	14 more	9.4%
Children (aged<16) Killed	0	0	None	-
Children (aged<16) Seriously Injured	1	0	1 more	-

**Road Safety & Road Crime**

	Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
31 Dangerous driving	78	79		-1.3%
32 Speeding	2,068	2,133		-3.0%
33 Disqualified driving	5	11		-54.5%
34 Driving Licence	130	180		-27.8%
35 Insurance	188	208		-9.6%
36 Seat Belts	332	631		-47.4%
37 Mobile Phone	202	301		-32.9%

**Context and Analysis**

Six fewer people were killed on Argyll and Bute's roads in the 2014-15 financial year and no children were killed. People seriously injured on roads decreased by 16 and people slightly injured increased by 14 with one child also being seriously injured. At the end of the financial year all road traffic related crimes decreased with the greatest decreases seen in seat belt and mobile phone offences.

In March there were no people killed on the roads and seven people were seriously injured. Offences for careless driving were most numerous followed by driving licence offences.

**LOCAL AUTHORITY SCRUTINY BOARD – Argyll and Bute**
**March 2015**
**Additional Identified Local Priorities**

		Apr 2014 - Mar 2015	Apr 2013 - Mar 2014	Victims	% Change
22	Theft by housebreaking (including attempts) detection rate	30.3%	32.4%		-2.1%
23	Theft by housebreaking (including attempts)	152	170	18 fewer	-10.6%
24	Theft by shoplifting detection rate	75.0%	71.6%		3.4%
25	Theft by shoplifting	168	169	1 fewer	-0.6%
26	Vandalism & Malicious Mischief detection rate	24.3%	28.4%		-4.1%
27	Vandalism & Malicious Mischief	526	575	49 fewer	-8.5%

**Context and Analysis**

At the end of the financial year the number of housebreakings within Argyll and Bute decreased by 18 compared to the last year and the detection rate slightly decreased by 2.1%. Crimes of shoplifting remained low with a reduction of one crime and a higher detection rate of 75%. Vandalism and malicious mischief decreased by 49 for the 2014-15 financial year and around a quarter of all vandalism's were detected.

For the month of March there were 16 housebreaking crimes recorded which is 11 more than the month of February. The majority of these were thefts by housebreaking with over half of these being to commercial properties. Two of the crimes occurred within a five day period in Campbeltown and four crimes were committed in Helensburgh. Two crimes in West Clyde Street, Helensburgh appear related due to neighbouring properties being targeted and windows being smashed to gain entry for both.

There were 19 shoplifting crimes within March which is three less than the previous month. Repeat locations within Argyll and Bute included Tesco in Oban and the Co-op in Sinclair Street, Helensburgh. The commonly stolen items were foodstuffs and alcohol.

The total number of vandalism and malicious mischief charges libelled in March was 45 with nearly a quarter of all vandalisms committed against motor vehicles and windows of homes were commonly broken. Concentrations of vandalisms included Dunoon town centre with a repeat location of School Brae and there was also a concentration within Helensburgh where there were repeat locations at West Clyde Street and County Cottage, Rhu. There was a smaller concentration of vandalism within Campbeltown with New Parliament Place showing as a repeat location.

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6

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**LOCAL AUTHORITY SCRUTINY BOARD – Argyll and Bute**
**March 2015**
**Public Confidence**

		<b>Apr 2014 - Mar 2015</b>			
		Number of Complaints about the Police		Number of Complaints per 10,000 Police Incidents	
38	Complaints received about the Police	83		34.5	
		On Duty Allegations	Off Duty Allegations	Quality of Service Allegations	Total Number of Allegations
39	Total Allegations Recorded	109	4	18	131

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7

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Service Delivery Area –West

Argyll & Bute Local Fire and Rescue Plan

**Performance Report (April 2014 – March 2015)**

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## Foreword

This local performance report for Argyll & Bute covers Quarter 1 - Quarter 4 for the reporting year; April – March 2015 inclusively.

The Local Fire Plan 2014 – 17 sets out the priorities for the next 3 years in order that the Fire and Rescue Service will meet the objectives of the Argyll & Bute Single Outcome Agreement 2014 - 17. This has seen the creation of Local Performance Indicators (LPI's) that provides a focus on delivering these priorities and has been set at a challenging level to deliver a meaningful difference to our communities and staff alike.

It is pleasing to report, following analysis of the LPI's, that the overall trend is one of a reducing fire risk profile. Of the 8 KPI's, 7 have been assessed as Green, no Amber and 1 has been assessed as Red.

Accidental dwelling house fires are lower than the previous three yearly averages and it is pleasing to report no fire fatalities occurred at these incidents for the third consecutive year reporting period. The number of fire casualties who have suffered from the minor effects of fires in dwellings has also reduced, based on the three yearly averages.

Responses and attendance at Automatic Fire Alarm (AFA) calls remain at a high level; however, through our policies and procedures we are beginning to see a slight decrease on calls year on year with the current figure also showing below the three yearly averages.

The heart of our campaign for safer communities is our FREE Home Fire Safety Visits initiative. These are carried out by our staff to reduce the number of fires and casualties within the home. We will continue to target those homes which are deemed to be at the highest risk and we believe that partnership working is the key to the improved safety of our community.

James Hymas

**LOCAL SENIOR OFFICER**

## **Section 1     Introduction**

This report provides detail on the performance of the Scottish Fire and Rescue Service in the Argyll & Bute area. In doing so it outlines our progress in the delivery of local priorities as set out within the Local Fire and Rescue Plan and the Scottish Fire and Rescue Service framework document.

The outcomes and measures provided in this report details a blend of quantitative and qualitative information to support committee members in their local scrutiny role.

The Service aspires to deliver very high standards to our communities and our current performance is testament to the commitment, professionalism and dedication of our staff and the positive local partnerships embedded within the Argyll & Bute Community Safety working groups.

However, we recognise that wherever our performance falls short of expectations we will respond promptly to address the areas of concern.

The report contains a series of Local Performance Indicators (LPI) that provides an assessment of the fire risk within Argyll & Bute by:

- Subdividing the various fire related incidents into meaningful categories
- Setting out our direction of travel in reducing that risk
- Contextualising the fire risk profile
- Confirming the continued proactive measures that the Scottish Fire and Rescue Service are implementing.

**Section 2 Performance Criteria**

Each LPI has been set a challenging performance target which aims to deliver continuous improvement.

Our current suite of targets is not necessarily permanent and will be kept under continual review to reflect that risk reduction is a continual and dynamic process in an ever changing environment

**Local Performance Indicator Target**

LPI 1	Accidental Dwelling Fires	<i>comparing a three year rolling average -</i>	<i>deliver a reduction</i>
LPI 2	Deliberate Dwelling Fires	<i>comparing a three year rolling average -</i>	<i>deliver a reduction</i>
LPI 3	Fatalities Dwelling Fires	<i>comparing a three year rolling average -</i>	<i>deliver a reduction</i>
LPI 4	Non-Fatal Fire Casualties	<i>comparing a three year rolling average -</i>	<i>deliver a reduction</i>
LPI 5	Deliberate Fire Setting	<i>comparing a three year rolling average -</i>	<i>deliver a reduction</i>
LPI 6	Casualties - Non Fire Emergencies	<i>comparing a three year rolling average -</i>	<i>deliver a reduction</i>
LPI 7	Automatic Fire Alarms	<i>comparing a three year rolling average -</i>	<i>deliver a reduction.</i>
LPI 8	Home Fire Safety Visits	<i>Deliver to target as set by Protection and Prevention Directorate</i>	

We have employed a Red, Amber, and Green (RAG) performance status measure that is primarily based against the previous rolling average of three years incident data.

This allows us to take into account seasonal and yearly fluctuations within each LPI by allowing for deviation from normal activity levels.

The Service has not used a percentage criterion for its RAG assessment. This is due to a number of the LPI’s already having a relatively low baseline in terms of number of incidents i.e. a reduction from eight to four incidents within a limited timescale would show a 50% decrease and not necessarily provide a true reflection of the risk level.

Detailed below is an explanation of the RAG rating:

- Red: The risk level is greater than our target over the three year period
- Amber: The risk level is marginally out with our target over the three year period
- Green: The risk level is in line or better for our target over the three year period

Alongside each LPI in Section 3 we have provided further context within a situational assessment that provide the necessary information for the committee to scrutinise the Service’s current performance.

### Section 3 Performance Outcomes & Measures

Determining how successful the Service is in reducing the fire risk profile within Argyll & Bute is a complex task.

There are many factors that may impact on our ability to reduce fire risk. External environmental factors such as deprivation, substance dependency and lifestyle to name but a few can influence the fire risk profile within the area.

In recent years, positive progress has been delivered in reducing the fire risk profile and our task remains to continuously improve these risk levels further.

The current Service approach to risk reduction is to pro-actively focus our activities on our neighbourhoods whom statistically are at higher risk from fire and identifying vulnerable persons within our communities.

Working locally with our partners is a key element in delivering improved safety outcomes.

The RAG assessment highlights the continual improvements that have been made during this reporting period and identifies areas where future work is required to be carried out.

<b>Local Performance Summary Table</b>		
<b>LPI</b>	<b>Risk</b>	<b>RAG status</b>
01	Accidental Dwelling Fires	<b>Green</b>
02	Deliberate Dwelling Fires	<b>Green</b>
03	Fatalities from Dwelling Fires	<b>Green</b>
04	Non-Fatal Fire Casualties	<b>Green</b>
05	Deliberate Fire Setting	<b>Green</b>
06	Casualties from Non Fire Emergencies	<b>Red</b>
07	Automatic Fire Alarms	<b>Green</b>
08	Home Fire Safety Visits	<b>Green</b>

Detailed below is an outline of each LPI with an assessment of progress against the risk reduction target and outcome we are seeking to deliver with a situational analysis sets out the response to the assessment.

**LPI 01 – Accidental Dwelling Fires**

<p><b>LPI Assessment:</b></p> <p>The same Year to Date (YTD) period average over the last three years confirms a <b>downward</b> trend in relation to the number of accidental dwelling house fires.</p> <p>The average over the last three years for Q1-Q4 is 81 whilst this reporting year there has been 78 accidental dwelling house fires.</p>	
<p><b>Situational Analysis:</b></p> <p>We are taking a proactive approach to reducing the fire risk by targeting higher risk areas and identifying, with support from our partners, high risk individuals. This is the main theme of our Home Fire Safety Visit initiative and is key to reduce fires and fire deaths in our communities.</p> <p>Operational crews and our Community Action Team are increasing the number of home fire safety visits in our relatively higher risk neighbourhoods with a view to reducing the risk of fire within the home.</p> <p>Operational crews and partner agencies continue to refer higher risk vulnerable persons and are subject to a multi-agency case conference, to ensure individuals and the community remain safe from fire.</p>	

**LPI 02 – Deliberate Dwelling Fires**

<p><b>LPI Assessment:</b></p> <p>The same Year to Date (YTD) period average over the last three years confirms a <b>downward</b> trend in relation to the number of deliberate dwelling fires.</p> <p>The average over the last three years for Q1 – Q4 is 8, and for 2014/15 there have been 7 deliberate dwelling house fires.</p>	
<p><b>Situational Analysis:</b></p> <p>This number is relatively low when compared to other Local Authority areas; we will continue to work with our partners in Police Scotland to ensure that it remains low by ensuring all incidents are fully investigated as to the cause and origin.</p>	

**LPI 03 – Fatalities - Dwelling Fires (Accidental)**

<p><b>LPI Assessment:</b></p> <p>It is pleasing to report that there have been <b>no fatal fire casualties</b> in accidental dwelling fires in this reporting year.</p>	
<p><b>Situational Analysis:</b></p> <p>Although the zero fire fatalities is pleasing to note the Service is not being complacent. We are increasing our community safety activities within areas where there is the highest risk of a dwelling house fire occurring.</p>	

**LPI 04 – Fire Casualties (incl. precautionary check-up)**

<p><b>LPI Assessment:</b></p> <p>The same Year to Date (YTD) period average over the last three years confirms a <b>downward</b> trend in relation to the number of Non-Fatal Fire Casualties.</p> <p>The average over the last three years for Q1 – Q4 is 12, and for 2014/15 there have been 9 Non-Fatal Fire Casualties.</p>	
<p><b>Situational Analysis:</b></p> <p>To place into context it is worth highlighting the difference between frequency and severity. In the majority of cases, the fire casualties recorded required only minor first aid treatment at the scene.</p> <p>This highlights the effective use of smoke detectors in alerting occupants to the situation and also to the speed and weight of attack of fire and rescue resources available.</p>	

**LPI 05 – Deliberate Fire Setting**

<p><b>LPI Assessment:</b></p> <p>The same Year to Date (YTD) period average over the last three years confirms a <b>downward</b> trend in relation to Deliberate Fire Setting.</p> <p>The average for Deliberate Primary Fire Setting over the last three years for Q1 – Q4 is 22.3 and for 2014/15 there have been 13 Deliberate Primary Fires.</p> <p>The average for Deliberate Secondary Fire Setting over the last three years for Q1 – Q4 is 74.6 and for 2014/15 there have been 40 Deliberate Secondary Fires.</p>	
<p><b>Situational Analysis:</b></p> <p>This LPI includes deliberate primary and secondary fires. A primary fire is designated as a fire that involves a building or property and a secondary fire is defined as a fire in refuse or on grass or heathland. These are an indication of Anti-Social Behaviour and/or criminal acts.</p> <p>To reduce the risk of deliberate other building fires we are utilising the support of our</p>	

partners working within the CPP to identify derelict or vacated properties and make them secure.

Operational crews and our Community Action Team are engaging in a variety of multi-agency youth diversionary projects e.g. Young Firefighters Schemes and Fire reach programmes.

A wetter spring time saw a reduction in the number of grass and heath fires experienced although it did increase slightly through the summer.

It is pleasing to report that 'Deliberate Primary & Secondary Fires' have both reduced year on year since the 2010/11 reporting year.



**LPI 06 – Casualties from Non Fire Emergencies**

**LPI Assessment:**

The same Year to Date (YTD) period average over the last three years confirms an upward trend in relation to Casualties from Non-Fire Emergencies.

The average for Casualties from Non-Fire Emergencies over the last three years for Q1 – Q4 is 69.3, and for 2014/15 there have been 95.

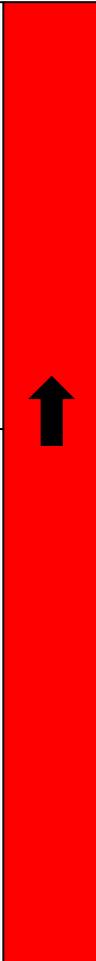
The average for Casualties from Non-Fire Emergencies (non-fatal casualties per RTC) over the last three years for Q1 – Q4 is 51.6 and for 2014/15 there have been 76 casualties from 79 Road Traffic Collisions (RTC).

**Situational Analysis:**

This LPI includes casualties from emergencies that do not include fire i.e. RTC, flooding and other forms of entrapment. These forms of emergencies are known as Special Services.

Our statistics for this reporting year has seen a slight increase overall in all Special Services attended to 255 incidents for Q1 – Q4, up from a 3 year average of 232. However this year's activity with regards to RTCs show's 79 incidents attended which is the same as 2013/14 and prevents a third annual increase for this statistic.

Analysis shows that Mid Argyll remains the hotspot for activity and the A82 and A83 remain the most affected roads for RTCs. A recent initiative by Police Scotland to reinstate the Road Policing Group should act as the impetus for all partners within the CPP to see this as a main piece of work to improve our performance.

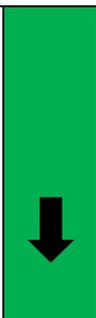


**LPI 07 – Automatic Fire Alarms**

**LPI Assessment:**

The same Year to Date (YTD) period average over the last three years confirms a **downward** trend in relation to Automatic Fire Alarms.

The average over the last three years for Q1 – Q4 is 1117, and for 2014/15 there have been 1032 Automatic Fire Alarms



**Situational Analysis:**

The Service aims to focus on reducing the number of AFA's during 2015-16 supported by applying national policy and process to assure a consistent approach. This direction of travel is pleasing to note.

**LPI 08 – Home Fire Safety Visits**

**LPI Assessment:**

The same Year to Date (YTD) period average over the last three years confirms an upward trend in relation to Home Fire Safety Visits completed.

The SFRS have set a challenging target of increasing the number and quality of Home Fire Safety Visits within the Argyll & Bute area in this reporting year.

In Q1 – Q4 our operational crews and Community Action Teams have carried out 1176 home visits. From these visits 682 homes were deemed as high risk, 382 at medium risk and 112 at low risk. This number, whilst significant, has unfortunately fallen slightly short of the target set for the area.



**Situational Analysis:**

Home Fire Safety Visits are free for everyone within our communities, they remain our prime means of contacting the public to ensure that they are safe from fire and other hazards in the home and we urge all partners to assist in the process of referring people for a Home Fire safety Visit.

We will continue to target those deemed at highest risk within our community.

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**ARGYLL AND BUTE  
COUNCIL  
STRATEGIC FINANCE**

**PERFORMANCE REVIEW AND SCRUTINY  
COMMITTEE  
28 MAY 2015**

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## **Annual Treasury Report 2014-15**

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### **1. EXECUTIVE SUMMARY**

- 1.1 This report outlines the Council's Treasury Management position for 2014-15.
- 1.2 The Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual review of treasury management activities and the actual prudential and treasury indicators and submit this to Council. The report at Appendix 1 meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 1.3 The report will be submitted to the Council on 25 June 2015. There may be some minor changes to the final report to reflect any matters arising in completing the Councils unaudited accounts. The Performance Review and Scrutiny Committee has a role to scrutinise treasury matters and is being given the opportunity to comment on the draft report prior to submission to the Council.
- 1.4 The key points to note from the annual report are:
- Reporting requirements under the Code were met during 2014-15.
  - Borrowing increased from 31 March 2013 at £161m to £173m with an average rate of 5.4%.
  - The Capital Financing Requirement (excluding NPDO commitments) was £177m leading to under borrowing of £4m (down from £15m).
  - Investments at 31 March 2015 were £56m at a rate of 0.647% compared to £44m at a rate of 0.765% for 31 March 2014.
  - The average investment rate for 2014-15 was 0.692% compared to the average 7 day rate of 0.352%
- 1.5 This report meets the Code requirement for a treasury annual report. The Council remains under borrowed (around 2% of the CFR is not supported by borrowing) but current borrowing and investment rates mean additional costs would be incurred to address this. No significant new borrowing took place during the year and whilst investment rates are low we exceeded our benchmark.

### **2. RECOMMENDATIONS**

- 2.1 Note the contents of the report highlighting any comments Performance and Scrutiny Committee wishes to draw to the attention of the Council.

**3. IMPLICATIONS**

- 3.1 Policy – None
- 3.2 Legal – None
- 3.3 Human Resources – None
- 3.4 Financial – None
- 3.5 Equal Opportunities – None
- 3.6 Risk – None
- 3.7 Customer Service – None

**Steve Barrett, Interim Head of Strategic Finance**  
**Dick Walsh Council Leader and Policy Lead for Strategic Finance**  
**13 May 2015**

For further information please contact Peter Cupples, Finance Manager – Corporate Support 01546-604183

Appendix 1 – Annual Treasury Report 2014-15



**ANNUAL TREASURY  
REPORT**

**2014-2015**

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# Annual Treasury Management Review 2014/15

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## 1. Introduction

This Council is required by regulations issued under the Local Government in Scotland Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2014/15. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

During 2014/15 the minimum reporting requirements were that the full Council should receive the following reports:

- an annual treasury strategy in advance of the year (Council 20/03/2014)
- an annual review following the end of the year describing the activity compared to the strategy (this report)

In addition the Policy and Resources Committee has received treasury management update reports on 28/08/2014, 20/11/2014, 18/12/2014, 26/02/2015 and 19/03/2015.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is therefore important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by the Policy Review and Scrutiny Committee before they were reported to the Policy and Resources Committee and full Council .

## 2. The Economy and Interest Rates

The original market expectation at the beginning of 2014/15 was for the first increase in Bank Rate to occur in quarter 1 2015 as the unemployment rate had fallen much faster than expected through the Bank of England's initial forward guidance target of 7%. In May, however, the Bank revised its forward guidance. A combination of very weak pay rises and inflation above the rate of pay rises meant that consumer disposable income was still being eroded and in August the Bank halved its forecast for pay inflation in 2014 from 2.5% to 1.25%. Expectations for the first increase in Bank Rate therefore started to recede as growth was still heavily dependent on buoyant consumer demand. During the second half of 2014 financial markets were caught out by a halving of the oil price and the collapse of the peg between the Swiss franc and the euro. Fears also increased considerably that the ECB was going to do too little too late to ward off the threat of deflation and recession in the Eurozone. In mid-October, financial markets had a major panic for about a week. By the

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end of 2014, it was clear that inflation in the UK was going to head towards zero in 2015 and possibly even turn negative. In turn, this made it clear that the MPC would have great difficulty in starting to raise Bank Rate in 2015 while inflation was around zero and so market expectations for the first increase receded back to around quarter 3 of 2016.

Gilt yields were on a falling trend for much of the last eight months of 2014/15 but were then pulled in different directions by increasing fears after the anti-austerity parties won power in Greece in January; developments since then have increased fears that Greece could be heading for an exit from the euro. While the direct effects of this would be manageable by the EU and ECB, it is very hard to quantify quite what the potential knock on effects would be on other countries in the Eurozone once the so called impossibility of a country leaving the EZ had been disproved. Another downward pressure on gilt yields was the announcement in January that the ECB would start a major programme of quantitative easing, purchasing EZ government and other debt in March. On the other hand, strong growth in the US caused an increase in confidence that the US was well on the way to making a full recovery from the financial crash and would be the first country to start increasing its central rate, probably by the end of 2015. The UK would be closely following it due to strong growth over both 2013 and 2014 and good prospects for a continuation into 2015 and beyond. However, there was also an increase in concerns around political risk from the general election due in May 2015.

### 3. Overall Treasury Position as at 31 March 2015

At the beginning and the end of 2014/15 the Council's treasury (excluding borrowing by PFI and finance leases) position was as follows:

TABLE 1	31 March 2014 Principal	Rate/ Return	Average Life yrs	31 March 2015 Principal		Rate/ Return	Average Life yrs
Total debt	<b>£161m</b>	<b>6.1%</b>	<b>30.18</b>		<b>£173m</b>	<b>5.4%</b>	<b>29.18</b>
CFR	<b>£176m</b>				<b>£177m</b>		
Over / (under) borrowing	<b>£15m</b>				<b>£4m</b>		
Total investments	<b>£44m</b>	<b>0.8%</b>			<b>£56m</b>	<b>0.7%</b>	
Net debt	<b>£117m</b>				<b>£117m</b>		

## 4. The Strategy for 2014/15

The expectation for interest rates within the strategy for 2014/15 anticipated low but rising Bank Rate (starting in quarter 1 of 2015), and gradual rises in medium and longer term fixed borrowing rates during 2014/15. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by low counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.

In this scenario, the treasury strategy was to postpone borrowing to avoid the cost of holding higher levels of investments and to reduce counterparty risk.

The actual movement in gilt yields meant that PWLB rates saw little overall change during the first four months of the year but there was then a downward trend for the rest of the year with a partial reversal during February.

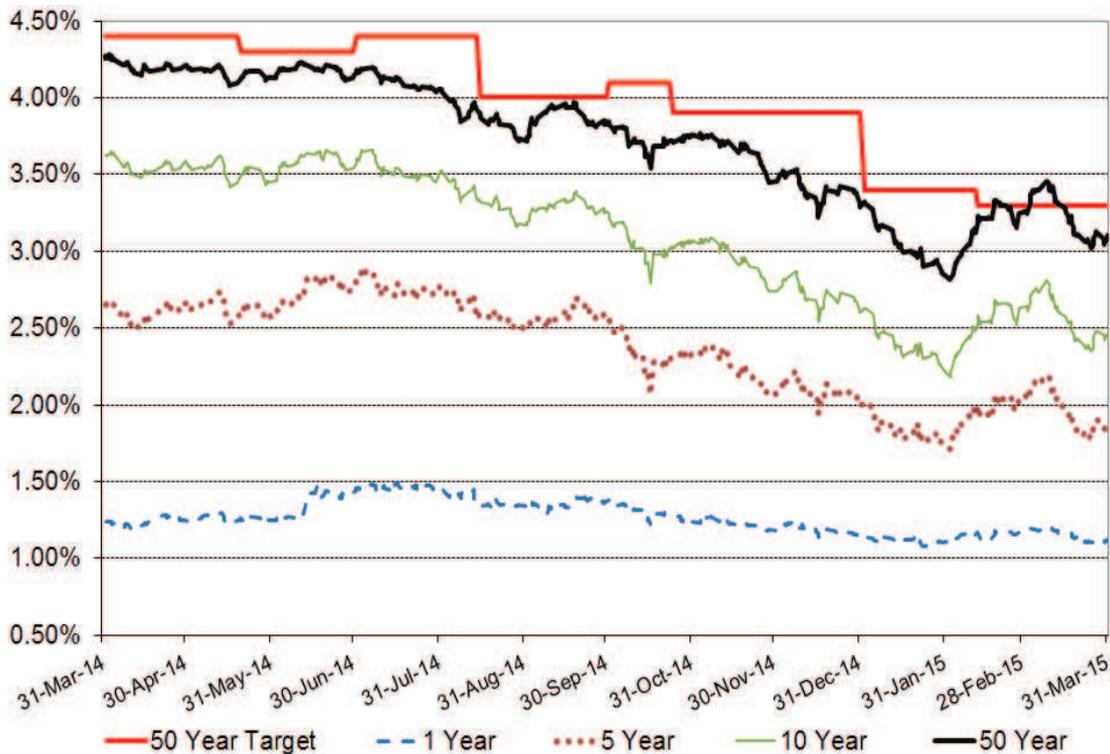
## 5. The Borrowing Requirement and Debt

The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).

	<b>31st March 2014 Actuals £M</b>	<b>31st March 2015 Budget £M</b>	<b>31st March 2015 Actuals £M</b>
CFR - General Fund (£m)	256	259	253
Less NPDO	80	77	76
Net CFR	176	182	177

## 6. Borrowing Rates in 2014/15

**PWLB borrowing rates** - the graph below shows how PWLB certainty rates have fallen to historically very low levels during the year.



## 7. Borrowing Outturn for 2014/15

### Borrowing

Due to investment concerns, both counterparty risk and low investment returns, no long term borrowing was undertaken during the year. However, temporary borrowing has been utilised to manage timing differences between cash requirements and the maturing fixed term investments. At year end there were two fixed term temporary loans of £10m at an average rate of 0.34% outstanding.

### Repayment of Loans

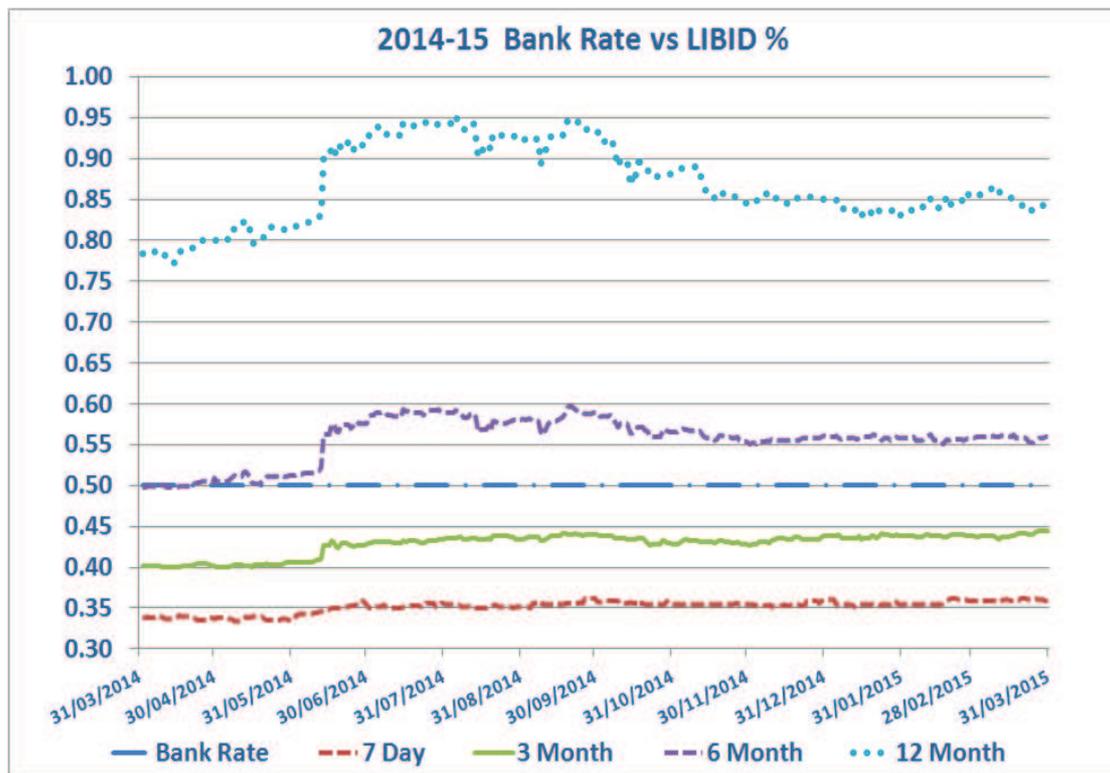
During the year £7.8m of PWLB debt and £550k of market loans matured.

### Rescheduling

No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

## 8. Investment Rates in 2014/15

Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for six years. Market expectations as to the timing of the start of monetary tightening started the year at quarter 1 2015 but then moved back to around quarter 3 2016 by the end of the year. Deposit rates remained depressed during the whole of the year, primarily due to the effects of the Funding for Lending Scheme.



## 9. Investment Outturn for 2014/15

**Investment Policy** – the Council’s investment policy is governed by Scottish Government investment regulations, which have been implemented in the annual investment strategy approved by the Council on 20/3/2014. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

**Investments held by the Council** - the Council maintained an average balance of £56 million of internally managed funds. The internally managed funds earned an average rate of return of 0.692%. The comparable performance indicator is the average 7-day LIBID rate, which was 0.352%.

## Appendix 1: Prudential and Treasury Indicators

During 2014/15, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual prudential and treasury indicators	2013/14 Actual £000	2014/15 Original £000	2014/15 Actual £000
Capital expenditure	32,685	50,185	30,520
Capital Financing Requirement	256,463	275,239	253,166
Gross borrowing	240,785	247,370	247,280
External debt	161,181	169,315	173,378
Investments	44,350	20,000	56,408
Net borrowing	116,831	149,315	116,970

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2014/15) plus the estimates of any additional capital financing requirement for the current (2014/15) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2014/15.

**The authorised limit** – this Council has kept within the authorised external borrowing limit as shown by the table below.

**The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary is acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2014/15 £m
Authorised limit	284
Maximum gross borrowing position	256
Operational boundary	276
Average gross borrowing position	242
Financing costs as a proportion of net revenue stream	10.98%

TABLE 1	31 March 2014 Principal		Rate/ Return	Average Life yrs	31 March 2015 Principal		Rate/ Return	Average Life yrs
Fixed rate funding:								
-PWLB	£108.1m				£100.2m			
-Market	<b>£12.5m</b>	£120.6m	6.8%	22	<b>£12.5m</b>	£112.2m	6.7%	21
Variable rate funding:								
-PWLB								
-Market	<b>£39.3m</b>	£39.3m	4.4%	55	<b>£39.3m</b>	£39.3m	4.4%	54
Temporary Loans		£1.3m	0.3%			£21.9m	0.4%	
<b>Total debt</b>		<b>£161.2m</b>	<b>6.1%</b>	<b>30</b>		<b>£173.4m</b>	<b>5.4%</b>	<b>29</b>
<b>CFR</b>		<b>£176.8m</b>				<b>£177.8m</b>		
<b>Over/ (under) borrowing</b>		<b>(£15.6m)</b>				<b>£4.4m</b>		
<b>Total investments</b>		<b>£44.4m</b>	<b>0.8%</b>			<b>£56.4m</b>	<b>0.6%</b>	
<b>Net debt</b>		<b>£116.8m</b>				<b>£117.0m</b>		

The maturity structure of the debt portfolio was as follows:

	31 March 2014 Actual £000	2014/15 original limits £000	31 March 2015 Actual £000
Under 12 months	9,662	52,013	31,944
12 months and within 24 months	10,605	52,013	18,376
24 months and within 5 years	23,237	52,013	16,449
5 years and within 10 years	17,540	69,351	6,478
10 years and within 20 years	5	138,702	0
20 years and within 30 years	12,877	138,702	12,877
30 years and within 40 years	15,255	138,702	33,754
40 years and within 50 years	29,999	138,702	22,500
50 years +	42,000	138,702	31,000

All investments were for less than one year.

The exposure to fixed and variable rates was as follows:

	31 March 2014 Actual	2014/15 Original Limits	31 March 2015 Actual
Fixed rate (principal or interest) based on net debt	103%	195%	95%
Variable rate (principal or interest) based on net debt	35%	60%	35%

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**ARGYLL AND BUTE COUNCIL****PERFORMANCE REVIEW AND  
SCRUTINY COMMITTEE****CHIEF EXECUTIVE****28 MAY 2015****PERFORMANCE REPORT – FQ4 2014-15**

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**1. SUMMARY**

- 1.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Council and Departmental performance reports with associated scorecards for performance in FQ4 2014-15 (January – March 2015).
- 1.2 It is recommended that the Committee reviews the reports and scorecards as presented.

**Sally Loudon  
Chief Executive**

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**ARGYLL AND BUTE COUNCIL**

**PERFORMANCE REVIEW AND  
SCRUTINY COMMITTEE**

**CHIEF EXECUTIVE**

**28 MAY 2015**

**PERFORMANCE REPORT – FQ4 2014-15**

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## **2. SUMMARY**

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Council and Departmental performance reports with associated scorecards for performance in FQ4 2014-15 (January - March 2015).

## **3. RECOMMENDATIONS**

- 3.1 It is recommended that the Committee reviews the reports and scorecards as presented.

**Sally Loudon  
Chief Executive**

- Submission of the Health and Social Care Integration scheme to Scottish Government for approval, representing a key milestone in the development of health and social care integration.
- Maintaining the balance of care in favour of care at home and delayed discharge performance at a time when the combined factors of increasingly complex cases and recruitment problems in home care make the tasks increasingly difficult to achieve.
- Zero older people awaiting free personal home care within their homes for more than 4 weeks.
- Decrease in the number of Adult Care outstanding case assessments over the period.
- Confirmation that we have been successfully awarded £1.8m from the Integrated Care Fund.
- The Children and Families service won a gold award for its service redesign at the annual CoSLA Excellence Awards in the 'securing a workforce for the future' category.
- Two Children and Families Social Workers were shortlisted for the 'Social Worker of the Year' award.
- East King Street Children's Home in Helensburgh received a glowing inspection report from the Care Inspectorate who commended the service for the nurturing environment they provide which make young people feel safe and protected.
- Continued to ensure 100% of children on the Child Protection Register have a current risk assessment in place.
- Increase in the percentage of Child Protection Review Conferences held within timescales from 81% to 89% during the period.
- 13 young people from across Argyll and Bute successfully completed a leadership training programme delivered by the Council's Youth Services team, in partnership with YouthLink Scotland. The young people will now move on to join the Youth Services team in delivering holiday programmes, events, training and peer education for young people in their communities.
- Investment of £300,000 from McMillan Cancer Care to roll out the provision of information and support for people affected by cancer within our libraries across Argyll and Bute. The pilot service will roll out to our remaining libraries across the area. Offering specialist cancer information and emotional support, the service can refer people onto other services, including benefits advice, complementary therapies and counselling.
- Argyll and Bute won the John McCann Unsung Hero Award at this year's Scottish Youth Parliament Awards. The Unsung Hero Award goes to MSYPs who have overcome significant barriers to raise the voice of the young people they represent.
- The successful relocation of Tarbert Library to a more central location within Tarbert, giving the service more space to develop an even greater range of services for the community.
- Increase in the number of visits to council leisure centres of 14,797 from 100,824 to 115,621 over the period.
- Increase in the number of 3<sup>rd</sup> sector groups receiving support by 164 from 320 to 484 over the period.
- Oban High School under 15s rugby team won a national championships at Scotstoun.
- 100% of secondary schools are using the Scottish schools senior phase benchmarking toolkit.
- Increase in the number of young people aged 16+ engaged with Activity Agreements.
- Four Tobermory High School pupils won the Scottish School Boys Quartet at the Scottish School boys Pipe Band Championship held in Fettes School, Edinburgh.

- The Education Service have been awarded a fifth successful bid from the MOD Support Fund for State Schools with Service Children for £128,000. The funding will provide additional support for learning and enable the service to continue to support families affected by mobility and deployment issues.

### **Key Challenges**

1. Progressing the integration of Health and Social Care Services.
2. Overall numbers of delayed discharge clients are slightly above target due to the increasing number of admissions to hospital and Adults With Incapacity cases that require a court process prior to discharge.
3. Reducing the number of days lost through sickness absence across Community Services.
4. Preparation for the Joint Inspection of Older Persons health and social care services, including implementation of the Recovery Plan for Guardianship Reviews.
5. Implementation of Children and Families Service Review and Education Management Review.
6. Maintaining the Community Payback Order service within Oban and Mid Argyll given staffing turnover and vacancies.
7. Recruitment of foster carers.
8. Increasing the percentage of children on the Child Protection Register (CPR) with a completed Child Protection (CP) plan, which has remained under target for the last 2 quarters, reflecting the increasing levels of quality assurance activity prior to signing off completed plans.
9. The success of securing permanent places (adoption) for looked after children has impacted the number of foster families available to take placements.
10. The percentage of children affected by disability receiving community based support has reduced, this is a reflection of the unexpected trend towards greater numbers of service users choosing residential respite rather than community based support.
11. Increasing participation in sport and athlete development within restricted budgets.
12. Delivery of Commonwealth Games Legacy Plan within existing resources.
13. Monitoring the allocation of Registered Social Landlord (RSL) lets to homeless households. However it is worth noting that this is partly attributable to the increase in the number of new housing completions in the quarter.
14. Reviewing the implementation of the new National Qualifications.
15. Meeting the requirements of current and new legislation e.g. Self Directed Support Act, Children and Young People's Act 2014, etc.
16. Recruitment issues for both in house and commissioned care at home services impacting on range of care options available in certain areas
17. Demographic changes giving rise to growth in service demand.
18. Achieving target for the completion of PDRs during the quarter. Please note that all teaching staff are now subject to The Professional Update process as part of their professional registration. This process replicates the PRD process for teaching staff and therefore the PRD figures for both Education and the wider Community Services reflects this.

**Action points to address the challenges**

1. Timescale for integration has been established as April 2016. A body corporate model has been agreed with the scope of the partnership currently being decided. Shadow board to be established imminently, project team established and Chief Officer post appointed.
2. A development session facilitated by the Joint Improvement Team (JIT) in September 2014 will be followed through with the assistance of the JIT during the first half of 2015.
3. Continue to work to ensure that return to work interviews are completed for all periods of sickness absence by targeting individual Managers and Team Leaders in the context of performance. Staff to be offered appropriate support in the management of this issue.
4. Ensuring there is appropriate resource in place for the preparation for the Joint Inspection of Older Persons health and social care services.
5. Recruiting and retaining staff who focus on developing consistency and quality.
6. Continue to work with the Council's HR service to advertise and recruit into vacant posts within the Oban and Mid Argyll areas.
7. The Fostering and Adoption service is currently undertaking a recruitment campaign. Preparation for foster carers is being run throughout Argyll and Bute however it will take 6 months before new carers are approved by the Fostering and Adoption Panel.
8. There are currently 21 families going through the assessment process which will enhance the capacity for foster placements and permanency for looked after children.
9. Improvement of quality assurance procedures prior to final sign off for Child Protection Plans. Practice Leads will review the quality of plans with frontline staff.
10. Continue to support service users to express personal choice through the implementation of Self Directed Support.
11. Discussions being held with COSLA in relation to rural transport costs and 2014 Legacy in relation to athlete development and support.
12. Ongoing discussions taking place with RSL partners to ensure homeless households maintain priority in relation to future allocations.
13. Work in partnership with schools, clubs and communities to maximise use of volunteers and resources.
14. Continue to support work on curriculum design to reflect the new Curriculum for Excellence framework and training on the new secondary benchmarking toolkit.
15. Produce a programme of awareness and training sessions on the implication of the legislation. Work closely with colleagues in amenity services to produce a plan of action for the implications of Free School Meals for P1-P3.
16. Working with IRISS along with commissioned care at home providers to better coordinate resources and to improve recruitment into care at home posts.
17. Ongoing service redesign (all care groups) to try to mitigate growth in service demand.
18. The Improvement and Organisational Development service will liaise with Education to figure out how the issue mentioned above is best reflected in next year's scorecard.

**Corporate Objective 1 - Working together to improve the potential of our people** R ↓

CO1 Our children are nurtured so that they can achieve their potential.	R ↓
CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...	A →
CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an...	R ↓
CO4 Our people are supported to live more active, healthier and independent lives.	A →
CO5 We work with our partners to tackle discrimination.	A →
CO6 Vulnerable adults, children and families are protected and supported within their communities.	A →

**Corporate Objective 2 - Working together to improve the potential of our communities** A →

CO7 The places where we live, work and visit are well planned, safer and successful.	A →
CO8 Create opportunities for partners and communities to engage in service delivery.	G →
CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced.	G →

**Community Services Scorecard 2014-15** FQ4 14/15 Click for Full Outcomes

**Corporate Objective 3 - Working together to improve the potential of our area**

CO10 We create the right conditions where existing and new businesses can succeed.	Department does not contribute directly to this Outcome
CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.	Department does not contribute directly to this Outcome
CO12 Our transport infrastructure meets the economic and social needs of our communities.	Department does not contribute directly to this Outcome
CO13 We contribute to a sustainable environment.	Department does not contribute directly to this Outcome
CO14 We make the best use of our built and natural environment.	Department does not contribute directly to this Outcome

**Corporate Objective 4 - Working together to improve the potential of our organisation** A ↓

CO15 Our services are continually improving.	A ↓
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.	G →
CO17 We provide good customer service.	G →



...realising our potential together...

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence CM [LGE]		3.5 Days	3.5 Days	R ↓
Sickness absence CM [teachers]		1.6 Days	2.3 Days	R ↑
PRDs % complete		90 %	75 %	R
Financial		Budget	Forecast	
Finance Revenue totals CM		£K 138,889	£K 138,970	A ↓
Capital forecasts - current year CM		£K 0	£K 0	
Capital forecasts - total project CM		£K 0	£K 0	
Efficiency Savings CM	Actions on track Savings	Target	Actual	G ↑
		14	14	
		£K 1,386	£K 1,386	
Asset Management - Community Services 2014-15				G

IMPROVEMENT					Status Trend	
Improvement Plan Outcomes CM	Outcomes	Total No	Off track	On track	Complete	A →
		76	2	3	71	
CARP Community Services		Total No	Off track	Due	Complete	R ↑
		105	76	105	29	
<b>Customer Service CM</b>		Number of consultations			0	
Customer Charter		Stage 1 complaints				
Customer satisfaction		Stage 2 complaints				
Community Services Audit Recommendations		Overdue	Due in future	Future - off target		
		0 →	12 ↑	1 ↓		
CM Average Demand Risk	Score		Appetite			
CM Average Supply Risk	Score		Appetite			

CO1 Our children are nurtured so that they can achieve their potential. **R** ↓

CC01 Young people supported to lead more active / healthier lives	Success Measures	2	<b>A</b>
	On track	1	→

CF01 The life chances for looked after children are improved	Success Measures	6	<b>R</b>
	On track	2	↓

ED04 Educational additional support needs of children & YP are met	Success Measures	3	<b>A</b>
	On track	2	↓

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ... **A** →

CC05 Young people encouraged & supported to realise their potential	Success Measures	2	<b>G</b>
	On track	2	→

CF03 Children & families given assistance ... best start in life	Success Measures	4	<b>R</b>
	On track	2	→

ED01 Primary school children are enabled to increase levels of attainment ...	Success Measures	4	<b>G</b>
	On track	4	↑

ED02 Secondary school children are enabled to increase levels of attainment ...	Success Measures	10	<b>A</b>
	On track	7	↓

CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an... **R** ↓

ED05 An effective system for Opportunities for All will operate in all secondary schools	Success Measures	3	<b>R</b>
	On track	1	↓

CO4 Our people are supported to live more active, healthier and independent lives. **A** →

AC01 Community is supported to live active, healthier, independent lives	Success Measures	10	<b>A</b>
	On track	7	→

CC02 Raised lifelong participation in sport ... healthy lives	Success Measures	2	<b>G</b>
	On track	2	→

CO5 We work with our partners to tackle discrimination. **A** →

CC03 Our adults are supported to access learning opportunities ...	Success Measures	2	<b>G</b>
	On track	2	→

CC08 Improved literacy, health ... access to ... culture, libraries & museums	Success Measures	4	<b>A</b>
	On track	2	→

CO6 Vulnerable adults, children and families are protected and supported within their communities. **A** →

AC02 Vulnerable adults at risk are safeguarded	Success Measures	1	<b>G</b>
	On track	1	→

CC04 Less people will become homeless ... thru proactive approach ...	Success Measures	3	<b>R</b>
	On track	1	→

CF02 Children, young people and families at risk are safeguarded	Success Measures	5	<b>A</b>
	On track	3	→

CO7 The places where we live, work and visit are well planned, safer and successful. **A** →

CC07 People access a choice of suitable & affordable housing options ...	Success Measures	3	<b>G</b>
	On track	3	→

CF04 ... making our communities safe from crime, disorder & danger	Success Measures	4	<b>A</b>
	On track	3	→

CO8 Create opportunities for partners and communities to engage in service delivery. **G** →

CC06 Third Sector & communities ... enabled ... developing communities	Success Measures	2	<b>G</b>
	On track	2	→

CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced. **G** →

AC03 The impact of alcohol and drugs ... is reduced	Success Measures	1	<b>G</b>
	On track	1	→

CO15 Our services are continually improving. **A** ↓

ED03 Education Central Management Team ensures continuous improvement ...	Success Measures	3	<b>A</b>
	On track	2	↓

CO16 Our employees have the skills and attitudes to deliver efficient and effective services. **G** →

ED06 Education staff have increased capacity for leadership ...	Success Measures	5	<b>G</b>
	On track	5	→

CO17 We provide good customer service. **G** →

ED07 Customer Service is improved	Success Measures	1	<b>G</b>
	On track	1	→

**Key successes**

1. Argyll and Bute Economic Forum held its initial meeting and agreed priority actions to be tourism, food production, youth and education. The forum was established following the Argyll and Bute Economic Summit and under the chairmanship of Nicholas Ferguson CBE, the chairman of Sky plc, benefits from the expertise and commitment of a range of prominent business and public sector leaders.
2. £3.333m Heritage Lottery Funding and £750k Highlands and Islands Enterprise funding was secured towards the £8m of the £9m project for redevelopment and transformation of Rothesay's iconic Art Deco, A Grade listed, The Rothesay Pavilion. The full business case has been approved and moves forward with the tender.
3. The Helensburgh Public Realm final phase was completed in March and the official opening is planned to take place in June 2015.
4. Rothesay Town Heritage Initiative, Guildford Square gap site and Duncan's Hall Building were completed.
5. Work is set to start in the Dunoon Wooden Pier project in the summer following the award of £350k from the Regional Capital Grant Fund with the initial phase contracts let to repair the pedestrian walkway, the pier head, the decking, the waiting room and the harbour master's office.
6. A combined £792k secured from Sustrans for grant funded projects. £272k secured for improved surfacing for walkers and cyclists on the Dunoon Esplanade; £250k secured for the South Islay Distilleries Path linking Ardbeg and Port Ellen providing a traffic free route between 3 distilleries and a safe route to Port Ellen Primary School; £140k secured for improved surface access to Loch Awe and Connel Stations with new LED lighting also installed; £150k secured for upgraded Helensburgh cycle lanes; £80k secured for surfacing on the Crinan Canal path between Ardrishaig and Lochgilphead with an additional £80k secured through Cycling Walking Safer Streets; £40k secured for a footway upgrade at Luss.
7. Subject to the works on the B845 being completed, the 2014/15 roads reconstruction capital programme worth £4.3m will be delivered in full. The B845, Bonawe to Taynuilt road improvements were reprogrammed to avoid disruption to a local business haulage operation at the adjacent quarry.
8. As a result of the roads capital investment, the council are experiencing a year on year decline in the number of emergency road repairs reported. This quarter saw a continuation of that trend with a 55% reduction in category one road faults compared to the same period in previous year when there were 120 category one faults reported, this quarter that number dropped to 54.
9. Site works were completed at the Campbeltown Old Quay upgrading the main berthing face, deck and construction of new fish hall with a project value £2.895m. Upgrading of 2km of road on the U59, Campbeltown to Machrihanish was also completed with a project value of £855k. Both are partially funded by ERDF as part of the Kintyre Renewables Hub project.

10. 31 new filming enquiries were responded to and 7 productions were filmed in Argyll and Bute, including a music video where filming on Easdale Island and Ellenabeich involved a cast and crew of approximately 65 people providing short and long term economic benefits to the area.
11. Third sector information has been improved following the launch of the community support web pages and generating in excess of 2200 visits. Over 1000 funding alerts were circulated to third sector organisations generating 138 enquiries; 23 were direct requests for help securing external funding including 3 requests were for funding assistance for village halls, 2 for sports and 2 for pier heritage.
12. Business Gateway supported 17 new business start-ups during this period bringing the annual total to 112, exceeding the annual target by 12%. Demand for business advice and workshops participation amongst existing businesses was very strong with 209 businesses supported during the quarter; year to date performance was 149% above target above the annual target of 300. New businesses supported to start this quarter have a combined annual turnover projection of £625k and create a projected 17 new jobs.
13. One year survival rate for new businesses supported by Business Gateway in Argyll and Bute increased to 89%, well above the target of 75% and above the national average of 78%. The latest three year survival rate reported was 71%, above target and above national benchmark performance of 60%.
14. The recycling tonnages collected of materials such as paper, card, cans and plastics increased by 29% in the Mid Argyll and Oban/Lorn areas based on figures up to end of March 2015.
15. The highest monthly of air passenger figures were recorded in March with 456 passengers carried. During the quarter, 1014 air passengers were carried in total representing an increase of 9.5% on the same quarter in the previous year.
16. The Local Development Plan was formally adopted by the council and the Core Path Plan and Historic Environment Strategy progress towards approval during FQ1.
17. Planning application approval attained 98% and exceeded the target of 90% for the 9<sup>th</sup> consecutive quarter. The average number of weeks to determine planning applications fell to 9.7 against a target of 12 weeks. This represents an improvement on the previous quarter when the average time taken to determine a planning application was 10.3 weeks. Pre-application enquiries rose by 9% points to 84% on the previous quarter and registration and validation of applications within the 5 day target achieved 100% for the 2<sup>nd</sup> consecutive quarter. This level of performance places the Argyll and Bute Planning service as one of the best performing planning authorities in Scotland.
18. Building Standards and Development Management hosted joint user forums in each of the administrative areas. The forums were positively received and attended by more than 50 key users, including developers, local architects and planning agents.
19. Housing completions exceeded the target with 328 delivered in 2014/15 against the target of 300.

**Key challenges**

1. Delivery of the key outcomes of the Single Outcome Agreement to achieve long term strategic development of the local economy; continued pursuit of job creation; raising awareness of and influencing issues affecting the local economy; informing multi-agency business planning to support the local economy; enabling better communication between sectors to improve the local economy; and promoting inward investment to Argyll and Bute.
2. Addressing the budget challenges associated with extreme weather events and prolonged provision of winter services, whilst satisfying stakeholder expectations and keeping Argyll and Bute open, safe and accessible.
3. As part of the Scottish Ferry Services Plan (2013-2022) progress the transfer of responsibilities to Transport Scotland for ferry services on the routes Port Askaig to Feolin, Port Appin to Lismore Point, Cuan to Luing and Ellenabeich to Easdale.
4. As part of the SFSP managing the combined impact of the Road Equivalent Tariff (RET) pricing and Transport Scotland's Vessel Replacement Strategy with respect to the Oban to Craignure ferry route.
5. Increase levels of recycling and minimise waste sent to landfill following the roll out of new recycling services to Mid Argyll, Lorn and Cowal areas.
6. Meeting revised targets set for the Employability Team by Working Links due to a change in measurement set by the Department of Work and Pensions and increasing income generation in the short term required to support longer term sustainability of Employability Team.
7. Reviewing the arrangements as a Food Authority in light of the new Food Standards Scotland body which will be formed through statute and came into effect in March 2015.
8. Reducing the costs and impact of absenteeism on services focusing in particular on non-office absence where a range of health attendance issues impact adversely on costs.

**Actions to address the challenges**

1. Maintain the focus on the Single Outcome Agreement and prioritise the work of the Argyll and Bute Economic Forum bringing expertise from key sectors together to achieve all of the ambitions associated with population and economic growth to the area. The next steps for the forum will be to consider obstacles to progress in tourism, food production, linked learning and local employment opportunities for young people and consider support requirements and a better understanding of solutions that will deliver economic results.
2. Ensure the emergency and winter service planning is effective in order to maximise efficiency and minimise unforeseen expenditure.
3. Detailed operating costs to be compiled and passed to Transport Scotland to facilitate a decision over the future of ferry services on the routes Port Askaig to Feolin, Port Appin to Lismore Point, Cuan to Luing and Ellenabeich to Easdale.
4. A Project Board has been formed with Transport Scotland, CALMAC, CMAL and the council to investigate the feasibility of the RET and the requirements necessary to accommodate a larger passenger and vehicle ferry.
5. Continue to deliver good quality recycling services maintaining public support for increased recycling initiatives; progress discussions with Shanks and community groups mitigating against future landfill changes.
6. A revised Performance Improvement Plan (PIP); pursuit of all potential income generating contracts; and close monitoring of the Work Programme business model to ensure that all processes continue to meet the needs of the Prime Contractor and customer groups.
7. Engagement with the Food Standards Agency and preparation for external audit, reviewing existing arrangements against the Codes of Practice for Food Law and considering how changes introduced by the new Food Body will impact on Environmental Health and Trading Standards.
8. Increase efforts to minimise the impact of absenteeism both financially and operationally through the continued rigorous application of the council's Maximising Attendance Policy.

**Corporate Objective 1 - Working together to improve the potential of our people** **G** →

CO1 Our children are nurtured so that they can achieve their potential.	Department does not contribute directly to this Outcome
CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...	Department does not contribute directly to this Outcome
CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an...	Department does not contribute directly to this Outcome
CO4 Our people are supported to live more active, healthier and independent lives.	Department does not contribute directly to this Outcome
CO5 We work with our partners to tackle discrimination.	Department does not contribute directly to this Outcome
CO6 Vulnerable adults, children and families are protected and supported within their communities.	<b>G</b> →

**Corporate Objective 2 - Working together to improve the potential of our communities** **A** ↓

CO7 The places where we live, work and visit are well planned, safer and successful.	<b>G</b> →
CO8 Create opportunities for partners and communities to engage in service delivery.	<b>A</b> ↓
CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced.	Department does not contribute directly to this Outcome

**Development and Infrastructure Scorecard 2014-15** FQ4 14/15 Click for Full Outcomes

**Corporate Objective 3 - Working together to improve the potential of our area** **R** ↓

CO10 We create the right conditions where existing and new businesses can succeed.	<b>A</b> →
CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.	<b>A</b> →
CO12 Our transport infrastructure meets the economic and social needs of our communities.	<b>R</b> ↓
CO13 We contribute to a sustainable environment.	<b>A</b> →
CO14 We make the best use of our built and natural environment.	<b>A</b> →

**Corporate Objective 4 - Working together to improve the potential of our organisation** **G** ↑

CO15 Our services are continually improving.	<b>G</b> ↑
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.	Department does not contribute directly to this Outcome
CO17 We provide good customer service.	Department does not contribute directly to this Outcome



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RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence DI		2.60 Days	3.39 Days	<b>R</b> ↓
PRDs % complete		90 %	94 %	<b>G</b>
Financial		Budget	Forecast	
Finance Revenue totals DI		£K 31,122	£K 32,410	<b>R</b> ↑
Capital forecasts - current year DI				
Capital forecasts - total project DI				
Efficiency Savings DI	Actions on track Savings	Target	Actual	<b>G</b> ↑
		7	7	
		£K 224	£K 224	

IMPROVEMENT					Status Trend
Improvement Plan Outcomes DI	Total No	Off track	On track	Complete	<b>A</b> →
	21	2	4	15	
CARP Development & Infrastructure	Total No	Off track	Due	Complete	<b>G</b> →
	10	0	10	10	

<b>Customer Service DI</b>	Number of consultations			1
Customer Charter	<b>G</b> →	Stage 1 complaints		
Customer satisfaction 91 %	<b>G</b> ↑	Stage 2 complaints		
Development and Infrastructure Services Audit Recommendations	Overdue	Due in future	Future - off target	
	10 ↓	5 ↓	3 ↓	
DI Average Demand Risk	Score	8	Appetite	8 →
DI Average Supply Risk	Score	7	Appetite	7 →

CO6 Vulnerable adults, children and families are protected and supported within their communities.				<b>G</b>	→
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2		<b>G</b>	
	On track	2			→
CO7 The places where we live, work and visit are well planned, safer and successful.				<b>G</b>	→
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	3		<b>G</b>	
	On track	3			→
CO8 Create opportunities for partners and communities to engage in service delivery.				<b>A</b>	↓
ET04 Harness the potential of the third sector ...	Success Measures	3		<b>A</b>	
	On track	2			↓
CO10 We create the right conditions where existing and new businesses can succeed.				<b>A</b>	→
PR03 Secure standards re public health & health protection ...	Success Measures	3		<b>G</b>	
	On track	3			→
RA01 Proportionate, safe and available infrastructure	Success Measures	4		<b>A</b>	
	On track	3			↓
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2		<b>A</b>	
	On track	1			→
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2		<b>A</b>	
	On track	1			→

CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.				<b>A</b>	→
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	9		<b>A</b>	
	On track	7			→
PR01 Local economy improved by delivery of sustainable development	Success Measures	4		<b>G</b>	
	On track	4			→
CO12 Our transport infrastructure meets the economic and social needs of our communities.				<b>R</b>	↓
ET02 A&B better connected, safer & more attractive	Success Measures	9		<b>A</b>	
	On track	8			→
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2		<b>R</b>	
	On track	0			↓
RA04 Capital projects improve the transport infrastructure	Success Measures	4		<b>A</b>	
	On track	3			↓
CO13 We contribute to a sustainable environment.				<b>A</b>	→
PR06 ... an environment which is safe, promotes health & supports local economy	Success Measures	3		<b>A</b>	
	On track	2			→
RA05 High level of street cleanliness	Success Measures	1		<b>G</b>	
	On track	1			→
RA06 Sustainable disposal of waste	Success Measures	2			
	On track	1			

**Development and Infrastructure Scorecard 2014-15** FQ4 14/15 [Click for Full Scorecard](#)

CO14 We make the best use of our built and natural environment.				<b>A</b>	→
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2		<b>A</b>	
	On track	2			↓
PR07 Creation of well designed and sustainable places ...	Success Measures	4		<b>G</b>	
	On track	4			↑

CO15 Our services are continually improving.				<b>G</b>	↑
PR08 Protect health of our communities through effective partnership working	Success Measures	1		<b>G</b>	
	On track	1			↑

Performance Report for <b>Customer Services</b>	Period January – March 2015
<p><b>Key Successes</b></p> <ol style="list-style-type: none"> <li>1. Successful implementation of free school meals for all P1-P3 pupils from January 2015. The roll out and installation of IT equipment across all Primary school kitchens was achieved by the deadline of January 2015.</li> <li>2. Public Services Network Accreditation received for a further year.</li> <li>3. Four star rating achieved in the SOCITM Better Connected rating for council websites and are listed as one of the Top20 best-developed sites</li> </ol>	
<p><b>Key Challenges</b></p> <ol style="list-style-type: none"> <li>1. Local Government Boundary Commission review.</li> <li>2. UK Parliamentary Election.</li> <li>3. To maintain momentum with the delivery of the capital programme that is being considered by Council on 23rd April 2015 and in particular to manage pressure on resources resulting from the Helensburgh Office Project.</li> <li>4. Delivery of Carbon Management Plan target of 20% saving on CO2 emissions.</li> <li>5. Delay to completion of Helensburgh Office Rationalisation Project.</li> <li>6. Council tax collections below target for 2015-16.</li> <li>7. Recent High Court decision on discretionary housing payments will increase pressure on available funds.</li> <li>8. Service Choices.</li> </ol>	
<p><b>Action Points to address the Challenges</b></p> <ol style="list-style-type: none"> <li>1. Experienced team in place to support work of the Short Life Working Group.</li> <li>2. Experienced team in place to deliver election process.</li> <li>3. To update and evolve project plans, some at risk, to reflect developing circumstances and through proactive management mitigate any risk to the capital programme and thus ensure project delivery through appropriate deployment of staff resources.</li> <li>4. Gap analysis undertaken and projects including 5 NPDO School Solar PV installations (currently on site and Oban Joint Campus completed), up to 15 biomass installations and alternative waste collection, have been identified to meet the target. The savings have been identified in 2014/15. Ultimately delivery will be dependent on Council approval of the Full Business Case. Delivery of site works will be in 2015/2016, linked to capacity restrictions in the available Procurement Scotland Framework Contract.</li> </ol>	

5. The Design Team, Project Manager and Contractor are currently pursuing a range of mitigating actions in an effort to secure a revised final delivery of the project by 1st May 2015. Day to day scrutiny of on-site progress is being maintained by full-time clerk of works and the Projects Architectural Team are visiting the site twice weekly to agree any outstanding details/finishes and offer observations to be attended to prior to practical completion.
6. Analyse reasons for lower than expected collections (change in sheriff officer contract, additional charges on second homes, timing of single person discount review) and take corrective action to improve for 2015-16.
7. Consider affordability of current policy and amend as necessary to ensure spend kept within budget.
8. Process in place to assess and review impact of any proposed service reductions.

**Corporate Objective 1 - Working together to improve the potential of our people** A →

CO1 Our children are nurtured so that they can achieve their potential.	Department does not contribute directly to this Outcome	
CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...		A ↓
CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an...	Department does not contribute directly to this Outcome	
CO4 Our people are supported to live more active, healthier and independent lives.	Department does not contribute directly to this Outcome	
CO5 We work with our partners to tackle discrimination.		
CO6 Vulnerable adults, children and families are protected and supported within their communities.		A →

**Corporate Objective 2 - Working together to improve the potential of our communities** A →

CO7 The places where we live, work and visit are well planned, safer and successful.		A ↑
CO8 Create opportunities for partners and communities to engage in service delivery.		A ↓
CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced.	Department does not contribute directly to this Outcome	

**Customer Services Scorecard 2014-15** FQ4 14/15 Click for Full Outcomes

**Corporate Objective 3 - Working together to improve the potential of our area** A →

CO10 We create the right conditions where existing and new businesses can succeed.		A →
CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.	Department does not contribute directly to this Outcome	
CO12 Our transport infrastructure meets the economic and social needs of our communities.		G →
CO13 We contribute to a sustainable environment.		R ↓
CO14 We make the best use of our built and natural environment.	Department does not contribute directly to this Outcome	

**Corporate Objective 4 - Working together to improve the potential of our organisation** A ↑

CO15 Our services are continually improving.		A →
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.		A →
CO17 We provide good customer service.		A ↑



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RESOURCES						
People		Benchmark	Target	Actual	Status Trend	
Sickness absence CU			1.88 Days	2.89 Days	R ↓	
PRDs % complete			90 %	94 %	G →	
Financial		Budget	Forecast			
Finance Revenue totals CU		£K 39,426	£K 38,821		R ↑	
Capital forecasts - current year CU						
Capital forecasts - total project CU						
Efficiency Savings CU	Actions on track Savings	Target	Actual	G ↑		
		19	19			
		£K 241	£K 241			
Asset Management - Customer Services 2014-15 <span style="float: right;">G →</span>						
IMPROVEMENT <span style="float: right;">Status Trend</span>						
Improvement Plan Outcomes CU	Outcomes	Total No	Off track	On track	Complete	A →
		68	5	38	25	
CARP Customer Services		Total No	Off track	Due	Complete	G →
		4	0	4	4	
<b>Customer Service CU</b>		Number of consultations			3	
Customer Charter		Stage 1 complaints				
Customer satisfaction	86 %	Stage 2 complaints				
Customer Services Audit Recommendations	R	Overdue	Due in future	Future - off target		
		1 ↑	14 ↓	0 →		
CU Average Demand Risk	Score	4	Appetite	4	↑	
CU Average Supply Risk	Score	8	Appetite	8	↓	

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...				<b>A</b>	↓
FS01 Children are healthier ... nutritionally balanced school meals	Success Measures	6		<b>A</b>	
	On track	5			↓
CO5 We work with our partners to tackle discrimination.					
IH01 We recognise and tackle discrimination and promote equality	Success Measures	2		<b>G</b>	
	On track	2			↑
CO6 Vulnerable adults, children and families are protected and supported within their communities.					
CS01 Benefits paid promptly whilst minimising fraud	Success Measures	6		<b>A</b>	
	On track	5			⇒
GL06 The best interests of children at risk are promoted	Success Measures	2		<b>A</b>	
	On track	1			⇒
CO7 The places where we live, work and visit are well planned, safer and successful.					
FS02 Communities are safer ... through improved facilities	Success Measures	9		<b>A</b>	
	On track	8			⇒
GL04 Improve quality of life & safety of residents & visitors	Success Measures	3		<b>A</b>	
	On track	2			↑
IH02 Communities and employees are prepared to deal with major incidents	Success Measures	3		<b>G</b>	
	On track	3			↑
IH03 Employees/service users are not exposed to unacceptable H&S risks	Success Measures	5		<b>G</b>	
	On track	5			↑
CO8 Create opportunities for partners and communities to engage in service delivery.					
GL05 Electors enabled to participate in the democratic process	Success Measures	2		<b>A</b>	
	On track	1			↓
GL07 Community Councils are supported	Success Measures	4		<b>G</b>	
	On track	4			⇒

CO10 We create the right conditions where existing and new businesses can succeed.				<b>A</b>	⇒
CS02 Businesses supported in claiming Non Domestic Rates relief	Success Measures	2		<b>G</b>	
	On track	2			⇒
CS03 Maximise opportunities for SME's to sell to the Council ...	Success Measures	4		<b>R</b>	
	On track	1			⇒
CO12 Our transport infrastructure meets the economic and social needs of our communities.					
FS04 School & public transport meets the needs of communities	Success Measures	3		<b>G</b>	
	On track	3			⇒
CO15 Our services are continually improving.					
CS05 Income from local taxes and sundry debtors is maximised ...	Success Measures	5		<b>A</b>	
	On track	3			↑
CS06 Increased value is delivered from procurement ...	Success Measures	5			
	On track	2			
CS07 IT applications & infrastructure available ... and meet business needs	Success Measures	8		<b>A</b>	
	On track	7			↓
GL03 Members enabled to deal with their caseload	Success Measures	1		<b>G</b>	
	On track	1			↑
GL09 Provision of high quality ... legal documentation	Success Measures	2		<b>A</b>	
	On track	1			↓
IH04 Services and employees are supported to deliver improvement and change	Success Measures	10		<b>R</b>	
	On track	5			↓
IH05 Our customers and employees are informed and engaged	Success Measures	8		<b>A</b>	
	On track	6			⇒
IH06 The Gaelic language is supported and promoted	Success Measures	1		<b>G</b>	
	On track	1			⇒

<b>Customer Services Scorecard 2014-15</b>		FQ4 14/15		<a href="#">Click for Full Scorecard</a>	
Scorecard owner					
CO17 We provide good customer service.					
<b>A</b>					
↑					
CS08 Customers can access council services more easily ... service quality	Success Measures	15		<b>A</b>	
	On track	11			⇒
GL01 Framework to support democratic decision making	Success Measures	10		<b>A</b>	
	On track	7			⇒
GL02 Council compliance with governance & info arrangements	Success Measures	5			
	On track	2			
GL10 Timely provision of Liquor Licences & Civic Government Licences to the public	Success Measures	5		<b>G</b>	
	On track	5			↑
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.					
<b>A</b>					
⇒					
GL08 Provision of high quality, timely legal advice	Success Measures	2		<b>G</b>	
	On track	2			⇒
IH07 Employees have skills/attitudes to deliver efficient/effective services	Success Measures	4		<b>A</b>	
	On track	3			⇒
CO13 We contribute to a sustainable environment.					
<b>R</b>					
↓					
CS04 Reduced spend on postage and bulk reprographics	Success Measures	1		<b>R</b>	
	On track	0			↓
FS03 We contribute to the sustainability of the local area	Success Measures	5		<b>A</b>	
	On track	4			↓

Performance Report for <b>Council Scorecard</b>	Period <b>October- December 2014</b>
<p><b>Key Successes</b></p> <ol style="list-style-type: none"> <li>1. Submission of the Health and Social Care Integration scheme to Scottish Government for approval, representing a key milestone in the development of health and social care integration.</li> <li>2. Confirmation that we have been awarded £1.8m from the Integrated Care Fund.</li> <li>3. The Children and Families service won a gold award for its service redesign at the annual CoSLA Excellence Awards in the 'securing a workforce for the future' category.</li> <li>4. Argyll and Bute Economic Forum held its initial meeting under the chairmanship of Nicholas Ferguson CBE.</li> <li>5. Housing completions exceeded the target with 328 delivered in 2014/15 against the target of 300.</li> </ol>	
<p><b>Key Challenges</b></p> <ol style="list-style-type: none"> <li>1. Progressing the integration of Health and Social Care Services.</li> <li>2. Reducing the number of days lost through sickness absence.</li> <li>3. Service Choices.</li> </ol>	
<p><b>Action Points to address the Challenges</b></p> <ol style="list-style-type: none"> <li>1. Timescale for integration has been established as April 2016. A body corporate model has been agreed with the scope of the partnership currently being decided. Shadow board to be established imminently, project team established and Chief Officer post appointed.</li> <li>2. Continue to work to ensure that return to work interviews are completed for all periods of sickness absence by targeting individual Managers in the context of performance. Employees continue to be offered appropriate support.</li> <li>3. Process in place to assess and review impact of any proposed service reductions.</li> </ol>	

**2014 Corporate Objective 1 - Working together to realise the potential of our people** **R** ↓

CO1 Our children are nurtured so that they can achieve their potential. **R** ↓

CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ... **A** →

CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an... **R** ↓

CO4 Our people are supported to live more active, healthier and independent lives. **A** →

CO5 We work with our partners to tackle discrimination. **G** ↑

CO6 Vulnerable adults, children and families are protected and supported within their communities. **A** →

2014 Objective 1 Corporate Statements [re People]

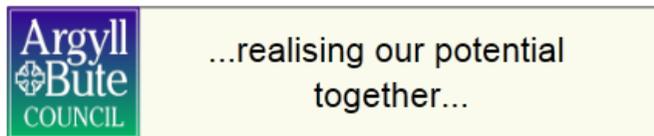
**2014 Corporate Objective 2 - Working together to realise the potential of our communities** **A** →

CO7 The places where we live, work and visit are well planned, safer and successful. **A** →

CO8 Create opportunities for partners and communities to engage in service delivery. **A** ↓

CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced. **G** →

2014 Objective 2 Corporate Statements [re Communities]



**2014 Corporate Objective 3 - Working together to realise the potential of our area** **A** →

CO10 We create the right conditions where existing and new businesses can succeed. **A** →

CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs. **A** →

CO12 Our transport infrastructure meets the economic and social needs of our communities. **A** →

CO13 We contribute to a sustainable environment. **A** →

CO14 We make the best use of our built and natural environment. **A** →

2014 Objective 3 Corporate Statements [re Area]

**2014 Corporate Objective 4 - Working together to realise the potential of our organisation** **A** →

CO15 Our services are continually improving. **A** →

CO16 Our employees have the skills and attitudes to deliver efficient and effective services. **A** →

CO17 We provide good customer service. **A** →

2014 Objective 4 Corporate Statements [re Organisation]

**Council Scorecard 2014-15** FQ4 14/15

**IMPROVEMENT**

A&B Council Audit Recommendations	Recommendations overdue 11 ↓	Recommendations due in future 36 ↓	Future recommendations off target 4 ↓
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Strategic Risk Register 2013-17 **H** = 1 **M** = 14 **L** = 0

Risk - % exposure	FQ4 14/15	FQ1 15/16	→
	43 %	43 %	

Corporate Improvement Plan 2012-15	Total No Actions	Off track	On track	Complete	<b>G</b> →
	7	0	5	2	

CARP 2013-15 Critical Activity Recovery Plans	Total No	Off track	Due	Complete	<b>R</b> ↑
	120	75	120	45	

**OUTCOMES**

Customer Service ABC	Number of consultations	4
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Customer Charter <span style="float: right;"><b>R</b> →</span>	Stage 1 complaints
--	--------------------

Customer satisfaction 87 % <span style="float: right;"><b>G</b> ↑</span>	Stage 2 complaints
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SOA 2013-23 Delivery Plans	No of Short-Term Outcomes	42
	Number on track	1

**RESOURCES**

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status Trend</i>
HR1 - Sickness absence ABC		2.43 Days	3.06 Days	<b>R</b> ↓

PRDs % complete	90 %	79 %	<b>R</b>
-----------------	------	------	----------

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>
------------------	---------------	-----------------

Finance Revenue totals ABC	£K 250,417	£K 250,289	<b>A</b> ↑
----------------------------	------------	------------	------------

Capital forecasts - current year ABC

Capital forecasts - total project ABC

Efficiency Savings ABC	Actions on track Savings	Target	Actual	<b>G</b> ↑
		41	41	
		£K 1,874	£K 1,874	

<i>Assets</i>	<i>Total Number</i>	<i>On track</i>	<i>Status Trend</i>
---------------	---------------------	-----------------	---------------------

Community Services red risk assets	0		
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Customer Services red risk assets	7	7	<b>G</b> →
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Dev't & Infrastructure red risk assets	5	0	<b>R</b> →
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**ARGYLL AND BUTE COUNCIL**

**PERFORMANCE REVIEW AND  
SCRUTINY COMMITTEE**

**CUSTOMER SERVICES**

**28 MAY 2015**

**Local Government Benchmarking Framework**

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**1. Summary**

The PRS Committee agreed to review the Local Government Benchmarking Framework (LGBF) in four sections over the year. This paper addresses the fourth section, giving consideration to trends over the first four years of the LGBF, including an overview of our Family Group ranking.

**Douglas Hendry**  
**Executive Director, Customer Services**

For further information  
Jane Fowler  
Head of Improvement and HR

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**ARGYLL AND BUTE COUNCIL**

**PERFORMANCE REVIEW AND  
SCRUTINY COMMITTEE**

**CUSTOMER SERVICES**

**26 FEBRUARY 2015**

**Local Government Benchmarking Framework**

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**2. SUMMARY**

2.1 This paper sets out the trends across the full dataset of the Local Government Benchmarking Framework (LGBF) for consideration by the PRS Committee, including our Family Group ranking.

**3. RECOMMENDATIONS**

3.1 It is recommended that the Committee notes the content of this report.

**4. DETAIL**

4.1 The PRS Committee agreed to give consideration to trends across the full dataset for the first four years of the LGBF at this meeting, including Family Group ranking.

4.2 The indicators for Corporate Services relate to our Family Group of Aberdeenshire, Dumfries & Galloway, Western Isles, Highland, Orkney, Scottish Borders and Shetland.

4.3 The indicators for People Services relate to our Family Group of Angus, East Lothian, Highland, Midlothian, Moray, Scottish Borders and Stirling.

4.4 The full data for Argyll and Bute Council is included, outlining trends over the four year's data and including our Family Group ranking.

**5. CONCLUSION**

5.1 The Local Government Benchmarking Framework is a positive development in improving services. Family Groups are able to access increasingly accurate data to develop an understanding of the drivers of best practice, leading to improved services for our communities.

**Douglas Hendry**  
**Executive Director, Customer Services**

For further information  
Jane Fowler  
Head of Improvement and HR

Theme	Reference	Indicator Description	Family Group Rank 2013/14	Family Group Rank status (improved, stable, deteriorated)
Children's Services	<a href="#">CHN1</a>	Cost per Primary school Pupil	8 <sup>th</sup>	Stable
	<a href="#">CHN2</a>	Cost per Secondary School Pupil	8 <sup>th</sup>	Stable
	<a href="#">CHN3</a>	Cost per Pre-School Education Place	8 <sup>th</sup>	Deteriorated
	<a href="#">CHN5</a>	Percentage of Secondary Pupils in S6 achieving 5 or more Awards at Level 6	2 <sup>nd</sup>	Improved
	<a href="#">CHN7</a>	Percentage of Pupils Living in the 20% most Deprived Areas Gaining 5+ Awards at Level 6	1 <sup>st</sup>	Improved
	<a href="#">CHN8a</a>	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	5 <sup>th</sup>	Stable
	<a href="#">CHN8b</a>	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	1 <sup>st</sup>	Improved
	<a href="#">CHN9</a>	Balance of Care for 'Looked After Children': % of Children being Looked After in the Community	5 <sup>th</sup>	Improved
	<a href="#">CHN10</a>	Percentage of Adults Satisfied with Local Schools	2 <sup>nd</sup>	Improved
	<a href="#">CHN11</a>	Proportion of Pupils Entering Positive Destinations	7 <sup>th</sup>	Deteriorated
	Corporate Services	<a href="#">CORP 1</a>	Support Services as a % of Total Gross Expenditure	5 <sup>th</sup>
<a href="#">CORP 2</a>		Cost of Democratic Core per 1,000 population	5 <sup>th</sup>	Deteriorated
<a href="#">CORP3b</a>		The Percentage of the Highest Paid 5% Employees Who are Women	4 <sup>th</sup>	Improved
<a href="#">CORP4</a>		The Cost per Dwelling of Collecting Council Tax	2 <sup>nd</sup>	Improved
<a href="#">CORP5b2</a>		(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site	4 <sup>th</sup>	Improved
<a href="#">CORP6</a>		Sickness Absence Days per Employee	8 <sup>th</sup>	Deteriorated
<a href="#">CORP7</a>		Percentage of Income due from Council Tax Received by the End of the Year	4 <sup>th</sup>	Stable
<a href="#">CORP8</a>		Percentage of Invoices Sampled that were Paid Within 30 days	3 <sup>rd</sup>	Improved

Theme	Reference	Indicator Description	Family Group Rank 2013/14	Family Group Rank status (improved, stable, deteriorated)
Social Work Services	<a href="#">SW1</a>	Home Care Costs per Hour for people Aged 65 or over	6 <sup>th</sup>	Improved
	<a href="#">SW2</a>	SDS spend on adults 18+ as a % of total social work spend on adults 18+	3 <sup>rd</sup>	Stable
	<a href="#">SW3</a>	Percentage of people aged 65 or Over with Intensive Needs Receiving Care at Home	1 <sup>st</sup> (in Scotland)	Improved
	<a href="#">SW4</a>	Percentage of Adults satisfied with social care or social work services	3 <sup>rd</sup>	Improved
	<a href="#">SW5</a>	Residential costs per week per resident for people aged 65 or over	8 <sup>th</sup>	Stable
Culture & Leisure Services	<a href="#">C&amp;L1</a>	Cost per attendance at Sports facilities	5 <sup>th</sup>	Deteriorated
	<a href="#">C&amp;L2</a>	Cost Per Library Visit	7 <sup>th</sup>	Deteriorated
	<a href="#">C&amp;L3</a>	Cost of Museums per Visit	1 <sup>st</sup>	Stable
	<a href="#">C&amp;L4</a>	Cost of Parks & Open Spaces per 1,000 Population	6 <sup>th</sup>	Deteriorated
	<a href="#">C&amp;L5a</a>	Percentage of Adults Satisfied with Libraries	4 <sup>th</sup>	Improved
	<a href="#">C&amp;L5b</a>	Percentage of Adults Satisfied with Parks and Open Spaces	5 <sup>th</sup>	Improved
	<a href="#">C&amp;L5c</a>	Percentage of Adults Satisfied with Museums and Galleries	8 <sup>th</sup>	Stable
	<a href="#">C&amp;L5d</a>	Percentage of Adults Satisfied with Leisure Facilities	8 <sup>th</sup>	Stable
CORPORATE ASSET	<a href="#">CORP ASSET 1</a>	Proportion of operational buildings that are suitable for their current use	6 <sup>th</sup>	Stable
	<a href="#">CORP ASSET 2</a>	Proportion of internal floor area of operational buildings in satisfactory condition	5 <sup>th</sup>	Stable
Economic Development	<a href="#">Econ 1</a>	% Unemployed People Assisted into work from Council operated / funded Employability Programmes	1 <sup>st</sup> (in Scotland)	Stable

Theme	Reference	Indicator Description	Family Group Rank 2013/14	Family Group Rank status (improved, stable, deteriorated)
Environmental Services	<a href="#">ENV1</a>	Gross Cost of Waste Collection per Premise	4 <sup>th</sup>	Improved
	<a href="#">ENV1a</a>	Net Cost of Waste Collection per Premise	1 <sup>st</sup>	Improved
	<a href="#">ENV2</a>	Gross Cost per Waste Disposal per Premise	5 <sup>th</sup>	Stable
	<a href="#">ENV2a</a>	Net cost of Waste Disposal per Premise	6 <sup>th</sup>	Improved
	<a href="#">ENV3a</a>	Net Cost of Street Cleaning per 1,000 Population	3 <sup>rd</sup>	Improved
	<a href="#">ENV 3c</a>	Street Cleanliness Score	7 <sup>th</sup>	Deteriorated
	<a href="#">ENV4a</a>	Cost of Maintenance per Kilometre of Roads	8 <sup>th</sup>	Deteriorated
	<a href="#">ENV4b</a>	Percentage of A Class roads that should be considered for maintenance treatment	8 <sup>th</sup>	Deteriorated
	<a href="#">ENV4c</a>	Percentage of B Class roads that should be considered for maintenance treatment	8 <sup>th</sup>	Stable
	<a href="#">ENV4d</a>	Percentage of C Class roads that should be considered for maintenance treatment	8 <sup>th</sup>	Stable
	<a href="#">ENV 4e</a>	Percentage of U Class roads that should be considered for maintenance treatment	7 <sup>th</sup>	Improved
	<a href="#">ENV5</a>	Cost of trading standards and environmental health per 1,000 population	6 <sup>th</sup>	Stable
	<a href="#">ENV 5a</a>	Cost of trading standards per 1000 population	4 <sup>th</sup>	Stable
	<a href="#">ENV 5b</a>	Cost of environmental health per 1000 population	8 <sup>th</sup>	Deteriorated
	<a href="#">ENV6</a>	Percentage of total waste arising that is recycled	3 <sup>rd</sup>	Deteriorated
	<a href="#">ENV7a</a>	Percentage of adults satisfied with refuse collection	3 <sup>rd</sup>	Improved
<a href="#">ENV7b</a>	Percentage of adults satisfied with street cleaning	4 <sup>th</sup>	Deteriorated	

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**ARGYLL AND BUTE COUNCIL**

**PERFORMANCE REVIEW AND  
SCRUTINY COMMITTEE**

**CUSTOMER SERVICES**

**28 May 2015**

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**CORPORATE IMPROVEMENT PROGRAMME PROGRESS**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to advise the Performance Review and Scrutiny Committee of the progress made on the Corporate Improvement Programme.

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**ARGYLL AND BUTE COUNCIL**

**PERFORMANCE REVIEW AND  
SCRUTINY COMMITTEE**

**CUSTOMER SERVICES**

**28 May 2015**

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**CORPORATE IMPROVEMENT PROGRAMME PROGRESS**

---

**2.0 SUMMARY**

2.1 At its last meeting, the PRS Committee noted a report that provided an update on the progress of the Corporate Improvement Programme containing additional detail on the projects in the Programme. This report provides the PRS Committee with a further update on the progress of the Corporate Improvement Programme.

**3.0 RECOMMENDATION**

It is recommended that the PRS Committee:

- 3.1 Note the progress that has been made in delivering the Corporate Improvement Programme
- 3.2 Note that officers are carrying out work to develop an updated Corporate Improvement Programme

**4.0 DETAIL**

4.1 The current Corporate Improvement Programme has been in place for over 2 years. Progress on the projects that make up the programme had initially been reviewed regularly by the Corporate Improvement Board and the SMT. Regular updates have been presented to the PRS Committee.

4.2 The Corporate Improvement Programme was developed to take account of:

- The challenging outlook for public sector finances which suggests medium to longer term reduction in funding.
- Our commitment on working together to improve the potential of our organisation including the following:
  - We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.
  - Our employees have the skills and attitudes to deliver efficient and effective services.

- Our customers have accurate, accessible and up-to-date information about our organisation and the services that we provide.
- Improvement opportunities identified through corporate performance reviews undertaken by Internal Audit.
- Other areas for improvement opportunities identified by SMT.

#### **4.3 Corporate Improvement Programme Objectives**

Taking into account these issues, the Corporate Improvement programme was designed to be a change programme to co-ordinate and challenge activity in the Council to ensure:

- We are well positioned to meet future financial challenges
- We secure improvements in the management and use of corporate resources
- We secure improvements in service efficiency and effectiveness
- We place customer requirements at the centre of business transformation
- We build on the good work from the transformation programme.

4.4 The Corporate Programme initially consisted of 12 improvement projects, which are listed in Table 1.

4.5 As the projects have progressed and been completed, the ongoing governance for the activities and improvements arising from the projects has agreed in order to mainstream these as 'business as usual' for the organisation.

#### **4.6 Corporate Improvement Programme – Next Steps**

The majority of the improvement projects in the Improvement Programme have been completed and mainstreamed. The outlook for the council has changed since it was developed, with adoption of the Single Outcome Agreement and clear objectives for achieving it. The Council has agreed its approach to delivering the SOA through the Planning Our Future paper agreed by the Policy and resources Committee in December 2015. This will include the service choices process and will influence the next iteration of the Council's approach to Corporate Improvement.

4.7 The SMT will be reviewing the Corporate Improvement Programme progress and bringing forward recommendations on the future implementation of corporate improvement. This will be reported to the PRS Committee in due course.

**Table 1 - CORPORATE IMPROVEMENT PROGRAMME PROJECTS UPDATE**

<b>Project</b>	<b>Main Objectives</b>	<b>Progress to Date</b>
<p>1a Productivity and Service Improvement - Service Prioritisation</p>	<p>Formerly part of the wider Productivity and Service Improvement Project, Service Prioritisation, now called Service Choices, is separate project to develop a framework/process to prioritise services over the next 3-5 years within the budget constraints faced by the council.</p>	<p>The budget strategy 'Planning for our Future' was approved by Policy and resources Committee on 18 December 2014. This included a paper setting out the approach and timetable for Service Choices. This involves a 3 stage process which will conclude in time for budget reductions to be implemented from April 2016.</p> <p>The council has a target to reduce spend by £27-£37 million from its revenue budget. As there is no scope for reduction of this scale through efficiencies, a process of choosing which services and what level of service will be provided in future is being implemented.</p> <p>Initial consultation has been carried out and reported to Councillors via the Policy and Resources Committee. A Board has been established to oversee the programme and will consider initial proposals at its meeting in June.</p>
<p>1b Productivity and Service Improvement - BPR</p>	<p>Business Process Re-engineering (BPR) was formerly part of the wider Productivity and Service Improvement Project. It is now being implemented as a standalone project. A preferred methodology using lean management techniques was selected by SMT to improve efficiencies in services.</p>	<p>BPR has been rolled out across a number of services and has brought efficiencies to processes, saving time and other resources.</p> <p>Progress with the BPR programme is now reported to the HR Board. BPR has highlighted further areas for investigation and improvement in services, such as Roads</p>

**Table 1 - CORPORATE IMPROVEMENT PROGRAMME PROJECTS UPDATE**

Project	Main Objectives	Progress to Date
		<p>and Amenity, and is now being applied to other areas of the business.</p> <p>Highlight reports are presented to the HR Board at every meeting and thereafter to SMT (Corporate Improvement). New BPR's have to be signed off by the HR Board and a detailed benefits report presented.</p> <p>This is now business as usual.</p>
2 Workforce Planning	Workforce Planning was established as a standalone project to ensure clear planning for the councils future workforce and deliver an overall approach, develop guidance, provide training and establish a toolkit for services. This will now be incorporated in the overall Service Choices project.	The approach to workforce planning, including the overall mechanism and toolkit, was agreed by the council in 2012. Data for all services has been uploaded into the workforce planning tool and this will be used as the Service Choices process is rolled out. This will ensure that the workforce of the future meets the needs of the council's priority services.
3 Asset Management	This project was designed to carry out an assessment of the council's current Service Asset Management Plans and ascertain whether identify a way of delivering asset management that better coordinates the requirements of the council as a whole.	The process of asset management has been significantly improved as a result of the focus on it from the Corporate Improvement Plan. The Asset Management Board oversees corporate decision making and each service and department now has a corporate asset management which is updated and presented to the Policy and Resources Committee.

**Table 1 - CORPORATE IMPROVEMENT PROGRAMME PROJECTS UPDATE**

Project	Main Objectives	Progress to Date
		<p>The project as originally envisaged has moved to business as usual. Further development of the Asset management strategy will be linked to Service Choices as it develops</p>
4 Customer Management	<p>Council wide development of customer service was identified in the original shared services diagnostic. It was then incorporated into Process for Change and fundamental improvements to the way the council does its business and engages with customers were made.</p> <p>This was then developed into a follow on stage which incorporated the Customer Service Centre and Registration Service Review. Continued development of the Council's Web and Intranet services. Establishment of continuous improvement arrangements for the council wide development of customer service.</p>	<p>All except two deliverables from the original project scope have been delivered and the project was formally closed. The continual development of Customer Service is now managed by the Customer Service Board (CSB) which ensures delivery of the two outstanding items. The CSB will report upwards to SMT via:</p> <ul style="list-style-type: none"> <li>• The minutes of CSB meetings</li> <li>• Quarterly update of the CS Development Plan Tracker</li> <li>• Quarterly update of the CS balanced scorecard</li> <li>• Decision making reports on key developments and procurements</li> </ul> <p>This is now business as usual.</p>
5 ICT Development and Information Management	Proactively looking at ICT innovations and assess potential value of these. Work with services to develop and deliver projects for how ICT could bring efficiencies to services. Improving information management.	<p>Highlight reports are submitted to the Information Management Project Board on a monthly basis.</p> <p>This is now business as usual.</p>

**Table 1 - CORPORATE IMPROVEMENT PROGRAMME PROJECTS UPDATE**

<b>Project</b>	<b>Main Objectives</b>	<b>Progress to Date</b>
6 Procurement and Sourcing Strategies	Ongoing improvement of Procurement Capability Assessment score. Controlling procurement costs through retendering, looking at demand/need for quality/volume of goods and services and specification. Develop service sourcing strategies (over a three year period)	A complete review of the procurement and commissioning service was undertaken as part of the Corporate Improvement Programme. Sourcing templates were developed, Procurement Capability Assessments have exceeded targets and Scotland Excel have recognised the significant improvements to procurement by the Council.  This is now Business as Usual.
7 Employee and Elected Member Development	This project had a 2 part element. The Employee development element implemented Argyll and Bute Manager and Leadership Programmes  The Elected member element of this project included the agreement by council of a development programme for elected members including PDPs and programmes of seminars	Programme agreed by council and now being implemented  Now operating as business as usual
8 Health and Social Care Integration	To oversee the integration of health and social care	Transferred to Health and Social Care Integration Programme Board
9 Support Service Review Phase 2	To review Support Services	Complete
10 Equalities	To improve and mainstream equalities across the council	Complete
11 Outcome Planning for CPP	To deliver an outcomes focussed community plan and Single outcome Agreement	Complete

**Table 1 - CORPORATE IMPROVEMENT PROGRAMME PROJECTS UPDATE**

<b>Project</b>	<b>Main Objectives</b>	<b>Progress to Date</b>
12 Environmental Sustainability	To ensure that sustainable development is mainstreamed across council services.	Complete – work carried out with Argyll and Bute Social Enterprise Forum and Toolkit developed.

## **5. CONCLUSION**

- 5.1 This paper provides an update on the progress made against the Corporate Improvement Programme and the next steps for corporate improvement.

## **6.0 IMPLICATIONS**

- |     |                  |   |
|-----|------------------|---|
| 6.1 | Policy           | None directly from this report  |
| 6.2 | Financial        | None directly from this report, but securing financial savings is a key aspect of the Corporate Improvement Programme.  |
| 6.3 | Legal            | None directly from this report  |
| 6.4 | HR               | None directly from this report, but there will be HR implications from some of the project activities in the programme.   |
| 6.5 | Equalities       | Compliance with equalities policy is implemented through EqIAs in all Corporate Improvement Programme projects.   |
| 6.6 | Risk             | None directly from this report but risk is considered as an integral part of the project management approach used in delivery of the Corporate Improvement Programme. |
| 6.7 | Customer Service | None directly from this report, but Customer Management is one of the projects in the Corporate Improvement Programme.  |

**Douglas Hendry**  
**Executive Director, Customer Services**

**Jane Fowler, Head of Improvement and HR, 01546 604323**

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**ARGYLL AND BUTE COUNCIL****Performance and Scrutiny Committee****CUSTOMER SERVICES****28 May 2015**

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**MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE 2014/15**

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**1 EXECUTIVE SUMMARY**

- 1.1 For the period April 2014 – March 2015 there has been a slight increase in the Council actual average days lost per FTE employee from 10.4 in 2013/14 to 10.6 in 2014/15. In respect of the split between Teachers and LGE staff groups there has been a significant increase from 6.7 to 8.2 for teachers and a slight decrease from 11.6 to 11.2 for LGE staff.
- 1.2 In comparison with other Scottish Local Authorities, the Council was ranked 27th overall in 2013/14. The best performing LA is Clackmannanshire with a rate of 7.4 and the poorest performing is West Dunbartonshire with a rate of 11.4.
- 1.3 Out of the thirteen services (Education is split into Non-Teaching and Teaching for the purposes of reporting) six met their target. This is an improvement upon last year where only two service areas managed to meet their targets.
- 1.4 The main reasons for sickness absence across the Council during 2014/15 were Stress, depression and mental health (23.5%), Medical treatment/ operations (16.5%) and Stomach, Liver, Kidneys and Digestion (11.0%).
- 1.5 Stress remains the main cause of sickness absence and initiatives have been put in place to address this. The Council conducted a Stress Audit in 2014. Following this analysis of the results took place and a Stress Audit Action plan was developed for each Service. A new Stress at Work Policy has also been developed and is currently being progressed by the HR Team. Mandatory Stress Awareness Training has been rolled out across the Council for all managers and staff with 282 employees now trained. An additional management report has also been added to the suite of monthly management reports sent to Heads of Service and Directors on a monthly basis, which highlights every instance of absence due to stress to provide a further reminder to line managers to have an attendance review meeting. It also gives senior managers an overall picture of the volume of absences due to stress per month.
- 1.6 Customer Services and Community Services have increased the percentage of return to work interviews completed this financial year. However, Development & Infrastructure and Chief Executives have experienced a slight decrease.
- 1.7 The report also details progress made with the corporate actions to maximise attendance and identifies future actions.

1.8 It is recommended that the PRS Committee note the content of this report.

**MAXIMISING ATTENDANCE: COUNCIL PERFORMANCE 2014/15****2. INTRODUCTION**

2.1. The purpose of this report is to update the Performance Review and Scrutiny (PRS) Committee on the Council's performance on Maximising Attendance during the period April 2014- March 2015.

**3. RECOMMENDATION**

It is recommended that the PRS Committee:

- 3.1. Note the content of this report
- 3.2. Note the ongoing actions being taken to tackle and reduce absence.

**4. DETAIL**

4.1. Table One below shows the Council's Performance indicator figures over the last three years showing there has been a significant increase from 6.7 to 8.2 for Teachers and a slight decrease from 11.6 to 11.2 for LGE staff.

**TABLE ONE: TRENDS IN SPI FIGURES (Average Work days lost per FTE employee)**

Staff Group	2012/13	2013/14	2014/15
Teachers	8.2	6.7	8.2
LGE	10.9	11.6	11.2

4.2. Table Two below outlines the performance of each service against the targets set during the first quarter of the year. Out of the thirteen services (Education is split into Non-Teaching and Teaching for the purposes of reporting) six met their target. This is an improvement upon last year where only two service areas managed to meet their targets.

**TABLE TWO: PERFORMANCE 2014/15**

	Actual Average days lost per FTE employee 2014/15		Target Days lost per FTE Employee 2014/2015	Actual Average days lost per FTE employee 2013/14
Adult Care	17.5	↑	14.9	15.5
Children and Families	15.1	↑	14.0	14.5
Community and Culture	7.2	↓	8.0	8.2

Education (non-teaching)	9.4	↓	14.8	15.7
<b>COMMUNITY SERVICES (NOT INCLUDING TEACHING)</b>	<b>12.5</b>	↓	<b>13.9</b>	<b>14.2</b>
<b>TEACHERS</b>	8.7	↑	6.5	6.7
<b>COMMUNITY SERVICES</b>	<b>10.7</b>	↓	<b>10.8</b>	<b>11.1</b>
Customer and Support	5.9	↓	6.4	6.7
Governance and Law	5.5	↓	6.1	9.1
Facility Services	13.2	↑	9.2	9.5
Directorate& Improvement and HR	6.1	↑	6.0	4.0
<b>CUSTOMER SERVICES</b>	<b>8.9</b>	↑	<b>7.5</b>	<b>8.4</b>
Economic Development	8.8	↑	7.5	7.9
Planning and Regulatory	5.8	↓	6.0	6.4
Roads and Amenity Services (including Performance and Business Improvement)	19.7	↑	12.0	12.2
<b>DEVELOPMENT &amp; INFRASTRUCTURE</b>	<b>11.7</b>	↑	<b>10.4</b>	<b>10.6</b>
Strategic Finance	6.2	↓	9.4	9.7
<b>COUNCIL TOTAL</b>	<b>10.6</b>	↑	<b>10.2</b>	<b>10.4</b>

4.3. Those seven Services who failed to meet their targets all saw an increase in their actual average days lost per FTE employee from the previous financial year and those that made their target all saw a decrease.

4.4. Overall, there has been a slight increase in the Council actual average days lost per FTE employee increasing from 10.4 in 2013/14 to 10.6 in 2014/15. However, as outlined above when you consider the split between Teachers and LGE staff groups there has been a significant increase from 6.7 to 8.2 for teachers and a slight decrease from 11.6 to 11.2 for LGE staff.

4.5. Quarter 4 in 2014/15 saw particularly high absence with 10,108 work days lost out of a total of 35,445 for the financial year. The number one reason for absence in this quarter was Stress with 2,108 days accounting for this but the second reason was Infections with 1,750 work days lost. Infections does not feature in the top reasons for absence in the yearly analysis, as can be seen below, but is the second biggest reason for absence in quarter 4. The number of days absence due to infections increased by 115% between quarter 3 and 4. Had it stayed at an average number of days we might have expected a council average to come down to 10.4 days. On 8 January 2015 the BBC reported that Flu was circulating at its highest level for three years and Argyll and Bute Council's absence figures for this year have been affected by this. The Committee should note that the Healthy Working Lives Group promoted infection control measures during this period.

4.6. Long term absence accounted for 72.5% of all absence in 2013/14 but this has decreased quite dramatically to 53.7% in 2014/15. This is a significant improvement. The Maximising Attendance policy is focused on early intervention when dealing with long term absence. Managers are required to have the first Attendance Review meetings during the first 4-8 weeks of sickness absence. However, this means that the proportion of absence due to short term has increased to 46.3%. The Maximising Attendance policy focuses on a series of meetings and cautions to improve attendance for short term frequent absences.

#### 4.7. Proportion of Absence

4.7.1. It is expected that the percentage of work days lost should be proportionate to the size of the service, i.e. larger services will be responsible for a larger proportion of the Council's total work days lost. Services where the % Absence is higher than the %FTE represent higher than expected levels of absence. The services where absence is higher than expected will be targeted for specific improvement based on detailed analysis of management information.

4.7.2. Table three below shows the percentage FTE for each service against the percentage of the Council's total work days lost that it accounts for. Those services in red indicate higher than expected absence levels.

4.7.3. In 2013/14 there were four services whose absence was higher than their % FTE and this year that figure remains the same with the exception that Education (non-teaching) have reduced their absence to below their %FTE and Facility Services have increased but Adult Care, Children and Families and Roads and Amenity Services (including PBI) remain above.

**Table Three: % Absence and FTE by Service**

<b>Service</b>	<b>%Absence</b>	<b>%FTE</b>
Adult Care	<b>18.8</b>	<b>10.5</b>
Children and Families	<b>9.4</b>	<b>6.6</b>
Community and Culture	4.0	5.9
Education (non-teaching)	11.3	12.7
Teachers	19.0	24.5
Customer and Support	3.3	6.1
Governance and Law	0.8	1.4
Facility Services	<b>9.1</b>	<b>7.1</b>
Economic Development	2.0	3.1
Improvement and HR	1.8	3.2
Planning and Regulatory Services	1.8	3.2
Roads and Amenity Services (including PBI)	<b>18.4</b>	<b>14.4</b>
Strategic Finance	1.4	2.6

#### 4.8. Reasons for Absence

- 4.8.1. The main reasons for sickness absence across the Council during 2014/15 were Stress, depression and mental health (23.5%), Medical treatment/ operations (16.5%) and Stomach, Liver, Kidneys and Digestion (11.0%). In comparison with last year the rank order has slightly changed – Stress, depression and mental health was also the number one reason last year but the percentage has increased from 19.9% to 23.5% but Medical Treatment/Operations has now overtaken Stomach, Liver, Kidneys and Digestion which was last year’s number two reason for absence.
- 4.8.2. Stress remains the main cause of sickness absence and initiatives have been put in place to address this. The Council conducted a Stress Audit in 2014. Following this analysis of the results took place and a Stress Audit Action plan was developed for each Service. A new Stress at Work Policy has also been developed and is currently being progressed by the HR Team. Mandatory Stress Awareness Training has been rolled out across the Council for all managers and staff with 282 employees now trained. An additional management report has also been added to the suite of monthly management reports sent to Heads of Service and Directors on a monthly basis, which highlights every instance of absence due to stress to provide a further reminder to line managers to have an attendance review meeting. It also gives senior managers an overall picture of the volume of absences due to stress per month. Long Term absences account for 69.5% of stress related absences.
- 4.8.3. The Chartered Institute of Personnel and Development (CIPD) most recent Annual Absence Management Survey Report (2014) reported that “Two-fifths of respondents report that stress related absence has increased over the past year...Public Sector and larger organisations were most likely to report that stress-related absence has increased.” 77% of public service organisations reported stress as their number one cause of long term absence in manual workers and 82% as their number one reason for non-manual workers. Given this information it is unlikely that we are alone in experiencing a) an increase in absences due to stress related reasons and b) it being the number one reason for absence.
- 4.8.4. Table 4 highlights the percentage of absence due to stress related reasons per service. There are eight services which are above the council average for Stress related absences of 23.5%.

**Table Four: % of Absence due to Stress per Service**

<b>Service</b>	<b>% of Absence due to Stress</b>
Customer & Support Services	<b>34.8</b>
Facility Services	16.2
Governance & Law	10.9
Improvement & HR	<b>35.5</b>
Economic Development	<b>36.7</b>
Planning & Regulatory	22.0
Roads & Amenity Services (including PBI)	<b>20.9</b>
Education	<b>27.2</b>
Children & Families	<b>26.9</b>
Community & Culture	21.0
Adult Care	<b>24.0</b>

Strategic Finance	<b>38.0</b>
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4.8.5. Medical Treatment has overtaken Stomach, liver, kidneys and digestive problems as the second biggest cause of sickness absence. Unsurprisingly, the majority of these absences are long term with 74.8% of absences being over 28 days as these absences are usually due to things like planned surgical operations and recovery, chemotherapy treatment etc.

4.8.6. Stomach, Liver, Kidney & digestive problems have moved into the number three reason for absence and unsurprisingly the majority of these absences are short term with 74.2% being under 28 days long.

#### 4.9. Cost of Sickness Absence

4.9.1. Table five below outlines the actual cost of sick pay paid by each service of the Council and a comparison with last year's costings. There has been a £113,711 increase in the cost of sickness absence in this financial year.

**Table Five: Sick pay by Service £**

<b>Service</b>	<b>2013/2014</b>	<b>2014/2015</b>
Adult Care	639 886	669 382
Children and Families	275 912	301 327
Community and Culture	126 313	117 126
Education	1 112 359	1 164 595
<b>Community Services Total</b>	<b>2 154 470</b>	<b>2 252 430</b>
Facility Services	176 253	206 182
Governance and Law	28 050	16 904
Customer and Support	109 409	87 347
Improvement and HR (including Directorate)	41 299	47 106
<b>Customer Services Total</b>	<b>355 011</b>	<b>357 539</b>
Economic Development	69 904	53 002
Planning and Regulatory	80 391	48 692
Roads and Amenity Services & PBI	413 064	472 483
<b>Development and Infrastructure Total</b>	<b>563 359</b>	<b>574 177</b>
Strategic Finance	34 516	26 921
<b>Grand Total</b>	<b>3 107 356</b>	<b>3 221 067</b>

#### 4.10 Return to Work interviews

4.10.1 The Chartered Institute of Personnel and Development (CIPD) view return to work interviews as the single most effective tool in managing absence. When carried out in accordance with the Council's procedures the return to work interview allows managers and employees to review the cause of each absence, check that the employee is fit to return to work and put in place any measures required to support the employee back to work. Particularly where the employee has been off on long term sickness absence the

return to work interview is a good opportunity to catch up on changes that they may have missed and reintegrate them back into the workplace. Most importantly the return to work interview indicates to the employee that their attendance at work is valued and that they were missed during their absence.

4.10.2 In order to be most effective return to work interviews should ideally take place on the day the employee returns to work or at least within three working days of their return. Services have a 100% target for completion of return to work interviews. Table Five below outlines the performance by department. The final column shows last year's performance for comparison. Overall, Customer Services and Community Services have increased the percentage of return to work interviews completed. However, Development & Infrastructure and Chief Executives have experienced a slight decrease.

**Table Six: % Return to work interviews completed by department April 2014-March 2015**

Dept.	Return to work interviews expected	Completed RTWI's	% Complete 2014/15	Average time to complete (calendar days)	% Complete 2013/14
Chief Executives Unit	44	41	93%	3.9	96%
Community Services	3523	2580	79%	4.6	69%
Customer Services	844	780	92%	3.3	81%
Development & Infrastructure	691	566	81%	3.6	83%

#### 4.11 Performance 2014/15

Throughout the year the following measures have continued to support services in achieving their maximising attendance targets:

- Online guidance and resources on the Hub including guidance on how to conduct attendance review meetings and how to implement reasonable adjustments and phased returns to work.
- Issue of monthly management information reports to Heads of Service and Directors outlining performance on return to work interviews and employees who have met attendance triggers.
- Occupational Health support including provision for periodic local clinics.
- Support and guidance from the HR advice line and HR Officers where appropriate. This includes the opportunity to talk through what managers might want to cover before holding any meetings with employees or what they might want to put in an OHP referral as well as attendance at meetings in a coaching role where appropriate.
- Emails to notify managers when an employee has met a trigger and what action is required.

- Emails to notify managers when an employee begins/ ends sick leave.
- An additional HR Assistant was appointed to support Community Services with their absence. This post commenced during November 2013 and provides case management advice and training to managers in Community Services.

The following new measures have been put in place:

- The Council's healthy working lives group has been formed and is responsible for driving forward the Council's wellbeing agenda which will include preventative initiatives for improving overall wellbeing and reducing sickness absence. The council has achieved a HWL Bronze Award as a result of this group's activities.
- A new e-learning module for the Maximising Attendance procedures has been developed and launched on the new ELearning platform LEON.
- A group has been set up with representatives from each department and the Trades Unions to review the Maximising Attendance procedures with a view to clarifying areas of ambiguity and further improving guidance and tools for managers and staff and this will be available shortly on the Hub.
- The Council conducted a Stress Audit which was concluded in 2014. Following this analysis of the results took place and a Stress Audit Action plan was developed for each Service.
- A new Stress at Work Policy has also been developed and some further suggestions have been made for additional guidance with some amendments to be made as a result before it goes through the Committee approval process.
- Mandatory Stress Awareness Training has been rolled out across the Council for all managers and staff.
- An additional management report has also been added to the suite of management reports sent to Heads of Service and Directors which highlights every instance of absence due to Stress to provide a further reminder to line manager to have an attendance review meeting and it also gives senior managers an overall picture of the volume of absences due to Stress per month.
- Clear communications are being put in place for the Service Choices revenue budget reduction process, which will impact on employees. This will not prevent stress related absence, but will contribute to mitigating it.
- SMT will be holding a session dedicated to managing attendance in June.

#### **4.12 Targets 2014/15**

- 4.12.1 Targets for maximising attendance during 2015/16 will be agreed by the Council's Strategic Management Team and reported to the Committee at their next meeting.

#### **4.13 Achieving 2015/16 Targets**

- 4.13.1 After analysis of the figures and reasons for absence the following corporate actions have been agreed to continue to support services in achieving their targets:
- The Councils Healthy Working Lives group coordinate an infection control initiative to raise general awareness amongst staff of measures that can reduce the spread of infections. This will include hand washing posters and information on the Hub and in Cascade.

- The Healthy Working Lives group will continue to meet and promote different areas of health awareness, including mental health.
- The Improvement and Organisational Development Team will continue to roll out Argyll and Bute Manager training to managers, with over 240 currently enrolled and actively participating in the programme. This is developing their management skills, improving their knowledge of HR policies and procedures and reinforcing their important role within the organisation. These managers are crucial to maintaining good employee relations and productivity and in turn reducing absence.
- The Improvement and Organisational Development Team have accelerated and will continue to run Stress Awareness Training for staff and managers, with excellent feedback.
- The Stress Risk Action Plans, developed as a result of the stress audit, will continue to be implemented by each Service.
- Further analysis of the free text from the Stress audit and employee survey is now available and further work will be carried out to identify and implement any further recommendations or action that will assist in the reduction of Stress.
- The spend to save model put in place for Community Services with the employment of an HR Assistant to assist with the management of absence has been material in contributing to an overall reduction in the departmental absence. SMT may consider targeted spend to save in other areas of high absence using a similar approach.
- Given that this year the Council is entering into its Service Choices programme it is likely this will increase uncertainty and anxiety for individuals regarding their future employment and also have an adverse knock on effect on absence. The Leadership Team, Managers and the Communications team will play an important part in ensuring appropriate communication during this time of significant change. This will assist in reducing feelings of uncertainty and increase involvement and engagement at this difficult time.

4.13.2 In addition to these specific corporate measures HR have been working during the course of this year to improve resources for managers and the following are due to be implemented during the course of 2015/16:

- A new stress at work policy is in draft format and will be agreed and implemented during the course of 2015/16. This draft policy proposes to introduce a risk assessment framework with clear guidelines for managing stress at work
- Carry out some further benchmarking with other similar local authorities to explore their absence management strategies.
- Previously HR carried out roadshows regards Maximising Attendance procedures but given the additional workload for HR as a result of Service Choices, it is unlikely this can be resourced. However, should it be identified as a priority these could be run on an ad hoc basis.
- Further analysis of the Stress absence statistics to a section level to try to identify any trends and explore any further targeted assistance that could be provided to Departments/service areas to reduce their absence due to Stress.

- Make use of our Occupational Health provider to deliver some targeted presentations regarding the use of their services to assist the management of absence including proactive steps sections can take to reduce their higher reasons for absence.
- New reports had been developed and hoped to be implemented during the course of 2014/15. Similar to the reports currently produced on return to work interviews completed these new reports will highlight where attendance review meetings have taken place following an employee meeting a trigger within the policy. Support can then be targeted to managers who do not appear to be conducting these meetings. However, due to the high levels of complexity dealing with the data and given that we are still having to work with hard copy information, which can be incomplete when received, and is time consuming to process this has not been possible. As the Resource Link 4 project develops and further improvements are scoped for online process we will look to include this in the scope of the Resource Link 5 project.

## 5 CONCLUSION

- 5.1 In conclusion this report has outlined the Council's performance on Attendance Management for the period 2014-15. Overall, there has been a slight increase in the total number of days lost in comparison to last year. Teacher's absence has increased significantly while LGE Employee absence has slightly decreased.
- 5.2 In order to for the Council to achieve its target to move out of the bottom quartile of Scottish Local Authorities, targets have been set and corporate measures have been agreed by the SMT for the year ahead. Continued action from managers in the form of monitoring and review of sickness absence with early intervention in the form of return to work interviews, attendance review meetings and OHP referrals will be required to ensure that absences are managed appropriately and in accordance with the Council's procedures. It is important as well that managers recognise the importance of communication and engagement with employees, particularly at a time of change, in order to reduce levels of stress.

## 6 IMPLICATIONS

Policy	This complies with the Council's Maximising Attendance Policy
Financial	Failure to achieve targets in relation to maximising attendance is likely to have financial implications with respect to the cost of sick pay
HR	Failure to maximise attendance is likely to have an impact on workforce productivity
Legal	None
Equal Opportunities	This complies with the Council's Equalities policy
Risk	High levels of absence present risk to organisational Efficiencies
Customer Service	High levels of absence will impact on customer service

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**ARGYLL AND BUTE COUNCIL****PERFORMANCE REVIEW & SCRUTINY  
COMMITTEE****CUSTOMER SERVICES****28<sup>TH</sup> MAY 2015**

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**Castle Toward – Scrutiny Report**

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**1.0 EXECUTIVE SUMMARY**

At the Performance Review and Scrutiny meeting held on 26<sup>th</sup> February 2015 it was agreed that a report would be brought forward to support the Committee in ensuring effective oversight and scrutiny of the Council decision making processes in relation to the sale of Castle Toward.

The report outlines the background in relation to the sale of Castle Toward and the process that has been adopted by the Council in progressing decisions in this regard. It sets out in chronological order the reports which have been presented to Council committees to support decision making and addresses key considerations with respect to the statutory duty of Best Value.

The Performance Review and Scrutiny Committee has delegated powers in terms of the Scheme of Administration and its terms of reference include responsibility for scrutiny in relation to commenting on decisions and policies agreed by the Council and other committees and the impact they have on Argyll and Bute as an area, and making recommendations to Council as appropriate.

The Committee is invited to consider the report to provide effective overview and scrutiny of the decision making processes.

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**ARGYLL AND BUTE COUNCIL**

**PERFORMANCE REVIEW & SCRUTINY  
COMMITTEE**

**CUSTOMER SERVICES**

**28<sup>TH</sup> MAY 2015**

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**Castle Toward – Scrutiny Report**

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**2.0 INTRODUCTION**

2.1 At the Performance Review and Scrutiny meeting held on 26<sup>th</sup> February 2015 it was agreed that a report would be brought forward to support the Committee in ensuring effective oversight and scrutiny of the Council decision making processes in relation to the sale of Castle Toward.

2.2 The report outlines the background in relation to the sale of Castle Toward and the process that has been adopted by the Council in progressing decisions in this regard. It sets out in chronological order the reports which have been presented to Council committees to support decision making and addresses key considerations with respect to the statutory duty of Best Value.

**3.0 RECOMMENDATIONS**

3.1 The Committee is invited to consider the report to provide effective overview and scrutiny of the decision making processes.

**4.0 DETAIL**

4.1 The Performance Review and Scrutiny Committee has delegated powers in terms of the Scheme of Administration and its terms of reference include responsibility for scrutiny in relation to commenting on decisions and policies agreed by the Council and other committees and the impact they have on Argyll and Bute as an area, and making recommendations to Council as appropriate. In setting out the framework for this report the independent Chair of the PRS Committee wrote to Committee Members asking for their input on key areas for scrutiny and as a consequence the report focuses on:

- Background
- Valuation
- Consideration of State Aid
- Economic Assessment

- Best Value Implications
- Oscillation between Committees.

## **4.2 Background**

- 4.2.1 Castle Toward comprises a substantial Mansion House which is set on the southern tip of the Cowal Peninsula. The property lies within an area of grounds and woodland extending to approximately 57.75 hectares in total and includes the main house, together with two cottages, a Gate Lodge complex, walled gardens and various outbuildings. The Council became owners of the property following the reorganisation of Local Government in April 1996. Latterly the house was occupied by Actual Reality Learning and Leadership Ltd which utilised the property as an outdoor education centre.
- 4.2.2 In November 2008 the Council Executive took a decision to dispose of the property by marketing it on the open market. After this the Council became engaged in discussions with Actual Reality in relation to the resolution of building fabric issues and subsequently the marketing of the property for sale. At the closing date a number of offers had been received, however, in January 2011 the Council received notification under section 37(17) of the Land Reform (Scotland) Act 2003 that an application had been lodged with Scottish Ministers registering a community interest by South Cowal Community Development Company. This prohibited the Council from selling the property while this was under consideration, however, the decision of the Scottish Ministers as notified in September 2011 was to refuse the application and consequently the temporary prohibition on the sale of the property was lifted. This position was notified to the Council Executive and a decision was taken to proceed with the sale on the basis of the offers previously received and with due consideration being given to price, planning, economic benefit and legal considerations.
- 4.2.3 In November 2011 an offer was accepted from Seasons Holidays plc and steps were put in place to conclude a contract in this regard. A decision was also taken by the Executive to continue to support Actual Reality in the provision of outdoor education services with particular regard to the Council's property at Ardentinny. During 2012 the Council progressed the transaction with Seasons Holidays plc with particular regard to conveyancing matters, however, in June 2013, the Council were notified of Seasons decision that it was no longer possible to proceed with the transaction and development as envisaged by them. A decision was then taken to reaffirm the existing delegation to progress the commercial marketing and disposal of the property.
- 4.4.4 In August 2013 the Council was informally advised of interest in a Community by-out of Castle Toward by the South Cowal Community Development Company (SCCDC). This was the subject of a report to Council in September 2013 and it was agreed that the Executive Director - Community Services

implement his previous delegation on 1 December 2013 subject to there being no known impediment at that time.

- 4.4.5 A chronology of subsequent events which form the basis of the scrutiny review by the PRS Committee are attached at Appendix 1.
- 4.4.6 The Council's External Auditors, Audit Scotland, reported on the sale of Castle Toward in their 2012/13 Annual Report and on the follow up in the 2013/14 Report, which was presented to the Audit Committee in December 2014. The Council received an unqualified audit opinion on the financial statements and in relation to Castle Toward, the auditors noted their intention to continue to monitor the sale of this property.

### **4.3 Valuation**

- 4.3.1 On 15th March 2014, SCCDC sent official notification to the Council of its intent to proceed with acquisition of Castle Toward. Thereafter, the Scottish Government appointed the District Valuer to assess the market value and provide an independent valuation of the property as required by section 59 of the Land Reform (Scotland) Act 2003. They returned a value of £1.75 million which closely corresponded to the £1.8 million valuation produced by DM Hall Baird Lumsden dated 19th March 2014 who were appointed by the Council to market the estate.
- 4.3.2 In addition to the foregoing valuations, Savills at the request of SCCDC produced a letter dated 20th May 2014 commenting on the District Valuer's valuation. The letter concluded that in the opinion of Savills the market value of the property was considered to be between £750,000 and £850,000. For the avoidance of doubt, the letter was stated to be informal advice and not a formal valuation.
- 4.3.3 On the 15th May 2014, the Policy and Resources Committee gave consideration to a report advising of the valuation placed on Castle Toward by the District Valuer under the terms of the Land Reform (Scotland) Act 2003 in connection with the community right to buy application by SCCDC. Given the close alignment between the District Valuer's valuation and the Council's valuation, the Policy and Resources Committee agreed not to submit an appeal against the valuation. The Committee also delegated authority to the Executive Directors of Community Services and Customer Services to negotiate a modest discount of the District Valuer's valuation subject to the submission of a robust and sustainable business case by SCCDC.
- 4.3.4 However, in June 2014, SCCDC indicated that they were unable to meet the District Valuer's valuation, even in the event of a successful Land Fund application, and requested that the Council considered applying a discount of £1 million to the valuation made by the District Valuer. SCCDC also appealed to the Lands Tribunal in respect of this valuation.
- 4.3.5 On 21st August 2014, the Policy and Resources Committee considered a report providing advice in relation to the proposed community buy out of Castle

Toward. The Committee agreed to continue a final decision on the request for a £1 million discount until SCCDC:

- Provided evidence that the discount along with other public subsidy to support their business plan did not breach state aid rules or that state aid cover was in place.
- Provided clarity on the outstanding elements of their business plan.

4.3.6 On 27th August 2014 SCCDC withdrew their appeal against the valuation.

4.3.7 On 18th December 2014, the Policy and Resources Committee considered a report which provided advice in relation to the proposed community buyout of Castle Toward and associated estate by SCCDC, following a review of the associated business plan. Further information received from SCCDC and the Scottish Government's State Aid Unit was also tabled for consideration, and Members then submitted an extensive series of questions and gave consideration to the responses from officers. The Committee did not accede to the request from SCCDC to dispose of the subjects at Castle Toward for a discount of £1m and agreed to dispose of the Castle Toward Estate to SCCDC at the full value of £1.75m, with £1m in respect of the purchase price being provided to SCCDC on a commercial loan basis, subject to an initial three year period of deferment of repayments in recognition of their financial position. This loan to be subject to a range of conditions which would require to be negotiated with SCCDC and determined by the officers, specified in the delegation given to the Executive Directors of Community Services and Customer Services and the Head of Strategic Finance to proceed to progress the sale or lease of the Castle Toward Estate on the open market. The Committee also accepted that that if no agreement could be reached and the right to buy extended date of 31st January 2015 expires and the Castle Toward Estate is not sold to SCCDC, that members extend the delegation to the Executive Directors of Community Services and Customer Services, and the Head of Strategic Finance to proceed to progress the sale or lease of the Castle Toward Estate on the open market.

4.3.8 A special meeting of Argyll and Bute Council was requisitioned under Standing Order 1.3.2. on 12<sup>th</sup> February 2015. The Council was asked to reflect on the new information received on the Castle Toward Estate, in particular the RICS Red Book valuation by Savills and the matching revised offer from SCCDC. The Council noted that the valuation by Savills was not a material change of circumstance; in terms of the Community Right To Buy process the District Valuer's valuation provides an independent valuation of the asset. The advice from the Council's external specialist advisers was that the report from Savills did not alter their view as to the open market value of the estate. They also specifically cautioned members against placing any reliance on the valuation by Savills, for the reasons set out in the attached briefing note circulated to members. Appendix 2

#### **4.4 Consideration of State Aid**

4.4.1 State aid is a European Commission term which refers to forms of public assistance, given to undertakings on a discretionary basis, which has the

potential to distort competition and affect trade between Member States of the European Union.

Guidance on what may or may not constitute state aid is set out in the attached table:

Likely to constitute State aid:	Unlikely to be State aid:
<ul style="list-style-type: none"> <li>• Grants to firms for investment, research and development, employee training, etc.</li> <li>• Loans and guarantees below market rates</li> <li>• Free or subsidised consultancy advice</li> <li>• Cash injections to, and writing off losses of, public enterprises</li> <li>• Sale or lease of public land or property at discounted rates</li> <li>• Selectively promoting companies using public funding</li> <li>• Contracts not open to competitive tendering</li> <li>• Discretionary deferral of or exemption from tax, social security and other payments to the State</li> <li>• Legislation to protect or guarantee market share</li> <li>• Funding/cash injections to social enterprises and charitable organisations who are engaged in economic activity</li> <li>• Public funding of privately owned infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Aid to individuals, charities, organisations and public bodies <b>not</b> involved in an economic activity (see definition of economic activity at – <a href="http://www.gov.scot/Topics/Government/State-Aid/About/state-aid-tests">http://www.gov.scot/Topics/Government/State-Aid/About/state-aid-tests</a>)</li> <li>• Commercial payments for services rendered, where a company is contracted by a public body in accordance with Scottish &amp; EU competitive tendering requirements</li> <li>• General measures, which can apply to all firms throughout the UK, with no discretionary power e.g. the Modern Apprenticeship Programme.</li> </ul> <p><i>Source: Scottish Government Website - State Aid section</i></p>

- 4.4.2 On the 21st August the Policy and Resources Committee considered a report providing advice in relation to the proposed community buy out of Castle Toward. The committee continued a decision on a request for a discount of £1 million until SCCDC provided evidence that the discount along with other public subsidy did not breach state aid rules or that state aid cover was in place.
- 4.4.3 The Executive Director of Community Services met with officials from the Scottish Government’s State Aid unit on 24th October 2014. As a consequence of his intervention and additional information provided as a result the State Aid Unit reduced their assessment of risk of challenge from one of medium to high to one of low to medium and this was duly reported to members.
- 4.4.4 Officers from the Council’s Legal Services were in contact with the Scottish Government’s State Aid Unit in relation to possible State Aid issues that may arise if a discount was to be granted.
- 4.4.5 Officer’s made urgent contact with the State Aid Unit when legal advice was provided by lawyers retained by SCCDC on State Aid issues and prepared an urgent report containing the legal advice provided by SCCDC and the comments of the State Aid unit on the advice provided.

- 4.4.6 On the 18th December, the Policy and Resources committee considered and noted advice to members from council officers on State Aid Considerations contained in their report in addition to further information received from SCCDC and the State Aid Unit.

#### **4.5 Economic Assessment**

- 4.5.1 A full economic impact assessment was undertaken in relation to the sale of Castle Toward and this was contained in the report to the Policy and Resources Committee on 18th December 2014 with the conclusion that potential economic social and community benefits could be realised and could be demonstrated to outweigh the value of the discount. However, concern was expressed in relation to the financial viability of the SCCDC business plan which appeared to rest solely on Public Sector grant funding support, particularly for the first 3 years of the development. The overriding view of the Economic Development Department was therefore that the business case presented serious risk and uncertainty and the rationale for this was outlined in the report. This report was exempt to the Press and Public but was available to all Elected Members for scrutiny.

#### **4.6 Best Value**

- 4.6.1 The Local Government (Scotland) Act 2003 introduced the statutory duty of Best Value in local government which sets out the values and principles considered to be essential in delivering effective, high-quality public services. These include achievement of the highest standards of governance and financial stewardship, and value for money in how Councils use their resources and provide their services. The Chair of the Accounts Commission stated in the recently published Overview of Local Government in Scotland 2015 [http://www.audit-scotland.gov.uk/docs/local/2015/nr\\_150305\\_local\\_government\\_overview.pdf](http://www.audit-scotland.gov.uk/docs/local/2015/nr_150305_local_government_overview.pdf) that Best Value is as relevant and vital today as it was when it was introduced and that Councils that place Best Value at the centre of all they do are best placed to deal with the pressures in 2015 and beyond. Consideration of all the issues in relation to Castle Toward therefore needs to incorporate a Best Value approach in ensuring effective overview and scrutiny. The suite of information provided to Elected Members would have provided sufficient information to allow Members to take informed decisions in this regard.

#### **4.7 Oscillation between Policy & Resources Committee and Council**

- 4.7.1 Since 2014 key decisions in relation to the sale of Castle Toward were mainly taken by the Policy and Resources (P&R) Committee. Revised political management arrangements for Argyll and Bute Council were agreed at Council in January 2014 following the recommendations of a short life working group. These established the P&R Committee with a clear remit in relation to Financial Resources and Corporate Asset Management amongst other areas. A key delegation under corporate asset management is “to consider the acquisition and disposal of the Council’s assets, in so far as not delegated to area committees.” Prior to this date decisions relating to the sale of Castle Toward

were agreed by either Council or the former Executive Committee of the Council and delegated to the Director of Corporate Services and/or Director of Community Services to take forward. In particular the Council specifically agreed on 26<sup>th</sup> June 2014 to delegate final determination of the matter to the Policy and Resources Committee

4.7.2 Reports to the Policy & Resources Committee were as follows:

- 15 May 2014 Item 10 – restricted by virtue of paragraph 9
- 21 August 2014 – item 23 – restricted by virtue of paragraphs 8 & 9
- 27 November 2014 – item 7 - restricted by virtue of paragraphs 8 & 9 (Special P&R Committee)
- 18 December 2014 – item 18 - restricted by virtue of paragraphs 6, 8 & 9 on agenda but Committee agreed to take item in public session at the meeting.

4.7.3 In accordance with usual practice relating to property disposals the reports were classified as exempt under Schedule 7A of the Local Government (Scotland) Act 1973 in terms of the following paragraphs:

Paragraph 6 – Information relating to the financial or business affairs of any particular person (other than the authority)

Paragraph 8 – The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services

Paragraph 9 – Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or supply of goods or services

The role of officers is to advise on the legislative guidelines in this regard however it is always open to Members to decide to consider a report in private or public session and this right was exercised on a number of occasions.

4.7.4 Following the December P&R Committee meeting the matter was dealt with at Council on 22nd January 2015, in response to an Notice of Motion under Standing 14, asking for the item to be considered as a matter of urgency in light of 3 material changes and requested the Council to extend the right to buy until Friday 27 February, in order to allow further negotiations with SCCDC to see if a sale can be concluded. The Provost advised that whilst he had some concerns about the competence of the Motion, in the interest of fairness however, he ruled that the Motion could be considered as a matter of urgency by reason of the need for a decision by the Council. The matter was taken in public session and the extract of the minute is attached at Appendix 3.

4.7.5 The matter was again considered by Council on 12<sup>th</sup> February 2015 when in terms of Standing Order 1.3.2, a Special Meeting of Argyll and Bute Council which had been called for by sufficient Members of the Council was

requisitioned. The Council were asked to reflect on the new information received on the Castle Toward Estate, in particular the RICS Red Book valuation by Savills and the matching revised offer from South Cowal Community Development Company and to reflect on the ongoing costs of £22k per month to keep the property empty. The Council were also asked to consider selling the property to SCCDC for the new valuation and offer, i.e. £850k. The item was taken in public session and the full reports can be accessed at -

<http://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?CId=257&MId=6537&Ver=4>

- 4.7.6 The Minutes of the P&R Committee are included on the Council Agenda for homologation as appropriate and consequently Council would have been aware of the progress of issues in relation to Castle Toward and additionally an update was provided directly to Council in June 2014 requesting it to note the position on the Proposed Community Right to Buy.
- 4.7.7 The oscillation between the P&R Committee and the Council was therefore in accordance with the Council's constitution and associated standing orders and it is noted that consideration of the matter at Council after their decision in June 2014 was in the first instance in response to the lodging of an urgent motion by Elected Members and in the second instance in response to a request for a requisitioned meeting by a group of Elected Members.

## **5.0 CONCLUSION**

- 5.1 Members of the PRS Committee are requested to note the chronology in respect of decisions relating to Castle Toward, and to consider the details of the differences in valuation price, the complications of the state aid considerations, the economic impact assessment and the implications for ensuring Best Value. The Committee is also asked to note the reasons for the oscillation between the Policy and Resources Committee and Council in respect of decision making and that this was as a consequence of Elected Members exercising their democratic right in accordance with the Council Constitution.

The Performance Review and Scrutiny Committee has delegated powers in terms of the Scheme of Administration and its terms of reference include responsibility for scrutiny in relation to commenting on decisions and policies agreed by the Council and other committees and the impact they have on Argyll and Bute as an area, and making recommendations to Council as appropriate. Members are therefore invited to consider the report to provide effective overview and scrutiny of the decision making processes.

## **6.0 IMPLICATIONS**

- 6.1 Policy - potential for impact on Asset Management Strategy and financial policies.
- 6.2 Financial - potential impact on financial projections
- 6.3 Legal - potential impact on statutory duty of Best Value
- 6.4 HR - none

6.5 Equalities - none

6.6 Risk - Castle Toward identified as Audit Risk in 2013/14 Annual Report

6.7 Customer Service-none

**Douglas Hendry**  
**Executive Director- Customer Services**  
**18<sup>th</sup> May 2015**

**For further information contact:** Charles Reppke, Head of Governance and Law.

**APPENDICES**

Appendix 1 Chronology of Events

Appendix 2 Briefing Note to Elected Members on Valuation

Appendix 3 Extract of Minute: Argyll and Bute Council -, 22 January 2015

**HYPERLINKS**

(printed copies can be made available on request to Committee Services)

<http://www.gov.scot/Topics/Government/State-Aid/About/state-aid-tests>

[http://www.audit-scotland.gov.uk/docs/local/2015/nr\\_150305\\_local\\_government\\_overview.pdf](http://www.audit-scotland.gov.uk/docs/local/2015/nr_150305_local_government_overview.pdf)

<http://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?CId=257&MId=6537&Ver=4>

### **Chronology of events relating to proposed sale of Castle Toward under Community right to buy provisions: January 2014 - February 2015**

**23<sup>rd</sup> January 2014** – South Cowal Community Development Company (SCCDC) submitted Community Right to Buy to Scottish Ministers which was approved on 23<sup>rd</sup> January 2014. Once such an application is received, the property owner cannot take any steps to dispose of the property to any other party until the right to buy is extinguished or implemented. Following intimation by the Council on 7<sup>th</sup> February of its intent to sell Castle Toward, SCCDC were officially notified by the Scottish Ministers and from the date of official notification, 13<sup>th</sup> February, SCCDC had thirty days to confirm to the Scottish Ministers of its intent to proceed with the Community Right to Buy process.

**15<sup>th</sup> March 2014** – SCCDC sent official notification of its intent to proceed with acquisition. Thereafter the Scottish Government appointed the District valuer to assess the market value of the property. They returned a value of £1.75 million which closely corresponded to the £1.8 million valuation produced by DM Hall Baird Lumsden who were appointed by the Council to market the estate.

**15<sup>th</sup> May 2014** – Given the close alignment between the Council's valuation and the District Valuer's valuation, the Policy and Resources Committee agreed not to submit an appeal against the valuation. The committee further agreed to delegate to the Executive Directors of Community Services and Customer Services to negotiate the disposal offering a modest discount on the District Valuer's valuation subject to the submission of a robust and sustainable business case by SCCDC which detailed the benefits to the community that could justify any reduction in price. However, in June 2014 SCCDC indicated that they were unable to meet this valuation, even in the event of a successful Land Fund application, and requested that the Council considered applying a discount of £1 million to the valuation made by the District Valuer. SCCDC also appealed to the Lands Tribunal in respect of this valuation.

**21<sup>st</sup> August 2014** – The Policy and Resources Committee considered this matter and agreed to continue a final decision on the request for a discount of £1million until SCCDC:

- Provided evidence that the discount along with other public subsidy to support their business plan does not breach state aid rules or that state aid cover is in place.
- Provided clarity on the outstanding elements of their business plan

The Committee agreed to extend the Right to Buy deadline for the conclusion of the purchase of the Castle Toward estate until 31<sup>st</sup> December 2014 to allow the above actions to be completed.

The Committee also: noted that appeal made by SCCDC in relation to the District Valuer's valuation to the Lands Tribunal; noted the content of the report to members; noted the key findings arising from the Council's Economic Development service review of the SCCDC business plan; noted the findings of the parallel assessment carried out by Highland and Islands Enterprise (HIE); noted the consideration of

alternative acquisition funding sources.

**27<sup>th</sup> August 2014** – SCCDC withdrew their appeal against the valuation.

**22<sup>nd</sup> October 2014** – Scottish Ministers give SCCDC consent to proceed with the buyout.

**27<sup>th</sup> November 2014** – A special meeting of the Policy and Resources Committee considered the matter. No decision was taken at the meeting.

**18<sup>th</sup> December 2014** – The Policy and Resources Committee agreed the following motion:

The Committee

1. Notes the detail and advice in the report to members regarding the Disposal of Land By Local Authorities (Scotland) Regulations 2010.
2. Notes the details and advice to members on State Aid Considerations contained in the report, and further information received from SCCDC, and the State Aid unit provided at the meeting.
3. Notes the detail and advice contained in the report to members from the Economic Development service with regard to the impact, viability and achievability of the revised SCCDC Business plan.
4. Notes the information contained in the report to members regarding Highlands and Islands Enterprise's position.
5. Notes the comments to members from the Council's Section 95 Officer.
6. Notes the detail in the report supplied by SCCDC in response to issues raised by members on 21<sup>st</sup> August 2014 and to further responses to questions/issues raised with them by Officers in November 2014.
7. Does not accede to the request from SCCDC to dispose of the subjects at Castle Toward for a discount of £1 million.
8. Agrees to dispose of the Castle Toward Estate to SCCDC at the full value of £1.75 million with £1million in respect of the purchase price being provided to SCCDC on a commercial loan basis subject to an initial three year period of deferment of repayments in recognition of their financial position.
9. In recognitions of all the aforementioned details, include within the said delegation to officers authority to extend the Right to Buy period with SCCDC until 31<sup>st</sup> January 2014 or such later date as may be determined by the officers.

The right to buy period was extended until 31<sup>st</sup> January 2015.

**22<sup>nd</sup> January 2015** – A full council meeting voted to reject an urgent motion requesting that the Council extend the right to buy until Friday 27 February 2015 in order to allow further negotiations with SCCDC to see if a sale could be concluded.

The Council voted to endorse an amendment which endorsed and reaffirmed the decisions taken by the Policy and Resources Committee of 18<sup>th</sup> December 2014 and to take no further action with regard to the proposal contained in the urgent motion.

**12<sup>th</sup> February 2015** - In terms of Standing Order 1.3.2, a Special Meeting of Argyll and Bute Council which had been called for by sufficient Members of the Council was requisitioned. The Council were asked to reflect on the new information received on the Castle Toward Estate, in particular the RICS Red Book valuation by Savills and the matching revised offer from South Cowal Community Development Company and to reflect on the ongoing costs of £22k per month to keep the property empty. The Council were also asked to consider selling the property to SCCDC for the new valuation and offer, i.e. £850k.

Having heard from Council Officers in respect of the matter, the Provost ruled that the amendment proposed by Councillor Breslin was not competent and would therefore not be considered by the Council.

The Council took the following decision:

The Council notes:

1. That the valuation by Savills is not a material change of circumstance; in terms of the Community Right To Buy process the District Valuer's valuation provides an independent valuation of the asset. The advice from the Council's external specialist advisers is that the report from Savills does not alter their view as to the open market value of the estate. They also specifically caution members against placing any reliance on the valuation by Savills, for the reasons set out in the briefing note circulated. This means that the principles of Best Value which the Council should adhere to and the State Aid issues remain exactly as they were on 18 December 2014 when a substantive decision was first made on this matter by the Policy and Resources Committee.
2. The extension granted by the Council to 13 February 2015 to allow officers to negotiate with SCCDC has to date resulted in no material change of position by SCCDC. In particular they appear to have been unable to develop their business plan to allow them to fund the purchase price set by the District Valuer and as accepted by the Council.
3. That the Executive Director of Customer Services received a request on 4 February 2015 for a Special Council meeting to consider an offer from South Cowal Community Development Company (SCCDC) for £850,000 but that a formal offer was not received by officers of the Council until this morning – 12 February 2015.

The Council therefore agrees:

1. To note with regret the ongoing attempts to undermine the democratic decisions of the Council, and the attempts to denigrate officers in the execution of their duties.
2. To note the efforts made by the current administration to secure Best Value in the disposal of Council assets, and in that regard also note the information briefing circulated which provides advice from external consultants on the Savills valuation report commissioned by SCCDC.
3. To yet again endorse the decision taken by the Policy and Resources Committee on December 18 and affirmed by the Council on 22 January and to;  
d) Withdraw the delegation to officers in regard to any further negotiations with SCCDC; e) Withdraw the delegation for any further extension in the Right To Buy deadline; and f) Reaffirm the delegation to the Executive Directors of

Community and Customer Services to market the property.

4. To instruct the Executive Director of Customer Services, in his role as Monitoring Officer, to review the behaviour of elected members in relation to this whole matter and, having regard to the advice contained in the Best Value Audit, take appropriate action as deemed necessary.

**Appendix 2**

**Briefing Note Presented to Special Council Meeting 12<sup>th</sup> February 2015**

**BRIEFING NOTE BY EXECUTIVE DIRECTOR OF CUSTOMER SERVICES**

**CASTLE TOWARD PROPERTY VALUATIONS**

Members have requested advice and information with regard to the significant discrepancy between the valuations of the Castle Toward property carried out by the Council appointed Baird Lumsden and the Scottish Government appointed District Valuer on the one hand, and by Savills who had been appointed by South Cowal Development Company on the other. The Savills valuation is of an amount less than half of each of the other two valuations. The three valuations are as follows:

- Valuation by Donald Yellowley MRICS, Director of Baird Lumsden, The Mill, Station Road, Bridge of Allan, Stirling, FK9 4JS, dated 19<sup>th</sup> March 2014, instructed by Argyll and Bute Council and based on an inspection of the property carried out on 19 March 2014. The property was valued at **£1.8M** and the valuation date was described as 7 February 2014. The Valuation Report forms Appendix 1 to this Note.
- Valuation by David Herriot BSc(Hons) MRICS, Senior Surveyor, DVS (District Valuer Service), Glasgow, dated 29<sup>th</sup> April 2014 instructed by Ian Heron, The Scottish Government, based on an inspection of the property carried out on 10 April 2014, accompanied by representatives of Council and SCCDC. The property was valued at **£1.75M** with the valuation date being described as 7 February 2014. The Valuation Report forms Appendix 2 to this Note. A representative of the Scottish Government confirmed by email on 10 February 2015 that the Scottish Government are content for this Report to be made public.
- Valuation by Sian Robertson MRICS, Associate reviewed by Hugo Struthers, MRICS, Director, both of Savills, 163 West George Street, Glasgow dated 28 January 2015 as instructed by South Cowal Community Development Company, based on inspections of the property by Sian Robertson on 25 February 2014 and 9 April 2014. The property was valued at **£850,000** with valuation date being described as 23 January 2015. Attention is drawn to paragraph 14 of Schedule 1 to the Valuation report in which it is stated "As stated above, we accept responsibility for our Report only to the Addressees and no third party may rely on our Report". The Valuation Report forms Appendix 3 to this Note. SCCDC have indicated that this report is a confidential document and "cannot be put into the public domain".

In addition to the foregoing valuations, Ms Robertson of Savills produced a letter dated 20 May 2014 commenting on the District Valuer's valuation at the request of SCDDC. As well as commenting as aforesaid, the letter concluded by stating that in the opinion of the Ms Robertson stating that the market value of the property was considered to be between **£750,000** and **£850,000**. The letter was stated to be informal advice and not a formal valuation. A copy of the letter dated 20 May 2014 forms Appendix 4 to this Note. It is to be assumed that this letter is also to be regarded as a private document and "cannot be put in the public domain".

It will be noted that the difference between the valuations carried out by Baird Lumsden on behalf of the Council and the District Valuer on behalf of the Scottish Government is **£50,000**, but the difference between the lower of the Baird Lumsden valuation and the District Valuer's valuation, being the

District Valuer's valuation of **£1.75M**, and the valuation provided by Savills as instructed by SCCDC is **£900,000**.

Enquiries were made of the District Valuer as to whether he would be in a position to provide comment on the Savills valuation and indicate whether in his view he considers his original valuation to be excessive. The Council was advised that the District Valuer could accept further instructions in this matter only if he received a combined approach by The Scottish Government, by whom he was originally instructed, along with the Council and SCCDC.

Mr Yellowley of Baird Lumsden was provided with a copy of the Savills valuation and was invited by the Council to provide his comments. His comments on the Savills valuation are contained within the letter from Mr Yellowley dated 10 February 2015, a copy of which forms Appendix 5 hereto.

In summary there have been three valuations and these are as follows:

By Donald Yellowley of Baird Lumsden on behalf of the Council	<b>£1,800,000</b>
By David Herriot, District Valuer's Service on behalf of Scottish Government	<b>£1,750,000</b>
By Sian Robertson of Savills on behalf of SCCDC	<b>£850,000</b>

Douglas Hendry  
Executive Director – Customer Services

11 February 2015

(The appendices referred to in this briefing note can be accessed at –

<http://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?CId=257&MId=6537&Ver=4>

at Item 3 under Castle Toward Property evaluations)

**Extract of Minute - Argyll and Bute Council - Thursday, 22 January 2015 11:00 am**

**16. NOTICE OF MOTION UNDER STANDING ORDER 14**

**Minutes:**

In terms of Standing Order 14 the following Notice of Motion had been received for consideration as a matter of urgency at this meeting.

**Motion**

The 3 material changes are:

1. South Cowal Community Development Company notified officers formally on 20 January 2015 that they are unable to take up the offer of a loan of £1m for both financial and legal reasons.
2. SCCDC has also notified officers that they intend to explore other options as a result of having to reject the offer of a loan. Time is required to explore these options.
3. SCCDC has asked Savilles to carry out a formal RICS red book valuation and this will be available on or around Monday 26 January 2015. The expectation is that this valuation will be less than £1m and may be less than the 750k already offered by SCCDC.

In light of these 3 material changes, this motion requests the Council to extend the right to buy until Friday 27 February in order to allow further negotiations with SCCDC to see if a sale can be concluded.

Moved by Councillor Breslin, seconded by Councillor Dance.

**Amendment**

To endorse and reaffirm the decisions taken by the Policy and Resources Committee of 18 December 2014 and to take no further action with regard to the proposal contained in the urgent motion.

Moved by Councillor Walsh, seconded by Councillor E Morton.

The requisite number of Members required the vote to be taken by calling the roll and Members voted as follows:-

**Motion**

Councillor Armour  
Councillor Blair  
Councillor Breslin  
Councillor Dance  
Councillor Horn  
Councillor MacDonald  
Councillor N MacIntyre  
Councillor R E Macintyre  
Councillor MacLean

**Amendment**

Councillor Colville  
Councillor Currie  
Councillor Freeman  
Councillor Kelly  
Councillor Kinniburgh  
Councillor McAlpine  
Councillor McCuish  
Councillor MacDougall  
Councillor R G MacIntyre

Councillor Marshall  
Councillor Robb  
Councillor Strong  
Councillor Taylor  
Councillor Trail

Councillor MacMillan  
Councillor McNaughton  
Councillor McQueen  
Councillor A Morton  
Councillor E Morton  
Councillor Mulvaney  
Councillor Philand  
Councillor Robertson  
Councillor Scoullar  
Councillor Walsh

**Decision**

The Amendment was carried by 19 votes to 14 and the Council resolved accordingly.

## Performance Review and Scrutiny Committee Workplan 2014-15

<b>May 2015: This is an outline plan to facilitate forward planning of reports to the Performance Review and Scrutiny Committee</b>					
<b>Committee Date</b>	<b>Report Description</b>	<b>Lead Service</b>	<b>Regularity of occurrence/ consideration</b>	<b>Date for Reports to Committee Services</b>	<b>Additional Comment</b>
<b>28 May 2015</b>					
	Attendance Management	Improvement & HR	Annual Report	19 May 2015	
	Scrutiny of Police Scotland	Improvement & HR/Police	Quarterly Report	19 May 2015	Local Policing Plan performance
	Police Scotland	Improvement & HR/Police	Annual Report	19 May 2015	Local Policing Plan 2015 - 18
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Annual Report	19 May 2015	Local Fire Plan performance
	Scottish Fire and Rescue	Improvement & HR/Fire	Annual Report	19 May 2015	Local Fire and Rescue Plan 2015 - 18
	Quarterly performance reports and scorecards	Chief Executive/ Improvement & HR	Quarterly Report	19 May 2015	
	Corporate Improvement Programme	Customer Services	Quarterly Report	19 May 2015	
	Treasury Management monitoring report	Strategic Finance	Quarterly Report	19 May 2015	
	Local Government Benchmarking Framework (LGBF)	Improvement & HR		19 May 2015	Full 4-year dataset; Family Group ranking
	Castle Toward	Customer Services			Agreed at PRS Committee held on 26 February 2015
<b>27 August 2015</b>					
	Attendance Management	Improvement & HR	Quarterly Report	18 August 2015	
	Scrutiny of Police Scotland	Improvement & HR/ Police	Annual Report	18 August 2015	Local Policing Plan performance
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Quarterly Report	18 August 2015	Local Fire Plan performance

	Quarterly performance reports and scorecard	Chief Executive/ Improvement & HR	Annual Reporting	18 August 2015	
	Strategic Risk Register	Strategic Finance	6 monthly Report	18 August 2015	
	Corporate Improvement Programme	Customer Services	Quarterly Report	18 August 2015	
	Treasury Management monitoring report	Strategic Finance	Quarterly Report	18 August 2015	
	SOA Annual Report		Annual	18 August 2015	
	Alcohol and Drugs Partnership update	Community Services		18 August 2015	
	Local Government Benchmarking Framework (LGBF)	Improvement & HR/ Community Services		18 August 2015	Children's Services; Social Work; Family Groups
	Health and Social Care Integration	Community Services		18 August 2015	
<b>19 November 2015</b>					
	Attendance Management	Improvement & HR	Quarterly Report	10 November 2015	
	Scrutiny of Police Scotland	Improvement & HR/Police	Quarterly Report	10 November 2015	Local Policing Plan performance
	Scrutiny of Scottish Fire and Rescue	Improvement & HR/Fire	Quarterly Report	10 November 2015	Local Fire Plan performance
	Quarterly performance reports and scorecards	Chief Executive/ Improvement & HR	Quarterly Report	10 November 2015	
	Corporate Improvement Programme	Improvement & HR	Quarterly Report	10 November 2015	
	Treasury Management monitoring report	Strategic Finance	Quarterly Report	10 November 2015	
	Council Annual Report		Annual	10 November 2015	
	Service Annual Performance Reviews		Annual	10 November 2015	
<b>Future Items</b>					
	Single Outcome Agreement (SOA)				
	National Audit Report areas for scrutiny				

	Workshop/Seminar on the Strategic Risk Register to which Members of the PRS Committee would be invited.	Strategic Finance			Agreed at PRS Committee held on 26 February 2015
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