Information Guide for the

Service Annual Performance Reviews

Guidance, Template and Timeline



3 April 2018

Version 3.0

Contact: Jane Fowler

Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF
Version 2.0	26 June 2017	Change of scrutiny committee name (ASC)
Version 3.0	3 April 2018	Refreshed narrative and align APR with Business Outcomes

This document provides information on the Service Annual Performance Review (APR).

Introduction

The Service APR is undertaken at the end of each financial year and is an opportunity for the Head of Service to summarise and review the Key Successes, Challenges and Improvement Actions to address the Challenges. This is supported by Case Studies and a note of any consultations with the resulting improvement actions.

Within the Key Successes are the improvements listed from the previous year's review. Performance against these improvements is noted.

The Service Plan and Scorecard are key to the review as it will enable stakeholders to track the delivery of the agreed Business Outcomes, and the delivery of the Corporate Plan and ABOIP. It will also form the basis of key improvements for the future.

APRs are first approved by the Executive Director before being reported to SMT and then to the relevant Strategic Committees.

The Service APR also forms the basis for the Council Annual Report. Both are published on the council website and form part of our Public Performance Reporting duties.

<u>Detail</u>

The Service APR has four sections for completion. All sections illustrate alignment by Business Outcome.

Key Successes

This should include the Key Improvements identified from -

- > The previous years' APR along with the progress made
- > Improvements identified during the year and noted in the Service Plan.

There is an opportunity to detail the positive contribution made to our communities in the form of Case Studies.

Key Challenges

Any Key Improvements not completed within the agreed timescale plus any additional challenges that have been identified should be noted here.

Key Improvement Actions

The Key Improvement actions to redress the Challenges are noted here.

Consultation and Engagement

Details of Consultations that have taken place, a summary of customer responses and the improvement actions undertaken in response to the consultation are detailed here. This in itself is part of our Public Performance Reporting duties – You Said / We Did.

Service Annual Performance Review Template

KEY SUCCESSES

Key Improvements from previous year's annual performance review Business Outcome 3 – **Prevention and support reduces homelessness**

90% of closed homeless cases achieved a positive outcome compared to 81% in 2016/17

Business Outcome 13 Our built environment is safe and improved

1 Retained our Customer Service Excellence Award (CSE) with an increased score

2 Implementation and review of Building Standards Balanced Scorecard and Continuous Improvement Plan (CIP) which received positive feedback from Scottish Government Building Standards Division.

3 Continued to promote our Building Standards service as one of 'excellence' and as a result successfully retained our private sector contract with Babcocks to provide the Building Standards verification service at Faslane and Coulport naval bases and provided a vetting service for other LAs

4. Continued to promote the national e-bs portal and now process 75% of our applications electronically

Business Outcome 15 - Argyll and Bute Is Open For Business

1 Set out detailed plan and project management to deliver two conservation area appraisals.

During 2017 Conservation Area Appraisals were approved by PPSL Committee for two locations: Rothesay and Inveraray. Draft appraisals have been taken to public consultation (ongoing) for Easdale and Ellenabeich and the schedule is for these to be approved before the end of 2018. Detailed workplans have been maintained on a sharepoint site.

2 <u>Planning Services to complete regulatory framework for dealing with advertising and</u> related enforcement strategy by autumn 2016 and report to PPSL.

Following two rounds of public consultation, engagement with key partners and several reports to PPSL committee a Technical Working Document providing guidance on the application of the regulatory framework for advertising and associated enforcement was agreed by PPSL in the autumn of 2017 and has now been published on the Council's website. This provides a more coherent, consistent and clear approach across all areas and provides useful information and guidance for the public. The intention is that its dissemination and use should see a reduction in the number of unauthorised adverts and signs.

3 <u>Carry out Main Issue Report consultation using online Storey Board GIS tool.</u> During the autumn of 2017 an eight week online consultation process was held for the LDP2 Main Issues Report. The system used allowed people to see proposals on an online map and make comments using an online form. This approach has been developed in response to Council Service Choices and an attempt to carry out more cost efficient consultations. We are one of the first Council's to have used this system for a MIR consultation. It produced a healthy response rate of approx. 200 and will be further developed at the next stage of consultation.

4 <u>Complete in partnership with Scottish Natural Heritage a further review and update of cumulative windfarm impact and capacity.</u> During the spring of 2017, in partnership with SNH an update to the previous study has looked at the additional impact of newly implemented and consented windfarms. This was completed within budget and timescale and is now in use by Development Management

5 Work with Scottish Government to deliver two pilot Simplified Planning Zones. This project has successfully attracted two rounds of Scottish Government Funding. Consultants have been engaged to carry out preliminary work. The project will take several years to deliver. Preliminary development costs are being explored in partnership with Housing and Roads. The Scottish Government is interested in exploring further expansion or duplication of the project.

Business Outcome 23 – Economic Growth Is Supported

1 Work with Scottish Government to deliver two pilot Simplified Planning Zones. This project has successfully attracted two rounds of Scottish Government Funding. Consultants have been engaged to carry out preliminary work. The project will take several years to deliver. Preliminary development costs are being explored in partnership with Housing and Roads. The Scottish Government is interested in exploring further expansion or duplication of the project.

Business Outcome 26 – People have a choice of suitable housing options

1 55 Empty Homes in the private sector were brought back into use against an annual target of 25. This represents a 12% increase on the number of Empty Homes brought back into use in 2017/16 (48)

2 75 affordable new homes completed via the SHIP. The total number of new affordable homes delivered in the first 2 years of the Local Housing Strategy (LHS) 2016 – 2021 is 229 which is above the target of 200 units (100 per annum).

Business Outcome 12 - High Standards of public health and health protection are promoted.

1 Business Outcome BO12: High Standards of public health and health protection are promoted.

Food Safety Enforcement. There was a focus on delivering our Food Control Improvement Plan 2016/19 and the external audit from Food Standards Scotland was carried out in August 2017 to consider capacity and competence. The audit identified that whilst improvements had been made, there were there are significant weaknesses in the current risk, governance and or control procedures, to the extent that the delivery of objectives is at risk. An action plan was agreed and steps taken to accelerate delivery of the Food Control Improvement Plan and the subsequent audit improvement plan.

Business Outcome 01 - The health of our people is protected through effective partnership working

1 Review of Trading Standards. We have been actively involved in the strategic review of trading standards in Scotland although is unlikely that there will be any significant outcomes or recommendations. Notwithstanding this, Argyll and Bute Council have agreed in principle to form a collaborative partnership with 7 other local authorities in the North of Scotland aimed at sharing expertise, prompting consistency service delivery and some efficiencies. The finer partnership arrangements will be developed in 2018/19.

Business Outcome 01 - The health of our people is protected through effective partnership working

1 Develop a strategy to take forward the review of advice services with other partners. The review of advice services has been completed and has identified 11 recommendations which would make significant improvements to the delivery of advice services across Argyll and Bute. A multiagency Action Plan was agreed in December 2017 and work continues to deliver these improvements.

Business Outcome 05 - **Information and support are available for everyone** 1 Corporate/strategic challenges relating to the Scottish Regulatory Code of Practice and Event safety. The Council piloted a new model for Safety Advisory Groups in 17/18. This multiagency approach coordinated by the Councils environmental health team, has been found to work well and is now embedded in our strategy for promoting "safe and successful events".

Other Key Improvements during 2017/18

Business Outcome 3 – Prevention and support reduces homelessness

- 1. 78% of households left as a Planned Departure from Housing Support in 2017/18 compared to 73% in 2016/17
- 2. Preparation for full service Universal Credit. The May 2018 start date was delayed to September 2018 by the Department of Work and Pensions(DWP). Housing Services staff received updated training on Universal Credit from the Child Poverty Action Group (CPAG) in March 2018. Laptops, printers and scanners have been purchased for each of the 6 front line area offices to enable staff to assist residents of the local authority to claim Universal Credit which must be claimed online.

Business Outcome 12 - Service Management and Performance.

- BO12: Service Management and Performance. All key performance measures on the Regulatory Service Pyramid Scorecard are on target Of significance, is that we have managed to improve performance for responding to environmental health service complaints which has not achieved targets in 16/17. This includes a range of issues as well as in excess of 2000 export certificates which have allowed local businesses to export food (including whisky) to countries out with the EU. This is a key economic driver as well as protecting food safety and the reputation of food products from Argyll and Bute
- 2. Supporting the economy: Good regulation supports a sustainable and successful economy and compliant businesses. Intervention work relating to environmental health, animal health and welfare, trading standards and licensing standards continued with 100% of all high risk premises being inspected. Other highlights include responding to the increasing demands for export certificates which supports local businesses export worldwide, and our work in coordinating the event safety teams to deliver successful and safe events (e.g. ObanLive/Tiree Music Festival/FyneFest/Bute Festival, etc)
- 3. Protecting consumers: Continuing to deliver Protecting Consumers Action Plan and highlights include responding to service requests from consumers across environmental health and trading standards; extending membership of our Buy With Confidence scheme, working with the police to target "scams", submitting Tactical Tasking reports to Trading Standards Scotland; and promoting "no-cold calling " and call blockers to protect vulnerable clients. Age-related enforcement in terms of tobacco completed and met Scottish Government target. % of compliant premises (with suitable controls in place to prevent selling to under-age customers) increased to 92% from 83% in 2016

4. Service recognition and engagement with staff and customers: We completed our customer survey plan with satisfaction levels averaging 91%, an increase of 2% from 16/17.

Business Outcome 13 - Our built environment is safe and improved

- 1. Attained one of the best customer satisfaction rates from the national Building Standards customer satisfaction survey run by the Scottish Government
- 2. Building Standards verifier processing timescales continually surpassing statutory performance targets

Business Outcome 15 - Argyll and Bute Is Open For Business

 Biodiversity Team Offer Construction Environmental Management Plans. This helps to ensure that developers are following best practice on all construction sites and are giving suitable cognisance to protection, mitigation and or enhancement of the natural environment and biodiversity interest. It also is a small source of income generation.

2 <u>HMNB Clyde Strategic Delivery and Development Framework</u> is now meeting on a regular basis. There has been ongoing engagement with the MoD, Defence Estates and other Government officials. The Future Accommodation Model has been awarded to HMNB Clyde and will commence at the end of 2018.

Business Outcome 23 – Economic Growth Is Supported

1 Clyde Regional Marine Plan

Working in partnership with the Clyde Regional Marine Planning Partnership preparations are being made for the production of the first stage consultative Clyde Regional Marine Plan which will is anticipated to undergo public consultation at the end of 2018.

2 Dunbeg Partnership

Following approval of a masterplan, Scottish Government Grant Funding of £1.9m has been awarded to the Council to deliver the Kirk Road upgrade which will facilitate the first phase of housing development and ultimately the remaining phases of the European Marine Science Park. The Kirk Road upgrade is currently under construction and on schedule. A planning application has been received for 300 houses from LINK and is being processed. HIE are working with Roads to design the remaining upgrade required to connect to the European Marine Science Park.

3 Oban Strategic Development Framework

Cross service meetings & workshops have identified multiple inter-related issues which are an impediment to growth within and around Oban. A working group has been established to take forward and develop an Oban Strategic Development framework which will seek to assess and identify solutions, particularly to access and transport issues, and work towards identifying delivery mechanisms.

Business Outcome BO23 – Economic Growth is Supported

1PR23_02 Determine 'All Local Planning Applications' quicker than the National average: Average time period for determination in 2017/18 being 8.3 weeks in comparison to the National average of 9.3 weeks for the same period.

2 PR23_06 Achieve an above National average level of planning application approval rates: Approval rate of 97.5% for 2017/18 in comparison to the National approval rate of 94.2% for the same period.

3 The development of a protocol and process for involving Members in providing early key advice for major development planning applications

4 Updated Technical Working Note providing a regulatory framework for dealing with

advertising and related enforcement strategy was adopted by PPSL in September 2017. 5 Deliver chargeable pre-application service in line with savings agreed as part of service choices. Charging for Major and Locally Significant developments was implemented on 1st August 2017; charges for pre-application advice have since been extended to all scales of development with limited exceptions from 1st April 2018. 6 Positive feedback from the Scottish Government on the Council's submission of the Planning Performance Framework annual report.

Business Outcome 25 – Access To and Enjoyment Of The Natural and Built environment Is Improved

1 Automated Online Access Complaints System.

Furthering development of the Where To Go Outdoors Website, a connected function has been developed to allow people to identify on an online map where they have encountered Access issues and fill in an on-line complaint form which receives automatic acknowledgement. This make it easier for members of the public to accurately lodge complaints, speeds up the process, and is more efficient use of the reduced Access Team resource.

Business Outcome 26 – People have a choice of suitable housing options

- 1. 78% of households left as a Planned Departure from Housing Support in 2017/18 compared to 73% in 2016/17
- 2. Preparation for full service Universal Credit. The May 2018 start date was delayed to September 2018 by the Department of Work and Pensions(DWP). Housing Services staff received updated training on Universal Credit from the Child Poverty Action Group (CPAG) in March 2018. Laptops, printers and scanners have been purchased for each of the 6 front line area offices to enable staff to assist residents of the local authority to claim Universal Credit which must be claimed online.

Case Studies illustrating the positive contribution to our communities Business Outcome 3 - Prevention and support reduces homelessness

A client came to the attention of Housing Services when the Welfare Rights Officer had been trying to contact him with no success. The Area Housing Officer became involved due to very high rent arrears (£3000) as it came to light that no Housing Benefit was in place. The client was previously housed permanently at the tenancy as a homeless person. A referral was made for tenancy support. The client was a pensioner, and a referral was also made to Social Work through the Adult at Risk process due to issues around personal care, condition of house and risk of homelessness. Carr Gomm immediately supported the client – it was soon apparent that a lot of work was required. The client was supported to get Pension Credit in place and also backdated with joint working from Carr Gomm and our Welfare Rights Officer. A repayment plan was set up to address rent arrears, Housing Benefit was applied for and put in place with partial backdate, a Community Care Grant was applied for to get new furniture, clothing and an industrial clean of property due to the poor conditions.

Carr Gomm also liaised with Social Work Department on a regular basis. Carr Gomm staff built up a good working relationship with the client and staff at the complex where he lived told Carr Gomm that the client was spending more time in his tenancy due to the difference it has made. The client attended his tenancy support review and very positive about the support he had. Without the input of support from Carr Gomm the client could maybe have been homeless again if arrears not addressed. They continued

to support client through difficulties that he continued to experience, and also liaised with hospital staff and Social Work when he was admitted to hospital. Unfortunately, the client passed away recently, however his quality of life had improved in his final year with the support of Carr Gomm who provided him with dignity and respect and prevented him from becoming homeless again.

Business Outcome BO13 – Our Built Environment is Safe and Improved

1.Continue to promote the national e-bs system As far back as 2013 as a result of extensive consultation with our regular users the ability to submit Building warrant applications electronically was identified as a key improvement task for Building Standards.

With the launch of a national solution this additional service now allows anyone, irrespective of how remote they live from an area office to lodge a Building warrant application electronically with Argyll & Bute Council. The system can be accessed 24/7 allowing applicants to lodge an application when it suits them and track its progress.

With further investment in hardware and staff training we now deal with 75% of all applications received electronically through to approval stage

2. Further extended our commercialisation activities

Under the Building (Scotland) Act 2003 any building work carried out in armed forces bases is classed as being 'behind the wire' and exempt from BW requirements but never the less the work has to comply with the standards within the Act.

As a result the verifier service for these works has been traditionally the remit of the private sector.

After an extensive tendering process in 2015 Babcocks awarded the contract to Argyll & Bute Building Standards confirming that our Customer Service Excellence Award status (CSE) was a contributory factor.

This contract has been further extended

Argyll & Bute Building Standards are therefore the only Building Standards service in the country with a private sector contract.

We have also been approached by several councils, including the City of Edinburgh Council and more recently Moray Council which have staffing issues about assisting them with their verifier services. As a result of this we have processed some 200 applications from other LAs during 17/18

This commercialisation provided £100k in additional income for us

By operating as a 'virtual' team moving applications around the various area offices we are able to take on this additional work without it affecting our own regular customers

Business Outcome 15 - Argyll and Bute Is Open For Business

Biodiversity Team Offer Construction Environmental Management Plans.

All construction projects above certain values will require main contractors to produce a Construction Environmental Management Plan. The aim of the Construction Environmental Management Plan (CEMP) is to set out the responsibilities with regard to compliance with legislation and to implement any mitigation measures. This CEMP

details management measures to minimise environmental impact

from the construction phase of the development. Further, it provides a framework within which the measures will be implemented throughout the project. The CEMP provides project-specific management measures and is a dynamic document which should be reviewed if activities or conditions onsite change that may influence management measures.

As part of an evolution of the Biodiversity Officer's role, we have begun to offer the service of production and management of a CEMP at commercial rates to developers and contractors. The Scottish Sea Farms Hatchery Project at Barcaldine has been the first opportunity to carry out this process in practice.

Because of the coastal location of the site the risk to the environment from construction activity is particularly high.

Applying a CEMP can help to minimise environmental by using a-cost benefit based risk assessment; assessing impact of construction activities on the environment and biodiversity, suggesting best practice and environmental /biodiversity mitigation measures to meet the performance objectives based on available experience.

The environmental management system establishes quality systems to ensure consistently high environment outcomes for the project as a whole.

A large construction environment management plan is divided into many elements:

- Work scheduling- ecological reports will inform the optimum time for operations and included mitigation.
- Land disturbance-ecological reports will inform the optimum time for operations and included mitigation.
- Storm water management- trapping and treatment
- Special operational precautions and Contingency plans- mitigation for wildlife
- Rehabilitation- can involve habitat restoration or enhancement.
- Maintenance, inspections and surveillance- daily checks for wildlife
- Ongoing risk assessment and management and updating the plan.

The Biodiversity Officer is currently making periodic site visits to maintain and agreed monitoring programme and to date no un-planned adverse effects have occurred. Species being protected at this site include those shown below:

CEMPs work to protect many habitats and species.....



The Council awarded this procedure an Excellence Award in the autumn of 2017.

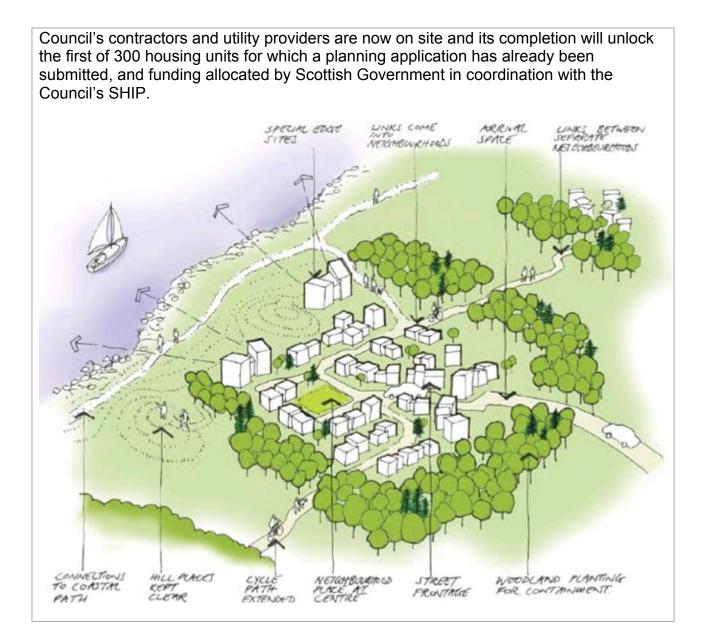
Business Outcome 23 – Economic Growth Is Supported

Dunbeg Partnership

As part of its "Lorn Arc" proposals to deliver strategic scale development in the Oban area, Argyll and Bute Council, working in close collaboration with other internal and external stakeholders, has recently endorsed a Masterplan for 605 dwellings and mixed commercial and business area on land between Ganavan and Dunbeg together with necessary roads infrastructure improvements.

Development of the Masterplan to the stage where it has obtained Council endorsement and has become a significant material planning consideration is the result of the setting up of a delivery framework involving the applicants, local councillors and external agencies to drive the project forward in a collaborative manner in accordance with agreed strategy objectives. Local members and a wide range of internal and external stakeholders sit on strategic and operational boards which have been set up to assist delivery of this development. These boards meet on a regular basis to provide both strategic overview and the opportunity for detailed discussions. This has enabled constructive engagement between all parties in moving the masterplan forward and should ensure a similarly collaborative approach to envisaged future planning applications.

In addition, the partnership has engaged with Scottish Government and HIE with a view to potentially joint funding the up-front infrastructure which will be the key to unlocking this strategic development. £1.9m HIF funding has been received to deliver the first stage of infrastructure improvements which is the improvements to Kirk Road. The





Business Outcome BO23 – Economic Growth is Supported

Area Property Action Groups (APAGs)

To enable a more co-ordinated approach to addressing concerns regarding unsafe/problematic building Area Property Action Groups (APAGs) have been established within each of the Council areas. These groups consist of officers from Development Management, Housing Services, Building Standards, Landlord Registration, Environmental Health, and Economic Development.

Each APAG meets on a quarterly basis with the aim of identifying 'problematic buildings' and developing a proactive, co-ordinated and strategic approach for practical and effective Council intervention across a range of services. This method provides opportunities to address the relevant issues associated with a variety of buildings and to identify the most effective approach to liaise with building owners/occupiers to address the issue at hand.

Whilst there are many statutory powers available that Services can utilise to require owners to take action to bring properties up to the required standard this type of action can in some cases result in a significant outlay on the Council's part with limited likelihood of this cost being recovered in full in the short-term. By linking the different powers and tools available to each service, and identifying where there may be opportunities to provide or attract external grant funding, officers can now take a more targeted and joined up approach to addressing the issues at hand.

APAGs have improved communication and sharing of information between Services resulting in a synergy that promotes a pro-active, outside the box approach to problem solving by breaking down entrenched views and traditional systematic barriers between individual service areas.

Recent success which can be attributed to APAGs include 1 Bishop Street in Rothesay and 10-20 Longrow, Campbeltown where buildings which have suffered from a lack of maintenance for many years have been much improved following the co-ordination of building owners and funding sources to undertake improvement works. In the case of 10-20 Longrow, Campbeltown this innovate approach managed to provide £350,000 in grant funding in the form of housing repair grants and CARS funding) which saved three local businesses, six family homes and allowed two vacant units to be brought back into use as a restaurant which provides five new jobs.



Business Outcome 26 - People have a choice of suitable housing options

The Port Ellen Police Station is rich in history; it was built in 1887 and originally comprised four cells with a wc, a charge room, a policeman's bedroom and upstairs flat type accommodation. After over 120 years in operation it stopped functioning as a Police Station back in 2007. The historic building was then left to fall into disrepair and was added to the Buildings at Risk register in 2009. Port Ellen is classified as a Conservation area. The property was purchased by the Ian MacTaggart Trust in 2014, with the vision of converting the property to provide affordable housing and opportunities for young Illeachs.

The two storey building has now been transformed to provide six high quality affordable flats, with works completed in September 2017. The project is particularly unique as there is no other affordable private housing initiative across Argyll and Bute that has been delivered specifically to meet the needs of young people. The renovation of this significant existing building structure to provide affordable accommodation for local residents has been undertaken sensitively by retaining original features and using traditional stone, slate and hardwood materials. The renovation specification also focused on low energy costs and affordable living through use of up to date insulation materials throughout, FENSA compliant windows and low carbon, renewable energy heat sources.

This regeneration was facilitated by £180 000 of Empty Homes Grant and Loan.

Business Outcome 12 – High Standards of Public Health and Health Protection are Promoted

Community adversely impacted by noise issues and light pollution arising from the nocturnal discharge of fish from well boat to shore based slaughter facilities. Following extensive investigations, a resolution was achieved by working with the Company

involved which included re-alignment of exhausts and generators, and re-fitting of lights on and off shore.

Business Outcome 1 – The Health of our People is Protected through Effective Partnership Working

Age-related sales operations and sale of tobacco. 89% of those businesses visited in 2017/18, which were selling tobacco products, were found to have satisfactory age-related sales procedures in place. This is an decrease from 2016/17 (92%) but over the last 5 years, the results shows a decline in the number of premises which were found to see tobacco products illegally to customers under 18 years of age. This indicates that the programme of test purchasing and advice visits is producing an improvement in compliance. And is protecting public health, by reducing the number of premises who sell illegally. However, test purchasing is still necessary as a means of improving compliance rates in combatting smoking in young adults and children

Business Outcome 1 – The Health of our People is Protected through Effective Partnership Working

A multi-agency Detect and Disrupt Group tacking serious and organised crime, across Argyll and Bute Council and West Dunbartonshire Council, has been successful in targeting incidents relating to illegal workers, food and environmental crime and to protecting consumers from being subjected to frauds and scams.

Business Outcome 12 – High Standards of Public Health and Health Protection are Promoted

Through proportionate regulation, environmental health have supported compliant food businesses to continue to operate locally, nationally and in accessing worldwide markets, In 2017/18, 2034 export certificates were issued (an increase in 30% from 16/17) which have allowed local businesses to export food (principally fish, shellfish and whisky) to countries out with the EU. This is a key economic driver as well as protecting food safety and the reputation of food products from Argyll and Bute

KEY CHALLENGES AND ACTIONS TO ADDRESS CHALLENGES

Key improvements from previous year's APR not completed plus any additional challenges that have been identified

Business Outcome 3 – Prevention and support reduces homelessness Challenge : Preparation for full service Universal Credit (UC) September 2018

Action : Monitor the situation as UC is rolled out and monitor mitigation plans for effectiveness. Continue to be an active partner in the welfare reform working group and build on existing good links to the Department of Work and Pensions.

Completion Date March 2019

Business Outcome 3 – Prevention and support reduces homelessness Challenge : Respond to Scottish Government's Housing First and Wrap Around care agenda. Action : Prepare action plan and protocols with housing partners once guidance is issued.

Completion Date March 2019

Business Outcome 13 – Our Built Environment is Safe and Improved

Challenge Challenge Deal with an increasing level of dangerous building work which has significant financial implications for Council

Action

1. Monitor activity and seek to recover costs from the owner(s) where possible

- 2. Identify owners as soon as possible.
- 3. Issue invoices timeously.
- 4. Pass case(s) to legal as required

5. Assist in progression of further CARS/THI bids which will help reduce number of dangerous buildings requiring intervention.

Completion Date ongoing

Business Outcome 13 – Our Built Environment is Safe and Improved

Challenge

Resource availability. Half of the exisiting Building Standards team are due to retire within the next five years which could result in:

1. Loss of 'verifier' licence and subsequent fee income.

- 2. A&B Council not 'open for business' and as a result damaging development.
- 3. Unable to adequately respond to dangerous building call outs

Action

- 1. Continue our Flexible working pattern to attract job applicants
- 2. Growing our Own
- 3. Provision of training
- 4. Staff development and appraisals
- 5. Look to future proof the service by the recruitment of 'apprentices'

Completion Date 1,3 & 4 on going. 2 & 5.Progress to the stage that at least one apprentice could be recruited during 19/20

Business Outcome 15 - Argyll and Bute Is Open For Business

Challenge: <u>Deliver Two Conservation Area Appraisals</u>: Staff absence due to maternity leave challenges delivery of 2 appraisals in 2018/19 & 19/20

Action: Early consultation on two slate islands Conservation Areas, and employment of consultant to carry out preliminary drafting work for Tarbert and Lochgilphead which are planned for 2019/20 completion.

Completion Date: 2019/20

Business Outcome 23 – Economic Growth Is Supported

Challenge: Deliver Kirk Road upgrade on time and within budget & ensure maximum

draw down of contingencies from HIF funding.

Action: Maintain detailed cross service weekly project team meetings and reporting. Maintain detailed records of contingencies and ongoing dialogue with Scottish Government. Maintain risk register.

Completion Date: 2019/20

Business Outcome 23 – Economic Growth Is Supported

Challenge: <u>Work with Scottish Government to deliver two pilot Simplified Planning</u> <u>Zones</u>. Maintain progress to deliver not only the statutory Simplified Planning Zones, but to facilitate delivery of self-build serviced plots on two different sites with two different developers.

Action: Maintain project management of cross service team (including external partners); develop further development costings, seek committee approval for use of Strategic Housing Fund.

Completion Date: Ongoing.

Business Outcome 15 – Argyll and Bute Is Open For Business

Challenge: <u>Maintain Delivery of LDP Development Plan Scheme On Time</u>: Main deliverable within 2018/19 is producing the Proposed Plan which must be approved by Council before placing on public deposit / consultation which is planned for late autumn of 2018, before moving to the next stage which will be an Examination of the Proposed Plan.

Completion Date: Ongoing.

Business Outcome 26 - People have a choice of suitable housing options

Challenge : Revising prioritisation of needs for PSHG adaptation grants

Action : Regular reviews over the year constantly showed an unexpected reduced in application rates for adaptation grants so the action was withheld. The service will continue to monitor in the year ahead and take remedial action if required otherwise continue with existing framework.

Completion Date March 2019

Business Outcome BO23 – Economic Growth is Supported Challenge: Preparation of a technical note on replacement windows in listed buildings and conservation areas within Argyll and Bute – document approved

Action: A finalised draft technical working note was approved by PPSL in April 2018. This document will be subject to public consultation during May/June 2018 before being reported back to PPSL in August/September 2018 for adoption.

Completion Date September 2018

Business Outcome BO23 – Economic Growth is Supported

Challenge: Production of guidance on agricultural and forestry tracks.

Action: New guidance to be prepared by Development Manager.

Completion Date December 2018

Business Outcome BO23 – Economic Growth is Supported

Challenge: Review of Planning Enforcement Charter

Action: Initial review has been concluded and a first draft is under preparation. Requires to be completed and reported to June PPSL.

Completion Date June 2018

Business Outcome BO23 – Economic Growth is Supported Challenge: Fee income stagnation due to the economic downturn continuing.

Action: Continue to monitor income and expenditure closely. Seek to promote and develop charges for non-statutory pre-application advice services and to identify and investigate further opportunities for income generation.

Completion Date Ongoing

Business Outcome BO23 – Economic Growth is Supported Challenge: Production of 2017/18 Annual Planning Performance Framework Report and submission to Scottish Government

Action: Prepare and implement project plan for PPF preparation Completion Date 27th July 2018

Business Outcome BO23 – Economic Growth is Supported

Challenge: Seek to reduce the proportion of planning applications that are invalid upon receipt thereby improving the efficiency and effectiveness of validation services and reducing the overall time taken from submission to determination of planning applications. In 2016/17 only 10.7% of applications were valid upon their first submission and the validation process was identified as 'frustrating' by customers at DM User Forums.

Action: Analyse invalid planning submissions to identify the most common factors which result in applications being registered as invalid upon receipt. Seek to provide improved/targeted guidance on the identified matters and engage with regular customers to advise them of recurring issues which could readily be addressed. Completion Date March 2019

Business Outcome BO23 – Economic Growth is Supported

Challenge: To attain Customer Service Excellence as part of a combined DM/DP/Reg. Services project.

Action: Self-assessment process is 80% complete. Self-assessment requires to be completed and formal submission to assessors finalised. Completion Date: September 2018

Key improvements from previous	Actions to redress previous year's
year's APR not completed	incomplete improvements

 Continue to deliver the Food Control Improvement Plan 2016/19 Event Safety Plan 	 As a result of a We have measures in place to accelerate the delivery of this plan. To reinstate the Councils Event Safety Group Prepare and deliver, as part of a working group, focussing on fees and charges; improved information to event organisers and letting arrangements for Council facilities.
Key challenges	Key improvements to address challenges
To respond effectively to any public health, public safety and disease related incident.	1. To review incident plans
External Scrutiny and audits.	 Deliver the Food Safety Audit Improvement Plan and the Food Control Improvement Plan 2016/19. To deliver the Trading Standards improvement plan and redesign of trading standards focus will be on "core services" to reflect a reduced resource.
Service Improvements and Management	 Ensure that service plans, Balanced Scorecard and arrangements are in place to deliver these: Complete all statutory returns across service within time Develop new Joint Health Protection Plan based on emerging national public health priorities. To progress arrangements for the development of a North of Scotland Trading Standards Alliance Pilot mobile working technology.
Develop a strategy to take forward the review of advice services with other partners	 Working with other partners to deliver the review of advice services action plan which will redesign the Councils core funding arrangements for advice agencies; better integrate the range of advice services deliver by the Council and its partners, and the funding challenges facing the Council and advice services.

15	
You said (customer	We did (improvement
response)	actions)
content. Generally	Analyse all responses, report to committees, incorporate as appropriate in the Proposed
opposition	Plan when it is produced in the autumn of 2018.
	We did (improvement
	actions)
	Report responses to
and negative.	committee with identification of
	amendments made to the
	Conservation Area Appraisals.
B013 & B015	
	We did (improvement
,	actions)
	All improvement actions
	identified are logged on our
	Improvement log which is
with our service	displayed on our webpages
	1, 5, 1, 5,
You said (customer	We did (improvement
i.	actions)
,	Analysed feedback,
	reported on pyramid and
responses and suggestions	identified service
for service improvements.	improvement actions as appropriate.
for service improvements.	improvement actions as appropriate.
for service improvements. You said (customer	improvement actions as appropriate. We did (improvement
for service improvements. You said (customer response)	improvement actions as appropriate. We did (improvement actions)
for service improvements. You said (customer response) 92% of customers overall	improvement actions as appropriate. We did (improvement
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the	improvement actions as appropriate. We did (improvement actions)
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our advice had helped them with	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer Excellence Awards criteria
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our advice had helped them with regards to their health (feeling	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer Excellence Awards criteria with the aim of submitting an
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our advice had helped them with regards to their health (feeling less stressed) and 100% felt	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer Excellence Awards criteria with the aim of submitting an
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our advice had helped them with regards to their health (feeling less stressed) and 100% felt that they are now able to	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer Excellence Awards criteria with the aim of submitting an
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our advice had helped them with regards to their health (feeling less stressed) and 100% felt that they are now able to manage the payment of their	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer Excellence Awards criteria with the aim of submitting an
for service improvements. You said (customer response) 92% of customers overall were very satisfied with the overall service they received.100% felt that our advice had helped them with regards to their health (feeling less stressed) and 100% felt that they are now able to	improvement actions as appropriate. We did (improvement actions) We are reviewing our systems against the Customer Excellence Awards criteria with the aim of submitting an
	You said (customer response) 200 response with varying content. Generally significantly more support that opposition 15 You said (customer response) Variety of responses, positive and negative. B013 & B015 You said (customer response) 100% of our customers who responded to our consultations are happy with our service You said (customer response) A range of positive and negative customer

Angus Gilmour May 2018

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Planning, Housing & Regulatory Services Scorecard 2017-20 Scorecard owned by: Angus Gilmour FQ4 17/18

Click here for Full Scorecard

0001 The health of our people is partnership working [PR] August is storms Nurmership working in the health of our people is partnership working - Net Image: the storms Image: the storms BODT The health of our people is partnership working - Net Image: the storms Image: th			
protected brough effective patheship working - Net PR01_01-Protecting health through approved JHPP S003 Prevention and support educes homelessness [CC] S S S S S S S S S S S S S	rotected through effective	ABOIP Outcome No.	Measure
the delivery of the formally approved 3HPP Target On treet ADD3 Prevention and support delivers are accessed approved 3HPP app	protected through effective	Budget Forecast	
NO33 Prevention and support educes homelessness [CC] status to 5 A B003 Prevention and support reduces homelessness - Net Bugst Freest Sugst Freest B003 Prevention and support reduces homelessness - Net Bugst Freest Sugst Freest C003 Out Prevention and support reduces homelessness - Net Attail Tegst Bendmark 51 % R Bendmark 51 % C003 Out Prevention interventions (prevent 1) Attail Tegst Bendmark 70 % R Bendmark 51 % B005 Information and support are available for everyone [PR] Support as available for everyone - Net Support as available for everyone - Net B005 Information and support are available for everyone - Net Bugst & \$41,700 C Freest & \$41,700 C Bendmark C Bugst & \$41,700 C	the delivery of the formally		
support evaluation of the second seco		ABOIP Outcome No.	Measure
COULD of the percentage of points Target 80 % Benchmark 2.5 % Benchmark 2.5 % COULD of the percentage of positive homeless prevention interventions Actual 54 % COULD of the percentage of positive homeless prevention interventions Actual 54 % COULD of the percentage of positive homeless prevention interventions Actual 54 % COULD of the percentage of positive homeless prevention interventions Actual 54 % COULD of the percentage of positive homeless prevention interventions Actual 54 % COULD of the percentage of positive homeless prevention interventions Actual 54 % COULD of the percentage of positive homeless prevents Reservent Success BOOS Information and support are available for everyone (PR) Roopet £ 541.790 C RROS _01-Provide consumer advice and to undertake formal interventions within 14 days Actual 87 % C RROS _02-% clients satisfied that they are stated 00.0 % C C Profilems following our support and port positive home and positive home and the positive	support reduces		
Course of the percention interventions (prevent 1) Terret 50 % Becoment 70 % Boost Information and support re available for everyone [PR] Boost Information and support ne available for everyone [PR] RR05, 01-Provide consumer advice Actual 87 % RR05, 02-Provide consumer advice Actual 87 % Terest £541,790 € Prevent 1 Terest 90.0 % PROS, 02-Provide to deal with their financial profestion following or support and Prevent 1 Prevent 1 Pre	leaving the Housing Support Service	Target	80 %
3005 Information and support reavailable for everyone [PR] Users % BO05 Information and support are available for everyone - Net BO05 Information and support are available for BO05 Information and BO05 Information and	homeless prevention interventions	Target	50 %
support are available for to compare the service of		ABOIP Outcome No.	Measure
Target 2016 Constrained autors Target 80 % within 14 days Benchmark RRDS 20-95 clients satisfied that they are Actual 100.0 % Deter able to deal with their financial Target 90.0 % problems following our support and Target 90.0 %	support are available for		
better able to deal with their financial Target 90.0 % 🔿	and to undertake formal interventions	Target	80 % J
	better able to deal with their financial problems following our support and	Target	90.0 %

BO12 High standards of public health and health protection are promoted [PR]	Aligns to Success ABOIP Measure Outcome No. G 🖨
BO12 High standards of Public health and health protection are promoted - Net	Budget £ 1,163,258
PR12_01-Increase the % of broadly compliant food businesses as a result our enforcement interventions	Actual 90.2 % G tof Target 85.0 % 1 Benchmark
PR12_02-Respond to public health incidents which have an immediate impact on public health within 20 working days	Actual 89 % G Target 80 % Benchmark
BO13 Our built environment is safe and improved [PR]	Aligns to Success ABOLP Measure Outcome No. C =>
BO13 Our built environment is safe and improved - Net	Budget £ 92,106
PR13_01-Respond to building warran applications within 20 Days	Actual 94.8 % G Target 80.0 % 1 Benchmark 1
PR13_02-Respond to Completion Certificate applications within 10 days	Actual 2.7 Days G Target 10.0 Days Benchmark 14.0 Days
PR13_03-BS Produce and submit a Balanced Scorecard [Business Plan]	Actual _{Complete} G Target On track 🔿
PR13_04-BS % of our service users who are happy with our service	Actual 100.0 % G Target 90.0 % ➡ Benchmark
PR13_05-Produce and submit a Continuous Improvement Plan	Actuel Complete 🖸 Target On track 🔿

BO23 Economic growth is supported [PR]	Aligns to Success ABDIP Measure Outcome No. 1 A =>
BO23 Economic growth is supported - Net	Budget £ 267,228
PR23 - 01-Define and explore opportunities in maritime industry sector of Argyll and Bute	Actual Complete 🖸 Target On track 🔿
PR23_02-Determine 'All Local Plannin Applications' quicker than the Nationa Average	
PR23_03-Percentage of Pre-application enquiries processed within 20 working days - A&B	Actual 76.0 % G Target 75.0 % 👔 Benchmark
PR23_04-Create a public sector asset register to develop economic growth	Actual _{Complete} 🖸 Target On track 🔿
PR23_05-Register and neighbour notify valid applications within 5 days	Actual 72.7 % R Target 90.0 %
PR23_06-Achieve an above national average level of application approval rates	Actual 99.3 % G Target 95.0 % Benchmark 93.7 %
BO15 Argyll and Bute is open for business [PR]	Aligns to Success ABOIP Measure Outcome No. 2
BO15 Argyll and Bute is open for business - Net	Budget £ 417,475 G
PR15_01-Update and Improve our Conservation Area Appraisal Coverage	Actual Complete 🖸 Target On track 👄
PR15_02-Maintaining a LDP less than 5 years old	Actual On track 🖬 Target On track 🔿
PR15 03-Maintain an effective five ve	ear Actual On track 🖸

BO25 Access to and enjoyment of the natural and built environments improved [PR]	Aligns to ABOIP Outcome No. 5	Success Measure
BO25 Access to and enjoyment of the natural and built environments is improved - Net	Budget Forecast	£ 55,215 G
PR25_01-Increase visitor numbers to A&B Core Path network by promoting awareness and knowledge of routes	Actual Target	On track G On track 🕈
BO26 People have a choice of suitable housing options [CC]	Aligns to ABOIP Outcome No. 5	Success Measure
BO26 People have a choice of suitable housing for the population options - Net	Budget Forecast	
CC26_01-Number of new affordable homes completed per annum.	Actual Target Benchma	18 G 18 J rk 80
CC26_02-Number of empty properties back in use per annum.	Actual Target Benchma	55 G 25 ➡ erk 10 ➡
CC26_03-Amount of income generated by Welfare Rights		2,859,596 2,500,000 ₲ 2,300,000 ↔
BO27 Infrastructure and assets are fit for purpose [PR]	e Aligns to ABOIP Outcome No. 5	Success Measure
BO27 Infrastructure and assets are fit for purpose	Budget Forecast	£ 88,844 G
PR27_01-Develop intervention program to enable infrastructure be fit for purp to deliver sites within LDP		On brack G