

COUNCIL PERFORMANCE REPORT – OCTOBER TO MARCH 2018

1. SUMMARY

- 1.1 The Performance and Improvement Framework (PIF) sets out the process for presentation of the Council's performance reports. This paper presents the Council's performance report with associated scorecard for performance for FQ3 and FQ4 – October to March 2018.
- 1.2 It is recommended that the Audit and Scrutiny Committee reviews the Council report and scorecard as presented for the purpose of scrutinising the Council's performance.
- 1.3 It is recommended that the Audit and Scrutiny Committee note the changes made following the implementation of the PIF and the planned improvements for 2018/19.

Cleland Sneddon
Chief Executive

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2. SUMMARY

- 2.1 The Performance and Improvement Framework (PIF) sets out the process for presentation of the Council's performance reports. This paper presents the Council's performance report with associated scorecard for performance for FQ3 and FQ4 – October to March 2018. It identifies the strategic Key Successes and Progress along with the Key Challenges and the Actions to address the Challenges.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Audit and Scrutiny Committee reviews the Council report and scorecard as presented for the purposes of scrutinising the Council's performance.
- 3.2 The Audit and Scrutiny Committee are asked to note the changes following the implementation of the PIF and planned improvements for 2018/19.

4. CONTEXTUAL BACKGROUND – THE PIF

- 4.1 The Performance and Improvement Framework (PIF) was approved by Council in March 2017 and replaced the Planning and Performance Management Framework (PPMF). There was a need to simplify the range of plans currently produced, improve the quality of the Service Plans, the Service Planning process and address the short term nature of these plans. As a result changes were made to the processes and documentation regarding planning and reporting of our Performance and Improvements, with further improvements still to be implemented.
- 4.2 Previously, to help identify how the Corporate Outcomes were being delivered the Council used a suite of 63 Service Outcomes which were developed and owned by individual Heads of Service. As of the 2017/18 financial year a suite of 32 Business Outcomes owned and endorsed by SMT were developed and used.
- 4.3 The Business Outcomes now create a corporate overview, cutting across all Services and Departments. They help remove silo working and identify duplication and efficiencies. They also illustrate the 'golden thread' from the individual PRD (Performance Review and Development) to the ABOIP.
- 4.4 The format of the Service Plans also changed from one-year to three-year plans (noting that the budget is currently set for one-year).

- 4.5 The Service Plans are built in Pyramid and illustrated as Service Scorecards, which when combined form the Departmental and Council Scorecards. As a result each Corporate Outcome is supported by a number of Business Outcomes, which in turn are supported by any number of success measures from across the Council.
- 4.6 To further tie together linkages between successes, progress and challenges new performance reporting templates have been developed. These are Quarterly for Departments and 6-monthly for the Council and are in use from FQ3 2017/18 onwards. The new templates identify Successes; Progress; Challenges and Improvements. For Departments this is done by Business Outcome and for the Council by Corporate Outcome.
- 4.7 The content of the Quarterly and 6-monthly reports will enhance the performance information available in Pyramid. Any Improvement that is identified and noted on the reports will be built in Pyramid for monitoring and reporting.

An evaluation exercise will be undertaken on the new Quarterly Performance Reports completed and submitted to the Strategic Committees to capture any improvements within the process. One such improvement is to identify and monitor the progress made on an Improvement or Challenges. Changes to the template will be ready for FQ1 2018/19 reporting.

This self-evaluation is in line with our approach of applying continuous improvement to the PIF.

The performance reports and Scorecard illustrations form a key element in our statutory Best Value Public Performance Reporting duties. After presentation at the Strategic Committees they are made public through the Website.

- 4.8 For the 2018/19 financial year it has been agreed that all success measures listed in the Service Plans and subsequently built in Pyramid should have commentary at every reporting period to help us 'tell our story'. This feature will need to be reviewed to ensure the commentary is adding value and not simply self-explanatory narrative. This consistent updating of commentary has already begun for the Area Committee reports.
- 4.9 A Continuous Improvement approach is applied to the PIF. The current report illustrates that Business Outcomes 7 and 8 currently have no success measures aligned to them. A more appropriate and balanced suite of 21 Business Outcomes is being developed. These align to the ABOIP, Corporate Plan and the Administration's Priorities. Once agreed HROD will work with Services and Departments with a view to improving the nature and number of success measures aligned to the Business Outcomes. This may result in an overall reduction of success measures but provide a clearer picture of the work, achievements and challenges through the use of more appropriate success measures. To allow time for this important piece of work to be undertaken the start of the Service Planning process is being brought forward to July 2018.

- 4.10 Whilst the success measures tell us if we are doing something well, it is important to identify if 'what' we are doing is making a difference to our communities. Work is well underway with Senior Managers and co-operation with other local authorities to identify and develop Impact Measures. The Impact Measures will be agreed and signed off by late spring 2018 following which they will be built in Pyramid.

5.0. CONTEXTUAL BACKGROUND – COUNCIL PERFORMANCE

- 5.1 The Council's performance is reported against a framework of ongoing activity across the Council and its services. During FQ3 and FQ4, the corporate focus continued on the progress of the Transformation Board activities, ensuring that preparations were in hand for the consultation process to begin on a series of transformational savings proposals, before consideration by members at the February 2018 budget. In the context of the quarterly budget outlook reports, the envisaged revenue budget gap was significant and so, in addition to the policy options being developed through the Transformation Board, a series of management and operational savings options were prepared for approval in October 2017.
- 5.2 In February 2018 the Corporate Plan 2018/2022 was approved. This sets out our Mission, Vision and Priorities for the next 4 years. It emphasises that we must transform how we work to deliver services our communities need against a backdrop of some considerable challenges. Embedded within the Corporate Plan are the new values which were developed by the Culture Steering Group. The new values of Committed, Creative, Caring and Collaborative (the 4Cs) will be actively promoted across the organisation.

Our Corporate Plan illustrates the Golden Thread from each Individual, through Teams, Services and Departments - everything aligns with the Argyll and Bute Outcome Improvement Plan (ABOIP) – to improve the Outcomes for our Communities.

- 5.3 Progress on a series of other transformational and income generating projects also continued to be progressed by the Transformation Board. Progress has also continued to be made on preparations for a Rural Deal bid, one of the important elements to the overall Council goal of increasing the population and strengthening the economy.
- 5.4 With agreement of the Scottish Government and in relation to the recent national review of enterprise agencies, the Council is in discussions with Highlands and Islands Enterprise (HIE) and Scottish Enterprise to explore all of Argyll and Bute coming under a single enterprise agency. Currently the Helensburgh and Lomond Area is covered by Scottish Enterprise whilst the rest of Argyll and Bute is covered by HIE and it is deemed that a single enterprise agency would simplify the approach to our strategic objectives

whilst improving a holistic approach.

- 5.5 The UK Government is currently investing around £1bn in Faslane which will see all UK Submarine operations delivered from the Clyde by 2020. Badged as the 'Faslane Maritime Change Programme', joint efforts are continuing between the Royal Navy and Community Planning Partnership to maximise the social economic benefits to Argyll and Bute from this investment. An illustration of types of activity is actively influencing decisions on housing investment in the area to ensure a suitable future supply of the right type of housing is available for growing numbers of personnel, civilian workers, contractors and their families associated with the programme.
- 5.6 The Council continues to receive one year budget settlements from Scottish Government. The Council's Medium to Long Term Budget Strategy identified Transformation as one of the mechanisms to address the forecast budget gap. A programme of budget reconstruction is being taken forward by the Transformation Board, with officers preparing template proposals which will be considered by members in August for consideration as part of the 2019/20 budget process.
- 5.7 During the fourth quarter of 2017/18, 13 new Rural Resettlement Fund Personal Relocation Grants were awarded. This brings the total to 69 at the end of March 2018 for both Personal Relocation Grants and self-employment grants since the fund started, with an associated allocation of funds of just under £340k. To the end of March 2018 this equates to 157 new residents, in the lifetime of the fund, of which 110 are adults and 47 are children.
- 5.8 With regards to school reconstruction programme, the £9m Kirn Primary and the £26m Campbeltown Grammar School were completed and handed over with Oban High School and Dunoon Primary school projects on track.
- 5.9 In relation to the ongoing regeneration work, strategic highlights are as follows;
- Oban Maritime Visitor Centre completed and handed over on 30 March 2018. Complimentary to the recent Oban berthing facility project, this completes the infrastructure required to promote Oban as the primary marine tourism destination for the West of Scotland.
 - Inveraray Conservation Area Scheme was completed at the end of March 2018 whilst the new Rothesay Townscape Heritage regeneration project was launched.
 - The Full Business Case was approved for phase 1 of the Gleaner site at Ardrishaig and all external funding secured; this is in relation to the Lochgilphead and Tarbert Regeneration Programme.
 - Infrastructure improvements to Kirk Rd/Lorn Rd, Dunbeg as part of the Lorn Arc commenced in the final quarter of 2017/18 following securing £1.93m of Scottish Government Grant funding. These works will enable the building of 300 new houses and phases 2 and 3 of the

European marine Science Park.

- The final funding element required for the ambitious £14m restoration of the Grade A Rothesay Pavilion was secured.

- 5.10 In partnership with the Local Government Improvement Service, Volunteer Scotland and Argyll and Bute Third Sector Interface, the Council delivered the National Volunteer Conference in February 2018 in Helensburgh which instigated a dialogue on how the public sector and citizens can collectively improve outcomes for our communities. A proposal for Argyll and Bute Council to grow volunteering emerged from the conference and will be presented to the Council for information.
- 5.11 The Councils scorecard illustrates progress against all 32 Business Outcomes. The progress is identified using the RAG (Red; Amber; Green) status to track performance. The 2 Business Outcomes with no success measures aligned have no RAG indication alongside them. Of the remaining Business Outcomes 9 are Green and 21 Amber.
- 5.12 Sickness Absence is above the target of 4.72 days with an actual performance of 5.97 days.
- 5.13 PRDs have a target of 90% with an actual performance of 54%. Late PRD submission records are being uploaded to pyramid, but this performance is particularly poor. PRDs are an important aspect of employee engagement and performance management. There is a wide variation in performance across services, with Adult Services performing poorly, but Customer Services performing well. Action will be put in place to address this throughout 2018/19 and is detailed in the accompanying performance narrative.
- 5.14 Stage 1 and Stage 2 Complaints are both above target at 82% and 90% respectively. Complaints are monitored on a regular basis by Departmental Management Teams through the departmental Complaints Co-ordinators.
- 5.15 There are 2 Audit Recommendations that are overdue. Overdue Audit recommendations are reported monthly by the Strategic Management Team and actions to complete them are recorded and allocated to the responsible officers.
- 5.16 Development and Infrastructure have 6 red risk assets. Detail on all of the red risk assets is contained in the Service and Group Asset Management Plans, which inform the prioritisation of budget allocation. These are overseen by the Asset Management Board, chaired by the Executive Director – Customer Services.

Cleland Sneddon
Chief Executive

Key successes and progress**Corporate Outcome - People live active, healthier and independent lives****Business Outcome 5 - Information and support are available for everyone**

- 1) Following a dip in communication outputs as a result of resourcing shortages, the Communications Team launched a new Instagram page in November 2017. It is now the most followed Local Authority in Scotland on Instagram with 1886 followers. This increases the Council's ability to communicate with communities, service users, members of the public and potential investors/visitors/businesses. Increased direct communications reach supports the Council's Corporate objective to grow the population and economy, by raising awareness of Argyll and Bute as a place people choose to live, learn, work and do business.

Corporate Outcome - Education, skills and training maximise opportunities for all**Business Outcomes 19 - All children and young people are supported to realise their potential.**

- 1) Actions to address the challenges of the Education Scotland inspection were all implemented as part of an improved approach by the new Education Management Team as detailed in the previous performance report to Committee. Education Scotland have recognised that the engagement of central officers with schools has improved considerably over the last 12 months. The authority has made some positive progress in improving relationships and communication since the original inspection. Overall, the authority has made sound progress in improving the quality of leadership. There is now a clear vision for education, as outlined in the council's strategy document, Our Children Their Future. This vision takes good account of local priorities, including those in the council's Corporate Plan, and also key national priorities. Senior officers are more visible and central staff now have much stronger links with schools across the authority. A further visit is to take place in May 2018.

Corporate Outcome – Our Economy is diverse and thriving**Business Outcome 23 – Economic Growth Is Supported**

- 1) The Economic Growth Team attended the BBC Good Food Show for the first time at the SECC in Glasgow to showcase Argyll and Bute food and drink businesses. The stand attracted more than 700 people with 9 Argyll and Bute Food and Drink businesses directly participating in the show with their products generating a lot of interest from show visitors. This is part of an ongoing marketing campaign to raise the profile of food and drink produced in Argyll and Bute, increase awareness of the area and its quality produce and support business growth by increasing market share.

Corporate Outcome - Our Infrastructure supports sustainable growth

Business Outcome 15 – Argyll and Bute Is Open For Business

- 1) There has been a significant step change in the percentage of Argyll and Bute covered by the digital network with 86.8% of premises now connected to the fibre network in Argyll and Bute. Of this, 78.1% of premises can access speeds greater than 24Mbps. Digital connectivity is an important element of our infrastructure which underpins economic growth.

Business Outcome 26 – People Have A Choice Of Suitable Housing

- 1) Seventy-Five affordable housing units have been completed in 2017/18 with the assistance of the Argyll and Bute Council Strategic Housing Fund (SHF). The SHF has contributed £900 000 towards the delivery of the 75 units which creates a greater choice of housing options across the local authority area and provides opportunities for people, particularly young people to continue to live and work in Argyll and Bute.
- 2) The Council was successful in achieving an award of £1.9m Housing Infrastructure Funding from the Scottish Government to enable the upgrade of Kirk Road, Dunbeg. This will in turn facilitate the delivery of 300 affordable houses in the area, again contributing to population retention and economic growth.

Corporate Outcome – Making It Happen (Enablers)

Business Outcome 28 - Our processes and business procedures are efficient, cost effective and compliant

- 1) The Energy and Building Services Team successfully concluded and arranged the sign off of a Heat Supply Agreement for the Heat from Sewer Project at Aqualibrium. This project is now likely to be the first Heat from Sewer project to be delivered in Scotland that has been funded by the Scottish Government. The project will ultimately deliver annual revenue savings for the heating at Aqualibrium. The project also highlights the Council's ongoing approach to finding innovative solutions with partners and transforming the way that we operate.

Key challenges

The ongoing period of public sector budget constraint in terms of grant funding to the Council from Government continues to be a major issue for the Council. It remains a challenge to ensure that we are sufficiently resource to respond to the

Actions to address the challenges

A programme of budget reconstruction has been initiated and is being driven by the Transformation Board. This will present options for Council in achieving future savings.

<p>increasing demand for high quality services. Changes to our population are causing growing pressures on housing, social care and other services, even though the actual numbers of people living in Argyll & Bute continues to decline, albeit at a lesser rate than previously projected.</p>	<p>The Transformation Board continues to investigate and implement innovative, transformational and income generating proposals to address the budget challenge.</p>
<p>Address Argyll and Bute's declining population, retaining people, particularly younger people in the area.</p>	<p>The Economic Development service continues to focus upon the opportunities for economic growth aligned to the four priorities outlined in Scotland's Economy Strategy – Investment; Innovation; Internationalisation and Inclusive Growth prioritised in the Council's Strategic Economic Development Action Plan as well as taking advantage of the opportunities that the Rural Resettlement Fund brings.</p> <p>The council continues to develop the Growing Our Own programme and develop more opportunities for young people to gain apprenticeships and traineeships in the Council. The positive profile of the Council as an employer of opportunity was raised in this respect as a result of attaining gold at the recent S1 Jobs awards in the Graduate and Apprentice category.</p>
<p>Address the challenges associated with recycling and waste treatment in the medium to longer term in view of the longer term financial risks and future landfill ban affecting this statutory service.</p>	<p>The Roads and Amenity Service is developing a new Waste Strategy based upon a 25 Year Waste Financial Model and continue to work with the community to improve and increase recycling performance.</p>
<p>Develop the Rural Deal to secure major investment from the UK Government in pursuit of economic growth.</p>	<p>Plans are progressing in the development of Argyll and Bute Council's Rural Deal. This is intended to be a comprehensive investment programme to boost economic and population growth. The Deal will continue to progress throughout 2018.</p>
<p>Convert managerial action on sickness absence into improved</p>	<p>HROD will continue to support managers in their efforts to</p>

attendance performance essential to the delivery of services.	improve performance attendance, effectively apply the council's Maximising Attendance Policy and build upon the improved performance particularly in Education. An action plan will be put in place to act on the findings of the Wellbeing Survey. HROD is part of a national group investigating attendance across Councils in Scotland and exchanging best practice to improve outcomes.
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Council Scorecard 2017-20

Scorecard owned by: Cleland Sneddon

Oct-Mar 18

'Making Argyll and Bute a place people choose to live, learn, work and do business'

ABOIP
Outcomes

Customer
Services

Development &
Infrastructure
Services

Community
Services

Priorities for
2015-17

[Click here for
Management Information](#)

Making Argyll & Bute a place people choose to live

BO01 The health of our people is protected through effective partnership working	Success Measure Aligns to ABOIP Outcome No. 5	BO10 Quality of life is improved by managing risk	Success Measure Aligns to ABOIP Outcome No. 6
BO02 Lifelong participation in sport and physical activity are increased	Success Measure Aligns to ABOIP Outcome No. 5	BO11 There is no place for discrimination and inequality	Success Measure Aligns to ABOIP Outcome No. 6
BO03 Prevention and support reduces homelessness	Success Measure Aligns to ABOIP Outcome No. 5	BO12 High standards of public health and health protection are promoted	Success Measure Aligns to ABOIP Outcome No. 6
BO04 Benefits are paid promptly and accurately	Success Measure Aligns to ABOIP Outcome No. 5	BO13 Our built environment is safe and improved	Success Measure Aligns to ABOIP Outcome No. 6
BO05 Information and support are available for everyone	Success Measure Aligns to ABOIP Outcome No. 5	BO14 Our transport infrastructure is safe and fit for purpose	Success Measure Aligns to ABOIP Outcome No. 6
BO06 Quality culture, archives, libraries and museums are provided to promote wellbeing	Success Measure Aligns to ABOIP Outcome No. 6	BO16 We wholly embrace our Corporate Parenting responsibilities	Success Measure Aligns to ABOIP Outcome No. 4
BO07 Our communities benefit from the development of renewables	Success Measure Aligns to ABOIP Outcome No. 6	BO17 The support needs of children and their families are met	Success Measure Aligns to ABOIP Outcome No. 4
BO08 The third sector has increased capacity to support sustainable communities	Success Measure Aligns to ABOIP Outcome No. 6	BO18 Improved lifestyle choices are enabled	Success Measure Aligns to ABOIP Outcome No. 4
BO09 Our assets are safe, efficient and fit for purpose	Success Measure Aligns to ABOIP Outcome No. 6	BO33 Information and support are available for our communities	Success Measure Aligns to ABOIP Outcome No. 6

Making Argyll & Bute a place people choose to learn

BO19 All children and young people are supported to realise their potential	Success Measure Aligns to ABOIP Outcome No. 3
BO21 Our young people participate in post-16 learning, training or work	Success Measure Aligns to ABOIP Outcome No. 3
BO22 Adults are supported to realise their potential	Success Measure Aligns to ABOIP Outcome No. 3

Making Argyll & Bute a place people choose to work

BO15 Argyll and Bute is open for business	Success Measure Aligns to ABOIP Outcome No. 2
BO23 Economic growth is supported	Success Measure Aligns to ABOIP Outcome No. 1
BO24 Waste is disposed of sustainably	Success Measure Aligns to ABOIP Outcome No. 2
BO25 Access to and enjoyment of the natural and built environments is improved	Success Measure Aligns to ABOIP Outcome No. 2
BO26 People have a choice of suitable housing options	Success Measure Aligns to ABOIP Outcome No. 2

Making it happen

BO27 Infrastructure and assets are fit for purpose	Success Measure Aligns to Council Outcome MIH
BO28 Our processes and business procedures are efficient, cost effective and compliant	Success Measure Aligns to Council Outcome MIH
BO29 Health and safety is managed effectively	Success Measure Aligns to Council Outcome MIH
BO30 We engage with our customers, staff and partners	Success Measure Aligns to Council Outcome MIH
BO31 We have a culture of continuous improvement	Success Measure Aligns to Council Outcome MIH
BO32 Our workforce is supported to realise its potential	Success Measure Aligns to Council Outcome MIH



Council Scorecard 2017-20

Scorecard owned by: Cleland Sneddon Oct-Mar 18

[Back to Full Council Scorecard](#)

Management Information

RESOURCES

People		Benchmark	Target	Actual	Status	Trend
Sickness Absence ABC			4.72 Days	5.97 Days	R	↓
PRDs % complete ABC			90 %	54 %	R	↓
Financial		Budget	Forecast	Status	Trend	
Finance Revenue totals ABC		£K 185,716	£K 184,953	A	↓	
Capital forecasts - current year ABC						
Capital forecasts - total project ABC						
Customer Relations						
Customer Service ABC		Customer satisfaction		93 %	G	↑
Customer Charter	G →	Stage 1 Complaints		82 %	G	↑
Number of consultations	4	Stage 2 Complaints		90 %	G	↑

IMPROVEMENT

Strategic Risks

Strategic Risk Register 2017-18		H = 2	M = 4	L = 3
		Oct-Mar 18	Oct-Mar 18	
Risk - % exposure		40 %	40 %	↑
A&B Council Audit Recommendations	R	Overdue	Due in future	Future - off target
		2 →	11 ↓	0 →

Operational Risks

Community Services red risk assets	0		
Customer Services red risk assets	6	3	G →
Dev't & Infrastructure red risk assets	6	4	R →