

COUNCIL 6-MONTH PERFORMANCE REPORT – APRIL TO SEPTEMBER 2020

1. SUMMARY

- 1.1 The Performance and Improvement Framework (PIF) sets out the process for presenting the Council's performance reports.

As a consequence of Covid-19 alternative options for each PIF activity have been agreed by the Strategic Management Team (SMT). This paper presents the Council's 6-month Performance Report and Scorecard for April to September 2020 as agreed by the SMT

- 1.2 It is recommended that the Audit and Scrutiny Committee reviews the Council's 6-month Performance Report and Scorecard as presented for the purposes of scrutiny.
- 1.3 It is recommended that the Audit and Scrutiny Committee note the planned activity for Performance Management and Reporting during 2020/21 onwards.

Pippa Milne
Chief Executive

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2. SUMMARY

- 2.1 The Performance and Improvement Framework (PIF) sets out the process for presenting the Council's performance reports.

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- 2.2 The paper identifies the strategic activities that have occurred during the reporting period.
- 2.3 Planned activity for Performance Management and Reporting commencing 2020/21 is also mentioned within.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Audit and Scrutiny Committee reviews the Council's 6-month Performance Report and Scorecard as presented for the purposes of scrutinising the Council's performance.
- 3.2 The Audit and Scrutiny Committee note that due to Covid-19 demands on staff and resources Performance Management was deprioritised. Attached is the Performance Report in a format that enables scrutiny of identified Key Performance Indicators (KPIs).
- 3.3 It is recommended that the Audit and Scrutiny Committee note the planned activity for Performance Management and Reporting during 2020/21 onwards.

4. DETAIL

- 4.1 The Performance and Improvement Framework (PIF) was approved by the Council in September 2017. The PIF sets out the agreed framework for planning, monitoring and reporting the Council's performance.

- 4.2 As a consequence of Covid-19 an unprecedented and unknown demand has been placed on staff and resources. Rather than report on the whole suite of Success Measures the decision was made to report and focus on a smaller number of Key Performance Indicators (KPIs).
- 4.3 To support scrutiny of performance by Elected Members and Senior Officers each Head of Service identified the Key Performance Indicators for this current reporting period.

In total 37 KPIs were identified covering all Services. Of the 37 KPIs 26 are on-track with 11 off-track.

There are 5 KPIs are both off-track and performance has decreased since the last reporting period (FQ1 2020/21). It should be noted that for 4 of these 5 KPIs the reasons are directly due to Covid-19. These are listed as below and in the order they are presented in the Performance Report (appendix 2) along with the detailed commentary.

- EDU108_07-Increase the uptake of wider achievement opportunities which offer alternative ways to develop learning, life and work skills.
- LRS110_10-Maintain the percentage of local suppliers that bid for business through the procurement portal
- RIS113_05-Percentage of street lighting fault repairs are completed within 10 days (*Not Covid-19 Related*)
- DEG104_02- The percentage of public health service requests that are resolved within 20 working days
- DEG110_01-Increase visitor numbers by working in partnership with the tourism industry

The suite KPIs are presented in a format the following order –

- Chief Executive's Unit
- Education
- Legal and Regulatory Support
- Commercial Services
- Customer Support Services
- Road and Infrastructure Services
- Development and Economic Growth

- 4.4 Appendix 3 illustrates the Council's Scorecard and Management Information. The Council Scorecard shows our progress towards delivering our Outcomes. These are illustrated through our 17 Business Outcomes. Of our 17 Business Outcomes 4 are Green, 13 are Amber, none are Red.
- 4.5 The Management Information shows areas of high-level cross cutting information such as absence, risks and complaints. Supporting commentary is provided below.

4.6 Absence

FQ1 and FQ2 2020/21 have occurred during the Covid-19 pandemic and this has had a significant impact on our absence figures. Ordinarily, both FQ1 & FQ2 have a pattern of lower work days lost per FTE in comparison to FQ3 & FQ4. Typically, we see a drop in absence rates due to infections and also because the main holiday period occurs in quarter two.

In FQ1 the number of workdays lost was 1.65 days lost in comparison with 2.97 the same quarter last year. A reduction of just under one day per full time equivalent employee. It must be borne in mind that this was within the “lockdown” period where there were some services were closed and anyone displaying Covid symptoms (which could have been similar to typical infections) was asked to self-isolate prior to the availability of testing and as a result these absences were noted separately. To understand a bit more about the type of absences that were reducing in number some further analysis was done and it was established there was a reduction in the number of days lost to short term absence (under 28 days) of around 70%.

In FQ2 (July – September) the country was beginning to emerge out of the tight lockdown restrictions and most services were operating. During this period the number of work days lost was 1.93 work days lost per FTE, an increase from 1.65 in the previous quarter and a reduction in around $\frac{3}{4}$ of a day per employee. Further analysis of the type of absences is continuing.

In terms of the reasons for absence stress related absences remain the number one reason for absence in all quarters - this year and last. However, last year in both quarters medical treatment accounted for the second highest level of absence but this year that has not been the case. It could be assumed that the majority of these absences are in relation to hospital operations and recovery which has not been possible during these periods. This year the second highest reasons for absence has been heart and circulatory problems and musculoskeletal problems. Further analysis needs to be done to establish if these are increasing in prevalence or if it's the lack of other types of absence that has pushed the ranking up.

Work continues within HR to support staff. In the last two quarters a number of procedures related to wellbeing have been revised and are making their way through the authorisation process. Regular wellbeing communications have been developed during the lockdown period to support staff and remind them of the availability of the existing support services. Given that stress related absence continues to remain the number one reason for absence and the continuing situation with the pandemic, the focus is on supporting employees and managers with mental health with the team reviewing the Reducing Stress in the Workplace procedures and developing tools to assist.

4.7 Performance Review and Development (PRDs)

To allow managers to complete meetings that were delayed by the impact of the Covid-19 the deadline for completing PRDs has been extended to 31 March 2021. The performance data is correct based on completed PRDs. However, it may be the case that some managers have completed the meetings but not the recording and reporting procedure. A communication will be issued to managers reminding them to complete the recording and reporting procedure.

4.8 Complaints

The first 2 quarters of 2020/21 saw the number of complaints rising slightly, compared with the previous 2 quarters. 142 stage 1 complaints and 37 stage 2 complaints were received between 01 April and 30 September. Development and Infrastructure continues to receive the majority of complaints, and performance within timescale has improved slightly over the recent 2 quarters.

The table below provides a breakdown by Department.

	Stage 1			Stage 2		
	Total number	Number in time	% in time	Total number	Number in time	% in time
Chief Executive's Unit	6	6	100%	5	5	100%
Executive Direct Kirsty Flanagan	129	89	69%	28	19	68%
Executive Director Douglas Hendry	5	4	80%	4	3	75%
Live Argyll	2	0	0	0	0	-
Totals	142	99	70%	37	27	73%

The Compliance and Regulatory team within Legal and Regulatory Support introduced a monthly complaints monitoring report towards the end of 2019-20, which is provided to complaints coordinators and Heads of Service. The team are continuing to build on the level of detail provided to managers monthly and quarterly, and further analysis of late responses has been provided following FQ2 2020/21. Complaints training will be scheduled for February / March 2021 in preparation for a new model complaints handling procedure which is due to be implemented by 01 April 2021.

4.9 Audit Recommendations

Internal and External Audit Reports are presented at this committee meeting.

4.10 Finance

There is a forecast overspend for 2020-21 of £6.325m as at the end of September 2020 however the majority of this is as a direct consequence of the financial impact of COVID which the Council are currently working on possible options to fund. This includes the lost income scheme, flexibilities in other funding and the identification of in-year savings. The net overspend is made up of a number of variances with the main overspends being:

- £6.583m due to under recovery of income in areas such as car parking, ferries, piers and harbours, commercial refuse environmental health and building standards, all due to COVID.
- £2.063m within Social Work due to forecast slippage on the delivery of agreed savings and also a high demand for services.
- £0.500m in Education due to £0.229m under recovery of income for school meals and music tuition due to COVID restrictions and overspends on residential schools (£0.091m) and minor school repairs (£0.150m)
- £0.790m in Commercial Services due to COVID, made up of £0.100m unbudgeted return from lockdown costs, £0.435m overspend on Community Food and £0.255m loss of catering and rental income.
- £0.680m for increased costs of homelessness due to COVID

Netted against these overspends is £4.548m of COVID specific grant funding which have not been allocated to specific service area within the ledger but are held in a central budget to offset the departmental budget variances. There are some other minor over and underspends making up the balance.

4.11 Strategic Risk Register (SRR)

The Strategic Risk Register (SRR) details significant challenges and the agreed approaches to manage them. These specific interventions are subject to scrutiny at Strategic Committee Level and kept under review by the Council's Strategic Management Team.

The reported SRR has thirteen risks in total. Four are red, five are amber and the remaining four are green. The four red risks relate to population and economic decline, the Health and Social Care Partnership, Waste Management, and the impact of COVID.

4.12 Operational Risks

The Chief Executive has two red risks which relate to a failure to achieve budgeted income from local taxes due primarily to the impact of COVID and the risk that financial impact of COVID will impact on service delivery and the Council's ability to agree a balanced budget.

Executive Director Kirsty Flanagan has eight red risks which relate to a potential shortfall in planning fee income due to COVID, the cost of

delivering environmental health services in relation to public health, extreme weather impact on both the road network and the cost of winter maintenance, funding the employability service, waste disposal, ferry provision and the affordability of maintaining ageing bridges and retaining walls on the road network.

Executive Director Douglas Hendry has eight red risks which relate to implementing policy changes in relation to the Developing Young Workforce programme, enabling school children to realise their potential through curriculum for excellence in both primary and secondary schools, the impact of COVID on the delivery of education, impact of COVID on delivering legal and regulatory services, ensuring council offices are safe and operational, availability of appropriate skills and experience to enable delivery of projects within the capital plan and externally funded projects, and the availability of capital funding.

Key actions have been agreed to address these red risks and all other risks in the operational risk registers.

Other Strategic Activities

4.13 Leadership

Councillor Aileen Morton stood down as Leader of the Council and Councillor Robin Curie was appointed as the new Leader by the Council on 24 September. Political management arrangements have been updated and there has been no further change to the administration providing continued stability to the political leadership of the organisation.

4.14 Covid 19

Undoubtedly the most significant activity over this period, especially during FQ1 was close working daily with resilience partners to ensure a satisfactory response to 'lockdown' during the initial months of the pandemic. Set out below is an illustration of some of the activity during the period and is not an exhaustive list.

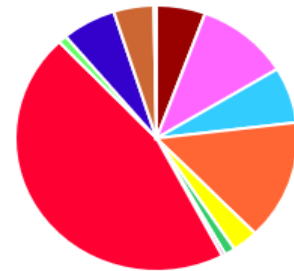
4.14(a) The HSCP Silver Command and the joint Strategic and Tactical Group continued to meet regularly well into the summer and a significant amount of activity was undertaken and the key points are as follows.

4.14(b) Schools remained closed until August and all children eligible for free school meals received food parcels until end of June and thereafter were provided with direct financial support as funded by the Scottish Government over the summer holiday period; this was by BACS or Paypoint vouchers where bank accounts were not available.

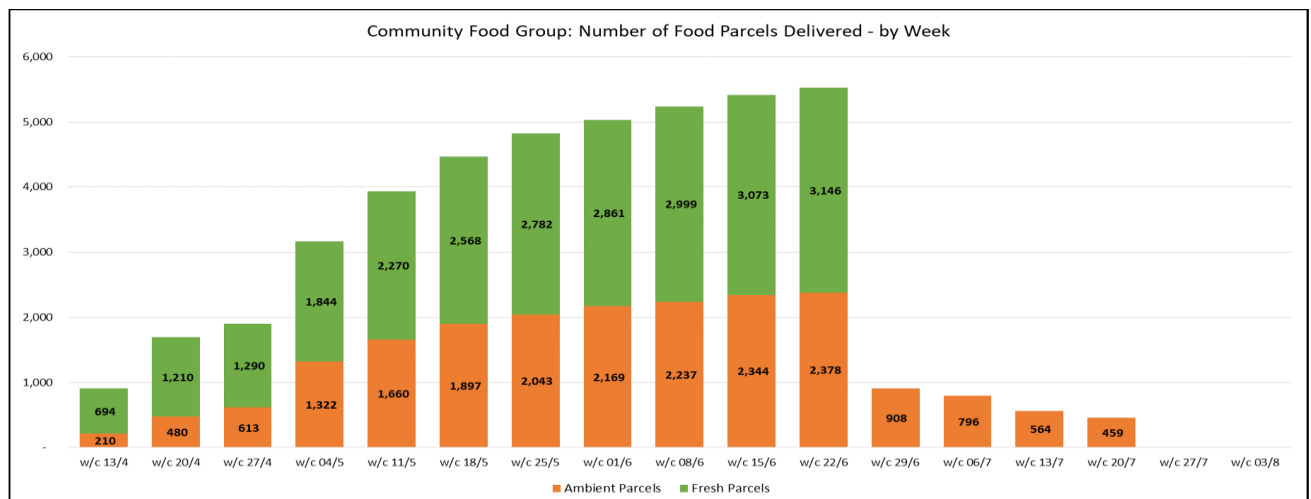
4.14(c) A key sub group of the tactical group was the Care for People Group which played a key role in supporting vulnerable people including the 3,300 formally identified as 'shielding' all of whom were contacted directly at least once by our Customer Contact Centre. A dedicated helpline was established in March which by July had taken over 9,000 calls. The graph below offers a helpful breakdown of what the calls related to.

5524 Coronavirus Caring for People - 27th Mar 2020 to 19th Jul 2020

	Total	%
All Calls	9,058	
Benefits	516	5.6
Business	968	10.7
Health	616	6.8
Social Work / Care for People	1,319	14.6
Care for People Voiceform	273	3
Education	111	1.2
Registration	35	0.4
Care for People General / Bailouts	4,130	45.6
Early Hangup	91	1
Out of Hours	560	6.2
Bank Holiday	418	4.6
Business Grants Voiceform	15	0.2
Self Employed Hardship Fund Voiceform	6	0.1



4.14(d) Community Food Group; in addition to organising food parcels for school children, they also arranged and delivered parcels for vulnerable people as identified via the shielding list. This was a significant operations set up from a standing start and was wholly dependent on existing staff redeployed to distribution centres and of course many community groups and volunteers to undertake the distribution. The group below show the number of ambient and fresh parcels delivered across Argyll and Bute including our islands.



4.14(e) In total the community food team delivered over 44,000 fresh and ambient parcels to vulnerable, shielding and free school meal households across Argyll and Bute. HSCP continued to support the most vulnerable households to ensure no-one was suddenly left more vulnerable.

4.14(f) The Council's Revenue and Benefits Team with support from Internal Audit and the Business Gateway Team processed over 4,000 applications for Business Support Grants as funded by Government. Nearly 86% of applications were successful resulting in over £36m in grant funding being provided in the Argyll and Bute area. Nearly 88% of these were paid out within the 10 day target.

4.14(g) In addition the Revenue and Benefits Team maintained services with other grant funding. With regards to the Discretionary Housing Payment, spend and commitments to yearend FQ2 totalled £795,000 against a funding allocation of £685,000. Significant increase in spend due to covid-19 impact on the number of universal credit claimants who are suffering a reduction in housing cost awarded due to the removal of the spare room subsidy. The overspend will be covered by tranche 2 funding for the 2020/2021 year to be issued by the Scottish Government in August 2021.

4.14(h) With regards to the Scottish Welfare Fund, spend picked up significantly after a slow start due to restrictions re house moves for Community Care Grants. In September 2020 we spent £75,900 on SWF by far the largest monthly spend.

4.14(i) Delivery of the Joint Health Protection Plan; the Joint Health Protection Plan came to the fore in responding to COVID and the established arrangements have worked well including managing outbreaks, integration into the Test and Protect regime with direct links with NHS Highland to pursue and assess business/premises which have been associated with positive case or close contact(s). Other key activity during this period included;

- i. Desk-top exercise with partner agencies to consider scenarios linked to COVID-19.
- ii. Delivering the new statutory duties on the local authority under the Health Protection (Coronavirus) (Direction to local authorities) (Scotland) Regulations 2020. From May to September, we assessed over 2,000 businesses, responded to in excess of 500 direct enquiries from business, and over 300 complaints from the public. Generally compliance levels are good although there are specific issues which are being targeted, including licensed premises and hospitality.
- iii. There is a joint Memorandum of Understanding in place between the Council and Police Scotland which is working well.

4.14(j) Positive homeless prevention interventions; during the period of the Covid-19 pandemic the Housing Service has continued to provide housing advice and

assistance via a virtual service. During quarter 2 this has resulted in positive interventions for 58% of households seeking advice. Of the remaining 42%, 23% made a homeless application, 11% lost contact and 8% resolved their housing issue. Bute and Cowal recorded the highest number of households requiring to make a homeless application with 23% of households approaching the housing service for advice making a homeless application.

4.14(k) Much of the activity listed above was unplanned which was successfully coordinated and delivered due to the dedication of many staff from the Council and the Health and Social Care Partnership, community groups, individuals volunteers and a range of partners including the Argyll and Bute Third Sector Interface, the Scottish Fire and Rescue Service and others.

4.14(l) Where possible employees were required to continue work from home and this remains in place today. Whilst the Council has fully integrated telephony systems that allows working from home including video conference, the Council system is not always compatible with systems used by third parties. ICT brought forward a longer term project to introduce Microsoft Teams video conferencing software to staff and members where required to allow them to maintain engagement with others e.g. COSLA calls.

4.14(m) Most Council property remain closed to public access and staff with exception to some reintroductions and only where required by the Scottish Government e.g. registrations of births. Central 'hub' offices remained open for employees where office access was critical.

4.14(n) Advice, communications and assurance was provided throughout this period to all staff working from home including the regular communications on 'Work Well Wednesday' from the Head of Customer Support Services on tips and offers of support to make your working life easier. In addition the Chief Executive continued to email all staff with messages via the 'Chief Executive Update' each Friday to keep staff up to date on developments, provide assurance and also to share podcasts of discussions with colleagues on related activity. These are available on the Council website and will be an evolving feature of communication from the Chief Executive.

4.14(o) Whilst the primary activity continues to be containing the pandemic and protecting the vulnerable, in June the Council agreed a high level Economic Recovery Plan that was based on the Scottish Government's plan and developed around the themes of People, Place, Infrastructure, Enterprise, and Natural Environment/ Low Carbon Economy.

4.14(p) To support local businesses to remain open whilst maintaining social distancing, a number of public realm sites across Argyll and Bute were made available on a temporary basis to established businesses free of charge in a bid to help open up the area's economy quickly and safely.

4.14(q) Naturally there was significant impact on services and some examples are listed as follows.

- i. Percentage of public health service requests resolved within 20 days; the service achieved 77% against a target of 80% which can be deemed a positive result in light of their critical role in the pandemic as described above. A total of 1403 service requests were received in Q2 and relates to reactive and unplanned activity and includes complaints about noise or conditions in commercial premises, to export health certificates to public health communicable disease investigations. The team have worked well and also tried to continue to support the export markets although requests for export health certificates (448 certificates) were down 75% from the same period in 19/20 In Q2 reporting period, which was very much in the period of easing of lockdown, the number of service requests received across the wide range of environmental health and Regulatory Services activities continued to increase by comparable levels from 19/20.
- ii. Delivery of the Council's Capital Plan; the pandemic resulted in the closure of all non-essential construction works and projects will be re-programmed in consultation with contractors. This is with exception to the £22m Helensburgh Waterfront Development project where the main contract was awarded 14 July and work has commenced.

4.14(r) Despite the challenges with maintaining business continuity, some services or projects did maintain progress such as the following;

- i. 1140 Early Learning and Childcare – despite the deadline being extended as a direct consequence of the pandemic, the Education Team was one of 11 authorities in Scotland who successfully met the original deadline of August 2020. A total of 80 childcare settings and 29 childminders and an additional 79.6 full time equivalent posts have been created by the Council to ensure the delivery of this national policy.
- ii. A counselling service is available in all secondary schools – this measure remains on track which school counsellor posts advertised and offered with the team lead to commence employment 01 November 2020.
- iii. The number of Modern Apprentices that go onto positive destination after completing the Argyll and Bute programme; remains at 97%. Currently 73% of all our completed apprentices go onto secure a post with Argyll and Bute Council. This is a positive measure which has remained stable over the past year.
- iv. Digital technology used to deliver the curriculum – all schools are able to deliver curriculum provision via digital platforms as was consistently evidenced during school closures.
- v. Hold authority wide capacity building opportunities for young people – despite Covid 19 restrictions work has continued online to engage and support young people. Increased use of social media and platforms such as GLOW (A

Scottish online learning platform for teachers and children) has enabled Community Learning (CL) Workers to maintain contact with young people. An online version of the GIVE programme was piloted in Helensburgh during the summer and 40 young people registered to participate. The GIVE programme (a holiday project for young people that offers volunteering and capacity building opportunities) encourages young people to develop skills and utilise them to the benefit of their local communities. The pilot was extremely successful and the online version of GIVE was rolled out across the authority during the October Holidays. The CL team has been working with a group of young people to co-design the review and restructuring of youth forums in Argyll and Bute. They meet regularly online and have managed one socially distanced group meeting. This group will also work with the CL Leadership team on service planning around youth work.

- vi. Percentage of bins collected on time; for the fourth consecutive quarter 99% of bins were collected on time.
- vii. Maintain high customer satisfaction levels; the automated Customer Support Centre satisfaction survey had 62 respondents over FQ1&2 and their average response was a 94.1% satisfaction rating (237 positive question responses and 14 negative), with the detail being. Call evaluations were suspended during Covid as they are labour intensive for supervisors but have recommenced for FQ3.

4.14(s) As with all public sector organisations, there has been a significant additional unplanned cost to the Council and the latest position was reported to the Council on 24 September. This remains a changing picture as discussions between public sector organisations and governments continue. It is likely that all organisations will need to find additional savings to fund those costs not met by other means e.g. budget consequentials.

4.14(t) Responding to Covid-19 placed immense demands on our employees, elected members, partners, community groups and volunteers and the response has been impressive. People have adapted and changed very quickly and in some cases, overnight. Significant unplanned activity that previously would have taken many months to develop happened in a matter of weeks, sometimes days resulting in new ways of thinking and working.

4.14(u) We have learned a lot about ourselves and people have discovered that we can be more agile and operate incredibly well in a rapidly changing environment. Our systems that allowed us to work remotely performed extremely well and some people have embraced new ways of working.

4.14(v) I would like to take this opportunity to provide recognition for everyone's efforts either in our direct response to Covid or supporting business continuity. I cannot praise these efforts highly enough which makes me proud to be part of Argyll and Bute Council.

4.15 Withdrawal from the EU

4.15(a) The UK EU27 Trade Negotiations have so far not agreed a deal and the Prime Minister has announced that it is time to "get ready" for a 'No Deal' exit. . Whilst still unable to reach agreement on fishing rights and state aid rules, it appears that neither the UK nor EU have walked away completely from discussions and the October deadline for striking a post-Brexit free trade deal has been extended to mid-November.

4.15(b) The tactical team continues to meet to ensure satisfactory mitigations are in place and report their activity to the Strategic Management Team.

4.15(c) A number of risks remain for Argyll and Bute including;

- i. Exports - particularly food products.
- ii. Additional demands on regulatory framework.
- iii. Food and drink supply chain readiness
- iv. Fluctuations in currency rate and volatility in economy.
- v. Loss of EU labour with adverse impact on key sectors including care, tourism, fishing and manufacturing.
- vi. Impact on population from potential loss of EU migrants.
- vii. Ensuring that our area does not lose out in replacement for EU funding.
- viii. Hidden impact on rural and/or island communities including reduction in choice of food and increased costs in food in the event of a 'no deal' withdrawal.

4.15(d) A comprehensive risk register is maintained and regularly reviewed by the EU Exit Tactical Team who are maintaining a close watch over developments, particularly over December to January 2021 as the transition period ends.

4.16 Other Important Activity

4.16(a) The Rest and Be Thankful has endured further closures due to the deteriorating condition of the natural environment at this location. The Scottish Government has pledged to secure a permanent solution and launched a consultation on options with a report to emerge by spring 2021.

4.16(b) The Council continues to push national government to agree Heads of Terms with regards to the Rural Growth Deal to support the areas recovery from the impact of Covid 19.

4.16(c) The Council's Strategic Management Team and Civil Contingencies Team are well aware of a number of concurrent and cumulative risks, many of which are described above. These are shared with most other public sector organisations and based on our continued close liaison with resilience partners, preparation and experience to date, the Committee should take assurance that we are sufficiently prepared to respond.

4.17 PIF Activity

The planned data cleanse of Pyramid has recommenced. This will involve continuing to simplify where possible, remove old 'archived' data and improve the user experience.

The Local Government Benchmarking Framework (LGBF) 2018/19 is an agenda item at this committee meeting.

To help ensure the appropriate monitoring and scrutiny of performance management the focus will remain on the reduced suite of KPIs. These are monitored and reported on at appropriate Strategic Committees until a decision is made otherwise. Pyramid will continue to remain 'live' with all Success Measures aligned to Service Plans and updated as agreed.

This agreed process will also feed into the Performance Management Project which commenced in September 2020.

4.18 Performance Management Project

Following on from the BV3 audit an Improvement Plan has been developed and approved by the Council on 30th June.

The Best Value Action Plan (also presented at this meeting) notes the actions identified to improve Performance Management reporting to provide a balanced picture of long-term trends in performance against targets.

The Performance Management Project commenced in September 2020. The first phase is focusing on consultation with our customers and stakeholders to collate their views on performance management.

Future updates on the project will be noted in the Council 6-month performance report presented at this committee.

5.0 CONCLUSION

This report updates the ASC on how we are Delivering Our Outcomes; the Key Challenges and how we plan to manage them; other Strategic activity along with implemented and planned changes to the PIF.

6.0 IMPLICATIONS

- 6.1 Policy; none
- 6.2 Financial; none
- 6.3 Legal; none
- 6.4 HR; none
- 6.5 Fairer Scotland Duty: none

- 6.5.1 Equalities - protected characteristics; none
- 6.5.2 Socio-economic Duty; none
- 6.5.3 Islands; none
- 6.6. Risk; this report sets out key challenges to the organisation and actions in response.
- 6.7 Customer Service; none

For further information contact:

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APPENDICES

- Appendix 1 - Seventeen Business Outcomes
- Appendix 2 - KPIs - All Services' FQ2 2020/21 Performance
- Appendix 3 - Council Scorecard: April to September 2020

Pippa Milne, Chief Executive – Argyll and Bute Council

20 November 2020