**Best Value 3 Action Plan v2.0**
**February 2021**

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| BV1.1 | **Develop the transformation agenda, supported by an affordable and achievable medium to longer term financial strategy** | **Revenue** Develop a programme of transformational service redesigns that can be reflected in a 3 year rolling budget setting process. | Redesign process developed and launched | August 2020 | Head of FS | Thematic approach taken to budget setting to achieve transformational change. Approach to the Budget for 2021/22 impacted by COVID, with less time and resources available to identify longer term options. Thematic reviews continuing for 22/23 budget process with longer term view. Approach agreed at Business Continuity Committee 13.08.20. Work is in progress across all work streams with leads reporting on progress to the SMT and the budget working group. Furthermore good progress has been made on the desktop reviews of non-controllable budget areas. |
| BV1.2 | | **Capital** Complete capital strategy and launch revised capital process. | Capital Strategy and process is launched | May 2021 | Head of CS | New Capital Investment Strategy will be submitted to the Policy and Resources Committee in May 2021. |
| BV1.3 | | **Financial Planning** Review and update the medium to longer term to longer term financial strategy | Reviewed Medium to long term Financial Plan is approved | Approved as part of budget process for 2021/22 in February 2021 | Head of FS | The Council's draft Financial Strategy was reviewed by the Strategic Management Team 25.01.21 The final draft strategy will be submitted to the Policy and Resources Committee in May 2021. |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|------|-----------|---------------------|------------------|-----------|------|----------|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| BV2.1 | **Improve performance management reporting to provide a balanced picture of long-term trends in performance against targets.** | Review the approach to performance management reflecting:<br>- Clear links to strategic priorities<br>- Meaningful indicators, taking account of trend data and benchmarking<br>- The need for a simple and effective system for recording and presenting data | Performance reporting presentation clearly reflects links | Oct 2021 | Head of CSS | Interim governance measures adopted during covid allowed for the trialing of different performance reporting style.<br>Further action is incorporated into the Performance Excellence project.<br><br>The project is on track to deliver updated reporting presentation by Oct 2021. |
| BV2.2 | | | New performance indicators developed | Oct 2021 | Head of CSS | This action is incorporated into the Performance Excellence project.<br><br>Workshops held in January 2021 introduced senior officers to the project and further workshops in February with a range of colleagues will commence the process for developing performance indicators. |
| BV2.3 | | | New system procured or developed in-house | Dec 2021 | Head of CSS | This element of the Performance Excellence Project will commence spring 2021. |
| BV2.4 | | Introduce improved reporting of performance information to members that support effective scrutiny | Programme of member seminars/webinars on performance and scrutiny delivered | During development stages of new approach | Head of CSS/ Head of LRS | Virtual workshop held at member's seminar 25 January.<br><br>Online survey with members launched 21 January closing 07 February.<br><br>A second member's development workshop scheduled for 22 March 2021. |
| BV2.5 | | Improve public performance reporting. | Review of public performance reporting complete | March 2022 | Head of CSS | This action is incorporated into the Performance Excellence project and will commence spring 2021. |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| BV3.1 | **Increase the pace of transformational change to deliver the business outcomes** | Develop and agree refreshed approach to Transformational Activity | Themed Transformation Programme, including regular reporting to members, is developed and implemented | Oct 2021 | SMT | Thematic approach taken to budget setting to achieve with a view to achieving transformational change. Approach to the Budget for 2021/22 impacted by COVID, with less time and resources available to identify longer term options.  Thematic reviews continuing for 22/23 budget process with longer term view. Approach agreed at BCC on 13 August 2020.<br><br>Work is in progress across all work streams with leads reporting on progress to the SMT and the budget working group. Furthermore good progress has been made on the desktop reviews of non-controllable budget areas. |
| BV3.2 | | Identify thematic areas of activity and explore opportunities to shift investment towards prevention and more effective and efficient interventions | Scoping of thematic areas for transformational change | Oct 2020 | SMT | Thematic reviews as follows;<br>• Amenity Services Review<br>• Digital by Default<br>• Fleet Review<br>• HROD Prioritisation Review<br>• Property Review<br>• School and Public Transport<br>• Economic Development Prioritisation Review<br>•<br>Care and housing<br><br>These majority of these reviews were discussed at the Members Budget Working Group;<br>• 30/09/2020<br>• 02/11/2020 |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| | | | | | | • 24/11/2020<br>• 18/12/2020<br>• 03/02/2021<br><br>Initial savings proposals were considered by the Policy and Resources Committee 15.10.20 |
| BV3.3 | | Develop data analytics/business intelligence as a tool to inform Transformation and Improvement | Options appraisal on data analytics approach complete | March 2021 | Head of CSS | Delayed due to Covid and rescheduled for June 2021 |
| BV3.4 | | Implement programme of modernising education services. | Reports on progress to elected members at appropriate stages of programme | On going | Exec Dir | Proposals discussed with senior leadership June 2020. Update on programme went to SMT 14 December 2020. Reports on various works streams will be completed from March 2021 onwards.<br><br>02.02.21 - Members Seminar online learning. |
| BV3.5 | | | Modernisation programme is complete | On going | Exec Dir | There are ten workstreams and all have made good progress. |
| BV3.6 | | Make full use of improved technology to transform service delivery and reduce | Include transformation and Digital First as key elements | Dec 2020 | Head of CSS | ICT and Digital Strategy 2021-2024 agreed by Policy and Resources Committee 10.12.20<br><br>It sets out how ICT and Digital services will be designed, sourced and delivered, and how digital technologies and processes can |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| **Ref** | **Objective** | **Actions to achieve outcome** | **Success measures** | **Key dates** | **Lead** | **Progress** |
| | | burden on front line services | of 2020 ICT and Digital Strategy | | | support our people and our customers to work better together, get things done, and contribute to a better organised and more efficient council.<br><br>Complete |
| BV3.7 | | | Include ICT and Digital as an enabling principle in the Transformational change | As 3.1 | Head of CSS | The Digital by Default theme was included in the budget proposals. The initial savings by moving to greater remote and online working are incorporated in the 21/22 budget. The second phase will accelerate digital delivery and transform services. This will be carried out throughout 21/22. |
| BV3.8 | | | Simplify administrative processes by reducing the number of ICT applications in use by 10% | March 2023 | Head of CSS | On track. Strategic context set by the approved ICT and Digital Strategy, Digital by Default budget theme will investigate and consolidate processes where possible; implementation of MS365 will contribute to reduction of standalone applications. |
| BV4.1 | **Assess the extent to which regeneration and economic development initiatives are delivering the vision and corporate outcomes** | Review options appraisal processes and benefits monitoring framework to ensure systems are robust and evaluate the benefits and costs of projects. | Complete overall review and implementation of actions outlined below | April 2022 | Major Project Programme Manager (MPPM) | Adoption of Her Majesty's Treasury Green Book Guidance and Templates as the standard process for options appraisal and benefits monitoring framework for major projects including the Rural Growth Deal (RGD).<br><br>Evaluation of major projects will be undertaken on a more consistent basis using standardised baseline data and assessment methodology. The 5 CHORD Towns will be evaluated upon completion of the last component CHORD project and a framework of other evaluations will be procured for this activity to be applied to other projects such as those included in RGD and other major investment. |

| | | | | | | |
|---|---|---|---|---|---|---|
| **Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council** | | | | | | |
| **Ref** | **Objective** | **Actions to achieve outcome** | **Success measures** | **Key dates** | **Lead** | **Progress** |
| BV4.2 | | Create inter-departmental Project Review Team and scope review of project process to align to BV3 Objective | Project Review Plan to be approved by Capital Investment Board | December 2020 | Major Project Programme Manager (MPPM) | Key resources identified within Programme & Project Management Service Economic Development, Strategic Finance and Procurement. However Council's response to COVID pandemic has taken priority for the immediate term. Work plan and programme to be revised once there is greater certainty over returning to 'business as normal', which is unlikely to be before Q1 FY21/22 |
| BV4.3 | | Implement updated Project Process for Options & Evaluation. | Launch at Capital Investment Board | April 2021 | MPPM | As BV4.2 above |
| BV4.4 | | Training / Mentoring for Project Practitioners in updated Project Process for Options & Evaluation | Delivery of training recorded | April – September 2021 | Project Review Team | To be implemented once processes outlined at BV4.2 and 4.3 above have been agreed. |
| BV5.1 | **Work with communities and community groups to improve engagement** | Engage with communities to understand and improve levels of satisfaction with council services in order to understand and address their concerns | Develop co-ordinated approach to measuring satisfaction with communities. | Dec 2021 | Head of CSS | Work on this action is scheduled to start in April 2021, building on the improved engagement with communities during Covid19 |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| BV5.2 | | | Trends are measured as well as individual survey outcomes | Dec 2021 | Head of CSS | Work scheduled to start in April 2021 |
| BV5.3 | | Improve the quality of engagement with our communities and reflect this in service improvements | Gather information from communities on what we are doing well | June 2021 | Head of CSS | Not yet started |
| BV5.4 | | | Identify priorities for better future engagement | Sept 2021 | Head of CSS | Not scheduled to commence until June 2021 |
| BV5.5 | | Implement a programme to improve engagement skills across the organisation. | Training materials developed and programme rolled out | March 2022 | Head of CSS/ CPP Mana ger | Not scheduled to commence until Sept 2021 |
| BV5.6 | | Review and simplify the community asset transfer process. | Process reviewed and launched | Feb 2021 | Head of CS | • The Statutory process re formal asset transfers can be difficult for community groups to navigate so the Asset Transfer Group has put in place a non-statutory process (called Expressions of Interest – EOI) allowing communities to progress their proposals directly with council officers, while retaining the option, to use the statutory process.<br>• The Group are looking at ways to further promote community interest in taking on council buildings through the Asset Transfer Group. |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| | | | | | | • A programme for training community groups and that includes toolkit / practical experience for working with the Council and submitting both Expressions of Interest and formal Asset Transfer requests has been programmed by the Social Enterprise Officer for 2021/22.<br>• Annual overview of asset transfer requests reported to Policy and Resources Committee 15.10.20 |
| BV5.7 | | Proactively market community asset transfer opportunities | Programme of asset marketing developed and implemented | FQ3 2021/22 | Head of CS | As reported to Policy and Resources Committee 15.10.20<br><br>The Council's Social Enterprise Officer promotes the asset transfer request process to community groups and supports this activity.  The process is promoted on the council's website.<br><br>The Social Enterprise Officer has developed an outreach training programme for 2021/22 aimed at community groups and includes toolkit / practical experience for working with the Council and submitting both Expressions of Interest and formal Asset Transfer requests.<br><br>The Asset Transfer Group are also undertaking a pilot to actively market and promote certain assets that may have community group interest.  This is focussing on around 10 Public Conveniences across the area at present in partnership with Roads & Infrastructure.  Findings from this pilot will be evaluated and consideration given to expanding the dedicated web page and engagement undertaken so far. |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| **Ref** | **Objective** | **Actions to achieve outcome** | **Success measures** | **Key dates** | **Lead** | **Progress** |
| BV6.1 | **Work with elected members to improve the uptake of training provided.** | Develop and implement an Elected Members' Training and Development Framework 2020 – 2022 that includes: - participation in Local Government Improvement Service Members CPD Framework. - Annual PDP session offered to each elected member with a senior member of the Governance Team - Offer all members the opportunity of a development profiling exercise; self-reflection or '360' - 1-1 Coaching for Senior Elected Members. | Training and Development Framework completed | September 2020. | Head of L&RS | Training and Development Framework developed for issue to all members. Consultation undertaken with political leadership groups and approved in December for roll-out. |
| BV6.2 | | | Information on Local Government Improvement Service Members CPD Framework provided and process of recording participation by members in place | Dec 2020 | Head of L&RS | CPD Framework and facility for recording participation incorporated into revised development framework. |
| BV6.3 | | | 36 PDP sessions offered | Dec 2020 | Head of L&RS | Offer to be extended to all Members - rescheduled to post budget period: 1st March 2021 to maximise take up. |
| BV6.4 | | | Invitation issued to all members | Dec 2020 | Head of L&RS | Incorporated into Framework and offer to be extended to all Members - rescheduled to post budget period: 1st March 2021 to maximise take up. |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| BV6.5 | | Elected Member Seminar Programme developed to incorporate series of focused skype development sessions which facilitate remote attendance | Skype seminars programme developed | October 2020 | Head of L&RS | Seminar programme has been adapted to incorporate webinars and diary dates are scheduled in advance for the full programme of sessions.<br><br>Remote attendance has had positive effect on participation levels with average attendance at 64% compared to previous 53% for seminar attendance. |
| BV 6.6 | | Enhance provision of on-line learning and development activities to increase resources and support for members to address development needs on a remote basis | On line learning facility available | March 2021 | Head of L&RS | Under development – on schedule. |
| BV6.7 | | Encourage attendance at masterclasses run by the Local Government Improvement Service and the Digital Office for Scottish Local Government. | Information on masterclasses provided and process of recording attendance by members in place | Dec 2020 | Head of L&RS | Elected Members issued invites to webinars by Improvement Services and process for recording attendance will be incorporated in development plan.<br><br>Link to recorded webinars and presentations on HUB in Members section. |

| Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Objective | Actions to achieve outcome | Success measures | Key dates | Lead | Progress |
| BV7.1 | **Improve engagement to ensure staff are bought into the council's vision.** | Review and refresh remote delivery of training resources and support | All suitable mandatory training has remote delivery option | Dec 2021 | Head of CSS | On track **–** A Digital Learning Strategy has been developed and is currently going through consultation and approval routes. This reviews the current approach to digital learning and contains an action plan to deliver on targets. The strategy will be presented to SMT in March 2021 |
| BV7.2 | | Develop and implement employee engagement programme that involves them in the ongoing transformation of the organisation | Plan developed and implemented | Dec 2020 | Head of CSS | Employee communication has been adapted in response to covid with regular communication from the Chief Executive, the introduction of podcasts and Wellbeing Wednesday resources. Further development of the employee engagement programme is planned in 2021 that will involve them in future transformation activity. |