

COUNCIL 6-MONTH PERFORMANCE REPORT – OCTOBER TO MARCH 2021

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 October to March 2021 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 2021/22 onwards.

**Pippa Milne
Chief Executive**

COUNCIL 6-MONTH PERFORMANCE REPORT – OCTOBER TO MARCH 2021

2. SUMMARY

- 2.1 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 October to March 2021 as agreed by the SMT.

- 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 2021/22 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 2021/22 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 28 are on-track with 9 off-track.

Two KPIs are both off-track and performance has decreased since the last reporting period (FQ3 2020/21).

It should be noted that this is a reduction from 5 at the last Council 6-month report. For one of these 2 KPIs the reason is directly due to Covid-19 and for the other it is a Covid related delay in receiving the data.

Appendix 4 lists these two KPIs and detailed commentary along with other KPIs that although performance is currently off track it is improving.

All KPIs are presented in the full Performance Report (appendix 2) along with the detailed commentary.

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**

FQ3 and FQ4 2020/21 have occurred during the Covid-19 pandemic. Ordinarily, both FQ3 & FQ4 have higher levels of absence than FQ1 & FQ2 due to higher

levels of infections during this period and also because it does not contain the main holiday periods where people are not at their work.

In November 2020 the country saw the introduction of the five level strategic framework which indicates the different levels of protection that would be needed based on transmission levels and therefore a tougher level of restrictions than in FQ2 of this year. December 2020 saw the country enter into lockdown again which remained in place during FQ4 however, this was less restrictive than the lockdown that took place in FQ1 and most services continued to operate in some capacity.

In FQ3 the number of workdays lost was 2.57 days lost in comparison with 2.97 the same quarter last year – a 13% reduction. In FQ4 the number of work days lost was 2.40 work days lost per FTE, a decrease from 3.00 in the previous quarter – a 20% reduction.

In terms of the split between short and long term absence both quarters were around 67% work days lost due to long term absence and 33% due to short term absence. This is a move away from a split of around 56% long term and 44% short term for the same periods last year. Upon further analysis the work days lost due to short term absence has fallen dramatically – around a 39% reduction. Further analysis into the reasons or the areas where this reduction has occurred continues to take place.

In terms of the reasons for absence stress related absences remains the number one reason for absence in both 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 been less possible during these periods. This year the second highest reasons for absence has been musculoskeletal conditions. 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. Regular wellbeing communications have continued. Support to line managers managing long term absence has been provided to managers. The Employee Assistance Programme has seen an increase in use by employees in both terms of calls and website hits for support. Training on Resilience and support for managers managing a virtual team has been provided. Support to managers with employees returning to the work place has been provided by both HR and Health and Safety teams. New Supporting Attendance procedures will be launched later this year.

4.7 Performance Review and Development (PRDs)

To allow managers to complete meetings that were delayed by the impact of Covid-19 the deadline for completing PRDs was extended to 30 April 2021. The performance data is correct based on completed PRDs to the end of March and

represents an increase on the previous figure. This figure will increase and a true reflection will be reported in the next Council report.

4.8 Complaints

The last 2 quarters of 2020/21 saw the number of complaints rising slightly, compared with the previous 2 quarters. 154 stage 1 complaints and 64 stage 2 complaints were received between 01 October and 31 March. Development and Infrastructure continues to receive the majority of complaints, and performance within timescale has vastly improved 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	16	15	100%	2	2	100%
Executive Direct Kirsty Flanagan	127	104	82%	46	38	83%
Executive Director Douglas Hendry	9	8	89%	16	8	50%
Live Argyll	2	2	100%	0	0	-
Totals	154	129	84%	64	48	75%

4.9 Audit Recommendations

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

Audit recommendations are reported quarterly to the Strategic Management Team and actions to complete them are recorded and allocated to the responsible officers.

4.10 Finance

The overall underspend for 2020-21, after earmarkings have been accounted for, is £0.188m (0.07%) which compares to an underspend of £0.502m (0.20%) in 2019/20.

This breaks down as a net underspend of £0.003m in relation to Council services departmental expenditure, a net underspend of £0.230m in relation to other central costs and a net under recovery of income of £0.045m. Social Work, managed by the Health and Social Care Partnership (HSCP), were underspent by £0.907m and this amount has been used to reduce the HSCP's debt to the Council for historic social work overspends which is consistent with the IJB's Scheme of Delegation.

There have been a number of underspends and overspends within departmental budgets which have contributed to this overall net favourable position including underspends due to positive contract management within NPDO and Hub Schools, savings on bank staff within Cleaning, waste variation monies from Renewi, over-recovered vacancy savings, an underspend in SPT and a decrease in the bad debt provision. These being partially offset by overspends on minor repairs, residential placements and clothing grants, winter maintenance, street lighting electricity and glass collection

The outturn position for central/non-departmental expenditure includes underspends on Elected Members due to COVID travel restrictions, in NDR budgets and on the Loans Fund due to slippage within the capital programme. These were partially offset by an overspend on insurance costs. All three underspend areas have been reviewed and savings options have been agreed to help deliver a balanced budget in 2021-22 and beyond.

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, waste disposal, the affordability of maintaining ageing bridges and retaining walls on the road network, maintenance of ICT assets and the cessation of housing service adaptation work due to COVID.

Executive Director Douglas Hendry has two red risks which relate to the availability of capital funding to deliver key projects and compliance with the conditions of externally funded projects.

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

Joanna MacDonald has departed her role as Chief Officer for the Argyll and Bute Health and Social Care Partnership for a new role with the Scottish Government. I wish to convey my thanks to Joanna for her sterling efforts in driving progress at the HSCP and particularly for her strong leadership during the pandemic and especially during the first lock down. Joanna's replacement Fiona Davies has been appointed on a two year interim contract and brings a wealth of experience to support the HSCP in its journey.

Looking ahead there are a number of vacant senior roles including within the HSCP, Education and Financial Services and it is a priority to ensure we recruit the right candidates at the first available opportunity.

4.14 Covid 19

Again the most significant activity over this period was responding to the ongoing pandemic and the second lockdown in the first part of 2021. This included all schools once again closing and the requirement for the Council to deliver remote learning to all pupils. This was successfully achieved and we are learning lessons from remote learning.

All staff continue to work from home where possible and the Council agreed as part of the budget setting process in February 2021 to make £400,000 savings by cutting down on the number of offices we use. A survey with staff commenced April 2021 to capture their feedback on developing new ways of working.

Further to the success of local authorities distributing Scottish Government Business Support Funding during the first lockdown, the range and value of funds has grown and become a considerable industry which has required the diversion of a considerable number of staff to support this. As of 24 March the status on these funds are as follows which is provided here to demonstrate the breadth and extent of work undertaken.

Strategic Framework Business Fund (SFBF)

- Closed 22 March 2021
- 3,076 applications received

- 2,347 approved for payment of which 515 are Island Equivalent Payment (IEP) - over £11.99m awarded plus over £3.23m Island Equivalent Payment
- 516 rejected
- 218 in progress - this includes 53 where further info has been requested but not yet supplied
- Review of potential frauds ongoing

Non-essential Retail, Hospitality and Leisure (RHL) Top-up Payment – via SFBF

- 747 approved for payment
- Over £5m awarded

Island Equivalent Payment – via SFBF

- 515 businesses awarded IEP
- Over £3.23m awarded
- 101 awarded RHL IEP; total awarded £704k.

Taxi Fund

- 410 licence holders have been written to
- 238 applications received
- 207 awarded a total of £310,500

Other funds included;

- Small Accommodation Providers Paying Council Tax Fund – 77 applications received.
- Support for larger self-catering properties – 248 Grants awarded
- Support for Exclusive use venues – 1 granted
- Contingency Fund Plus – Brewers/Travel Agents/ Indoor Football –
 - 5 applications granted worth total £70,000
- Discretionary Fund – 207 applications received and further phase to follow.
- Self – Isolation Support Grant
 - 139 applications - 32 awards
 - Total monies issued £16,000
- Argyll and Bute Flexible Food Fund
 - 439 applications received
 - 357 payments issued
 - Value of £61,120
 - 192 referrals made to date - 95% engagement rate

As CEO I wish to convey my thanks to all staff for their continued dedication during these unprecedented times and in particular my colleagues who have gone the extra mile working very long days over a long period to distribute as many funds as possible within the guidelines.

4.15 UK – EU Post Transition

On the 31st December 2020, EU Law jurisdiction in the UK, and access to the EU Single Market ended. The UK-EU Trade Cooperation Agreement (TCA) covered the most urgent matters and is wider in scope than most free trade agreements and makes provisions for workers, mobility, environmental and social standards, some easing on cross border services, participation in some EU programme and fisheries.

The TCA does have an impact on Argyll and Bute and the EU Withdrawal Tactical Group revised its risk assessment which covers the following themes:

- Economy and Population
- Trade
- Community
- Policy and Funding

Economy and Population

- (a) The downward trend projection for the population of Argyll and Bute is well established and it remains a risk. It is deemed that exiting the EU common market will exacerbate this trend, particularly with the loss of free movement of economically active EU residents to our area. This will have a direct impact on key sectors in Argyll and Bute including tourism, food production (fishing and aquaculture) and the care sector with the latter a growing issue for our communities. EU residents currently resident in the UK have until 30th June 2021 to apply for Settled Status in the UK and it is unknown how many this may be.
- (b) In partnership with other local authorities, Argyll and Bute Council successfully lobbied the Scottish Government to lead on a national initiative to tackle population decline which is an issue for many rural authorities including all those on the West of Scotland. On the 15 March 2021 the Scottish Government published the first [national population strategy](#) based on four key building blocks as follows;
1. A family friendly nation
 2. A healthy living society
 3. An attractive and welcoming country, and
 4. A more balanced population
- (c) With regard to the economy, there are a number of concurrent risks including COVID-19 volatility in the economy (resulting in a recession and closure or reduction of business activity), treasury function disruption and as described later, a potential impact on food exporters into EU.

- (d) Due to the ongoing pandemic, collectively we are all still in the resilience phase, however, you will note below that the Council has taken financial decisions to support economic recovery. Furlough support is currently scheduled to stop at the end of September 2021 and it is likely this will have an adverse impact on employment levels as some jobs may not be redeemed once this financial support ends.
- (e) It is possible to draw comparisons with the economic recession of 2008 – 2009 where UK government borrowing levels did not return to pre-recession levels until 2017 and a potential impact is a long period of financial reductions to the public sector (and particularly to local government) due to reduced income to governments and an objective to reduce the national deficit. Therefore a medium to long term risk is the continued squeeze on public finances.

Trade

- (f) A central part of the TCA is the first ever EU non-tariff, non-quota deal with another trading partner in the largest bilateral trade deal in the world by volume of goods. Nonetheless, custom checks and controls now apply to all UK exports entering the UK. A separate and important mechanism is the 'level playing field' where both the EU and UK retain the right to take countermeasures if they believe they are being damaged by measures taken by the other in subsidy policy (State Aid), labour and social policy, or climate and environment policy, and fisheries; in plain terms this means the right to introduce quotas and tariffs.
- (g) The single greatest risk currently for Argyll and Bute is for food exports to the EU as they now require an Export Health Certificate (EHC). Our current projections was that this will generate a demand for an additional 1,000 EHCs in Argyll and Bute alone as the EU is our greatest export market for shellfish and to a lesser extent for aquaculture which has a more global market.
- (h) A significant development is all major food exporters in Argyll and Bute are now using Commercial Hubs newly established in South Lanarkshire which reduced a significant burden on council services; possibly as many as an additional 19,000 EHCs per annum. Nonetheless, these suppliers now require attestation certificates from Argyll and Bute Council and this work is largely complete and will remain ongoing by request. This activity had a significant impact on resources within Regulatory Services and was prioritised at the expense of other statutory work. The Council continues to engage with and support industry at this time of change.
- (i) During the initial period of the new arrangements, due to issues with documentation (and primarily where multiple consignments were 'bundled'), a number of seafood exporters experienced lengthy delays at ports and a number of consignments were rotten. Allegedly single supplier vehicles were less impacted and were able to deliver goods on time. Regarding loss of income, the UK Government announced compensation for suppliers on top of the £100m fund that was previously set aside to invest in the UK fishing fleet. Whilst there is an improving picture, issues remain and currently it does not appear that trading will return to previous levels.

- (j) On fisheries the UK has accepted that EU vessels continue fishing within UK waters with a distinction that the EU handing over 25% of its present quota to UK owned operators. This agreement will expire in 2026 and will be the subject of annual negotiations between the UK Government and the EU. The Council Leader and CEO are currently liaising with the Clyde Fisherman's Association to identify areas where the council can support the industry.
- (k) It remains to be seen if there will be an impact on the supply chain for other products, including other food (e.g. fruit and vegetables); this risk relates to an increase in costs as well as a reduction in choice. Senior officers continue to engage regularly with Scotland Excel, the Public Sector Food Forum and industry to ensure continuity of supply that meets nutrition standards.
- (l) Regarding ports and harbours', the only site of consideration in Argyll and Bute is Campbeltown. The Council's Marine Operations Team forms part of the West of Scotland Port Security Committee and received an approval in November 2020 which permits custom operations at this site from 31st December 2020 to 1st July 2021. The Marine Operations Team continues to liaise with relevant agencies, including HMRC to ensure business continuity.

Community

- (m) The primary risk for communities in the short to medium term is food security for vulnerable people and senior officers continue to liaise with the Argyll and Bute Community Food Forum which has evolved and expanded in response to the COVID-19 crisis. In addition, senior officers are liaising with the Scottish Governments Islands Directorate and Food Insecurity Team, from the Social Justice Directorate, where they pick up issues raised by the Food Forum. Whilst this is currently not a high risk, it is critical this is monitored to prevent a future crisis.

Policy and Funding

- (n) The EU Structural and Investment funding programmes was replaced by the UK Shared Prosperity Fund and there is detail below on some of the new relative funding mechanisms (see Levelling Up and Community Renewal Funds).

4.16 Budgetary Matters

(a) Economy

In February the Council agreed a budget designed to support the area through the pandemic and includes £6.8m across 5 themes as follows;

- £830k to invest in Argyll and Bute's opportunities.
- £3.1m to keep Argyll and Bute connected.
- £1.7m to set up a Recovery and Renewal Fund.

- £1m to improve opportunities for people and communities.
- £96k to supporting Argyll and Bute's culture.

Also in February both the UK and Scottish Government signed the Heads of Terms for the £70m Rural Growth Deal and will be used to progress the following;

- Aquaculture
- Tourism
- Low Carbon Economy
- Rural Skills Accelerator Programme
- Housing
- Clyde Engineering and Innovation Cluster
- West Coast Aviation
- Argyll and Bute Digital Connectivity

There is a significant amount of funding available to areas from both the UK and Scottish Governments. These funds require the Council in some instances to enter into competitive bidding process to secure funding. Key current funds are highlighted below.

The UK Government announced new funds on 3rd March 2021 as part of the UK Budget process and were launched using the powers conferred to the UK Government through Sections 50 and 51 of the UK Internal Market Act 2020. Two of the funds relative to Argyll and Bute, the Levelling Up and Community Renewal Funds are described below. Details of these were reported to the Council's Policy and Resources Committee on 13th May 2021.

The Head of Development and Economic Growth is progressing with preparations to ensure that the council has sufficient skills and resources to bids into and manages these funds in pursuit of Council objectives.

(b) Levelling Up Fund

It is a UK wide £4.8 billion capital fund which will support investment projects with up to £20 million of funding; the fund will run for four years until 2024/2025. The current themes for funding are;

- transport projects
- town centre and high street regeneration
- support for maintaining and expanding the UK's world-leading portfolio of cultural and heritage assets.

Bids in Scotland can be submitted by any local authority and should have the support of local stakeholders and the constituency Member of Parliament. Officers are reviewing potential bids for the consideration of elected members.

(c) Community Renewal Fund

The UK Community Renewal Fund (UKCRF) will provide a total of £220 million of funding for 2021/22 across the whole of the UK.

The Fund will target areas most in need across the UK, focusing on domestic priorities. One hundred areas have been identified as priority areas for this fund, with Argyll and Bute Council being one of these and identified as a lead authority.

As a lead authority, Argyll and Bute Council will be eligible to draw down a flat rate of £20,000 to fund capacity to co-ordinate and assess bids, on the condition that an application is submitted to the UK Government.

Nationally, the Fund is being run as a competitive process with no set eligibility. Locally, lead partners have been asked to run an open bidding process whereby the programme will publicised openly, bids assessed and a shortlist of prioritised projects produced. Following this process, a bid will be submitted to the UK Government up to a maximum value of £3 million by 18th June 2021.

Argyll and Bute Council issued a call for projects on the Council's website on Monday 26 April 2021 [UK Government's Community Renewal Fund 2021-22 \(argyll-bute.gov.uk\)](https://www.argyll-bute.gov.uk). It has also been publicised on social media. The fund is 90% revenue based, and individual bids of £500,000+ are being encouraged to maximise impact and deliverability.

The investment priorities for the fund are;

- Investment in skills;
- Investment for local business;
- Investment in communities and place; and
- Supporting people into employment.

(d) Town Centre Capital Fund

£1,686,000 of funding from the Scottish Government's Town Centre Capital Fund was distributed across 28 projects across Argyll and Bute as agreed by the Environmental, Development and Infrastructure Committee 04 March.

(e) The Council's Transformation Projects and Regeneration Team within the Development and Economic Growth Service are responsible for applying to the Scottish Government's Regeneration Capital Grant Fund and in January 2021 was successful in securing a combined total of £1.73m for the following projects;

- Port Ellen Community Hub, Islay - £746,223
- Scalasaig housing and business units, Colonsay - £335,000
- Kilmory Business Park, Lochgilphead - £650,000

- (f) In December 2020 the Council secured £490,000 from the Scottish Government's Clyde Mission initiative which seeks to create jobs and benefit communities along the River Clyde. The funding is for the Dunoon STEM (science, technology, engineering and maths) hub to support building a skilled local workforce through new digital facilities.

Other Important Activity

4.17 PIF Activity

The data cleanse of Pyramid is continuing, simplifying where possible and removing old 'archived' data and improve the user experience.

Early May saw the final data refresh for the Local Government Benchmarking Framework (LGBF) 2019/20. The report will be an agenda item at the September committee meeting.

To help ensure the appropriate monitoring and scrutiny of performance management the focus will remain on the reduced suite of Key Performance Indicators (KPIs). These are currently monitored and reported on at appropriate Strategic Committees.

Pyramid remains 'live' with all Success Measures aligned to Service Plans and updated as agreed.

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

The 2021/22 Service Plans were agreed at Council in February 2021. This year the Service Plans contain a total 87 Success Measures and have been identified as KPIs for 2021/22.

The following is the reporting profile of the KPIs –

- 49 Quarterly Measures for reporting every Financial Quarter
- 4 Annual Measures for reporting in FQ1 only
- 10 Annual Measures for reporting in FQ2 only
- 4 Annual Measures for reporting in FQ3 only
- 20 Annual Measures for reporting in FQ4 only

In line with the above schedule the KPIs will all be reported to the appropriate Strategic Committees during the course of the 2021/22.

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 actions from the Best Value Action Plan are currently being delivered through the Performance Management Project which commenced in September 2020.

The first phase is underway with a focus on consulting with our customers and stakeholders to collate their views on performance management style, content and tools.

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:

- Stuart Green, Corporate Support Manager
stuart.green@argyll-bute.gov.uk
- Sonya Thomas, Performance and Improvement Officer
sonya.thomas@argyll-bute.gov.uk

APPENDICES

- Appendix 1 - Seventeen Business Outcomes
- Appendix 2 - KPIs - All Services' FQ4 2020/21 Performance
- Appendix 3 - Council Scorecard: October to March 2021
- Appendix 4 – Summary of Red Performance October to March 2021

Pippa Milne, Chief Executive – Argyll and Bute Council

4 June 2021