

Act

Best Value 3 Action Plan – Improving Performance in Argyll and Bute Council						
Ref	Theme	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 agreed for second consecutive year (2021/22) with timetable of activity agreed by Council at June meeting. CEO and Executive Directors participated in review meetings with Heads of Service separately to agree either themes or areas that would be benefit from a Business Process Review.
BV1.2		Capital Complete capital strategy and launch revised capital process.	Capital Strategy and process is launched	May 2021 August 2022	Head of CS	An update was provided to the Policy and Resources Committee on the 14 October 2021. The Capital Investment Strategy will be submitted to the new Council in 2022.
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 January 2021 and considered by the Policy and Resources Committee in August 2021. Complete.

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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: <ul style="list-style-type: none"> - Clear links to strategic priorities - Meaningful indicators, taking account of trend data and benchmarking - 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. The review was completed and recommendations agreed by the Council September 2021 to simplify our existing performance framework and empower members to scrutinise performance, shape policy and improve outcomes by; <ol style="list-style-type: none"> 1. A suite of Corporate Outcome Indicators reported to the Strategic Committees. 2. Pilot a more immersive method of assessment of performance via Inquiries by Strategic Committee. 3. Members to review and consider priorities within the Local Government Benchmarking Framework. 4. Changes to take effect during financial year 2022 – 2023. Complete.
BV2.2			New performance indicators developed	Oct 2021	Head of CSS	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. Corporate Outcome Indicators were drafted and presented to Council September 2021 for reporting 2022 – 2023. Complete.
BV2.3			New system procured or developed in-house	Dec 2021 - March 2023	Head of CSS	The project Team developed a specification for ICT functionality which was signed off by ELT. A procurement Exercise was undertaken with no satisfactory outcome with regards to price. Further to positive learning Aberdeen City Council's approach to

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						building a performance system, we are exploring alternative options for in-house development with expert support in alignment with the MS 365 project. Ongoing.
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	<ul style="list-style-type: none"> January 2021 - Member’s seminar; introduction. Online survey with members launched 21 January closed 07 February. April 2021 - Member’s Seminar 2. Development workshop August 2021 – Online Survey 2 – Performance Scrutiny August 2021 - Member’s Seminar 2 –draft recommendations for Council discussed and agreed. Complete
BV2.5		Improve public performance reporting.	Review of public performance reporting complete	March 2022 2023	Head of CSS	This will feature as part of the new in house system as described at BV2.3 above. Ongoing.
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 transformational change agreed for second consecutive year (2021/22) with timetable of activity agreed by Council at June meeting.

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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	<p>2020 – 2021; Budget themes were revised by the Members Budget Working Group;</p> <ul style="list-style-type: none"> • 30/09/2020 • 02/11/2020 • 24/11/2020 • 18/12/2020 • 03/02/2021 <p>Initial savings proposals were considered by the Policy and Resources Committee 15.10.20</p> <p>Thematic reviews confirmed for consideration during 2021/22 by the re-established Budget Working Group as follows;</p> <ul style="list-style-type: none"> • Amenity Services Review • Digital by Default • Fleet Review • HROD Prioritisation Review • Property Review • School and Public Transport • Modernising Education • Shared Catering and Cleaning – Council and HSCP
BV3.3		Develop data analytics/business intelligence as a tool to inform Transformation and Improvement	Options appraisal on data analytics approach complete	March 2021 March 2022	Head of CSS	Initially delayed due to Covid. Further to learning from Aberdeen City Council on their ‘data journey’, the Council’s Executive Leadership Team agreed January 2022 in principle to the development of an in-house system using Microsoft 365 technology. This initiative will allow the Council via a self-build to take data from across various systems into a single ‘data platform’ (i.e. integrated set of technologies that collectively creates the data in an accessible format like a dashboards).

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						This initiative is at the 'mandate' stage with an outline business case being worked up for March 2022. The Head of Customer Support Services is the Senior Responsible Officer and will Chair the newly established Data Advisory Group.
BV3.4		Implement programme of modernising education services.	Reports on progress to elected members at appropriate stages of programme	On going	Exec Dir	<p>Proposals discussed with senior leadership June and December 2020. Update on programme went to SMT 14 December 2020.</p> <p>February 2021 - Members Seminar online learning.</p> <p>June 2021 – Education Change Programme; report on key findings of all 10 workstreams reported to Community Services Committee June where it was agreed to progress with a programme of engagement with communities, staff, representative bodies and wider stakeholders on the school leadership model.</p> <p>Further report to come back to committee in 2022.</p>
BV3.5			Modernisation programme is complete	On going	Exec Dir	<p>See above.</p> <p>'Empowering our Educators' community engagement and consultation exercise commenced 29.11.21 running through to 04 March to discuss and co-develop proposals.</p>

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BV3.6		Make full use of improved technology to transform service delivery and reduce burden on front line services	Include transformation and Digital First as key elements of 2020 ICT and Digital Strategy	Dec 2020	Head of CSS	ICT and Digital Strategy 2021-2024 agreed by Policy and Resources Committee 10.12.20 Complete
BV3.7			Include ICT and Digital as an enabling principle in the Transformational change agenda.	As 3.1	Head of CSS	Digital by Default – agreed to be included within thematic reviews for second consecutive year.
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). Evaluation of major projects now 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

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						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.
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 March 2022	Major Project Programme Manager	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.
BV4.3		Implement updated Project Process for Options & Evaluation.	Launch at Capital Investment Board	April 2021-2022	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 2021-2022	Project Review Team	To be implemented.
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	Develop co-ordinated approach to measuring satisfaction with communities.	December 2021- June 2022	Head of CSS	As part of the performance excellence project, the project team is working with the Customer Engagement and Transformation Manager to develop a new corporate customer satisfaction survey.

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BV5.2		and address their concerns	Trends are measured as well as individual survey outcomes	Dec 2021 June 2022	Head of CSS	The survey described above will ensure trend data over a longer period.
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	Customer Engagement Survey was completed March 2021 and available here . Complete
BV5.4			Identify priorities for better future engagement	Sept 2021 June 2022	Head of CSS	The Executive Leadership Team (ELT) is giving consideration to priorities for better engagement in relation to the future of the Council e.g. a co-production approach to Service Design. This measure is on track.
BV5.5		Implement a programme to improve engagement skills across the organisation.	Training materials developed and programme rolled out	June 2022	Head of CSS/ CPP Manager	The Executive Leadership Team (ELT) directed a review and agreed in January a new Community Engagement Guidance document that will be rolled out to employees. The ELT also agreed to establish a working group to further evolve the guidance into a clear framework to provide greater guidance, flowchart and tools for services to engage the community. This activity will link to the training for Service Design that is rolled out this year.

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BV5.6		Review and simplify the community asset transfer process.	Process reviewed and launched	Feb 2021	Head of CS	<ul style="list-style-type: none"> Asset Transfer Group 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. The Group are looking at ways to further promote community interest in taking on council buildings through the Asset Transfer Group. A programme for training community groups and that included toolkits and practical experience for working with the Council and submitting both Expressions of Interest and formal Asset Transfer requests was implemented by the Social Enterprise Officer. 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	Dec 2021	Head of CS	<p>As reported to Policy and Resources Committee 15.10.20</p> <p>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.</p> <p>The Social Enterprise Officer delivered an outreach training programme aimed at community groups which covered toolkits and practical experience for working with the Council and submitting both Expressions of Interest and formal Asset Transfer requests.</p> <p>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</p>

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						Roads & Infrastructure. Findings from this pilot will be evaluated and consideration given to expanding the dedicated web page and engagement undertaken so far. Complete
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	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. Complete
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. Complete
BV6.3			36 PDP sessions offered	Dec 2020 Dec 2021	Head of L&RS	Offer to be extended to all Members - rescheduled to maximise take up. Complete

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BV6.4		development profiling exercise; self-reflection or '360' - 1-1 Coaching for Senior Elected Members.	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. Complete
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. Remote attendance has had positive effect on participation levels with average attendance at 64% compared to previous 53% for seminar attendance. Complete
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	Programme of virtual seminars and committee development sessions in place. Access to remote learning opportunities provided by Improvement Service and external providers such as LGIU. Access to specific skills development such as MODGov and Teams provided through on-line training. Step – by –step guides developed for members to support uptake of new technologies. Induction provided for 2 new Elected Members predominantly on a virtual basis.

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						The Council’s on line learning system, LEON, is currently being replaced and as part of the features within the system, we will be taking up the facility to have a dedicated councillor’s page, which will pull through any/all relevant eLearning modules onto a specific page for ease of access. This would be in addition to hosting dedicated content specifically for Elected Members. Complete
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. Link to recorded webinars and presentations on HUB in Members section. Complete
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	A new Digital Learning Strategy was presented to SMT in March 2021 Mandatory training delivery has been developed as part of the new online learning platform. Complete
BV7.2		Develop and implement employee engagement programme that involves them in the	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.

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		ongoing transformation of the organisation				New MyCouncilWorks website provides unrestricted access for all employees to news, information, change and other useful information. Complete