

**COUNCIL 6-MONTH PERFORMANCE REPORT – OCTOBER TO MARCH 2022**

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**1. SUMMARY**

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

This paper presents the Council's 6-month Performance Report and Scorecard for October to March 2022 focussing on key performance indicators.

It is recommended that the Audit and Scrutiny Committee:

- 1.2 Note that this report presents Council performance on strategic activities across all services;
- 1.3 Review and scrutinise the Council's 6-month Performance Report and Scorecard;
- 1.4 Note that the Strategic and Area Committees have responsibility to scrutinise operational performance;
- 1.5 Note the planned activity for Performance Management and Reporting during 2022/23 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.
- 2.2 The paper identifies the strategic activities across council services that have occurred during the reporting period along, reports on key performance indicators and outlines the planned activity for Performance Management and Reporting commencing 2022/23

**3. RECOMMENDATIONS**

It is recommended that the Audit and Scrutiny Committee:

- 3.1 Note that this report presents Council performance on strategic activities across all services;
- 3.2 Review and scrutinise the Council's 6-month Performance Report and Scorecard;
- 3.3 Note that the Strategic and Area Committees have responsibility to scrutinise operational performance;
- 3.4 Note the planned activity for Performance Management and Reporting during 2022/23 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 Whilst Covid-19 placed an unprecedented level of demand on staff and resources, the Council has continued to ensure that performance management, reporting and scrutiny has continued throughout, in line with Audit Scotland recommendations. This performance report covers a period when Covid-19 was still impacting on services.

To support scrutiny of performance by Elected Members and Senior Officers during the Covid recovery period the Executive Leadership Team (ELT)

identified a Council-wide suite of 85 Success Measures for the reporting period 2021/22 (Appendix 1).

From within the Service Plans 28 measures were identified as Council-wide Key Performance Indicators (KPIs) for 2021/22. The Council 6-Month Performance Report for the Audit and Scrutiny Committee contains all 28 KPIs.

The full list of the 28 Council-wide KPIs for 2021/22 is attached (Appendix 2) and presented in 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

Of the 28 KPIs, 21 are on-target with 7 off-target. Six KPIs are both off-target and performance has decreased since the last reporting period (FQ3 2021/22). Appendix 3 lists these seven KPIs and detailed commentary.

It should be noted that all Public Sector Bodies have a statutory duty to comply with Accessibility Legislation. The report format presented enables the Council to comply with the above legislation changes.

The KPIs were also reported to the appropriate Strategic Committees during 2021/22. These Strategic Committees are responsible for the scrutiny of operational performance within their remits.

- 4.3 Appendix 4 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 7 are Green, 10 are Amber, 0 are Red.

Our Business Outcomes deliver our Corporate Outcomes as illustrated in Appendix 5. This is the final period in which we will use Business Outcomes, which are being removed as part of our Performance Improvement Project.

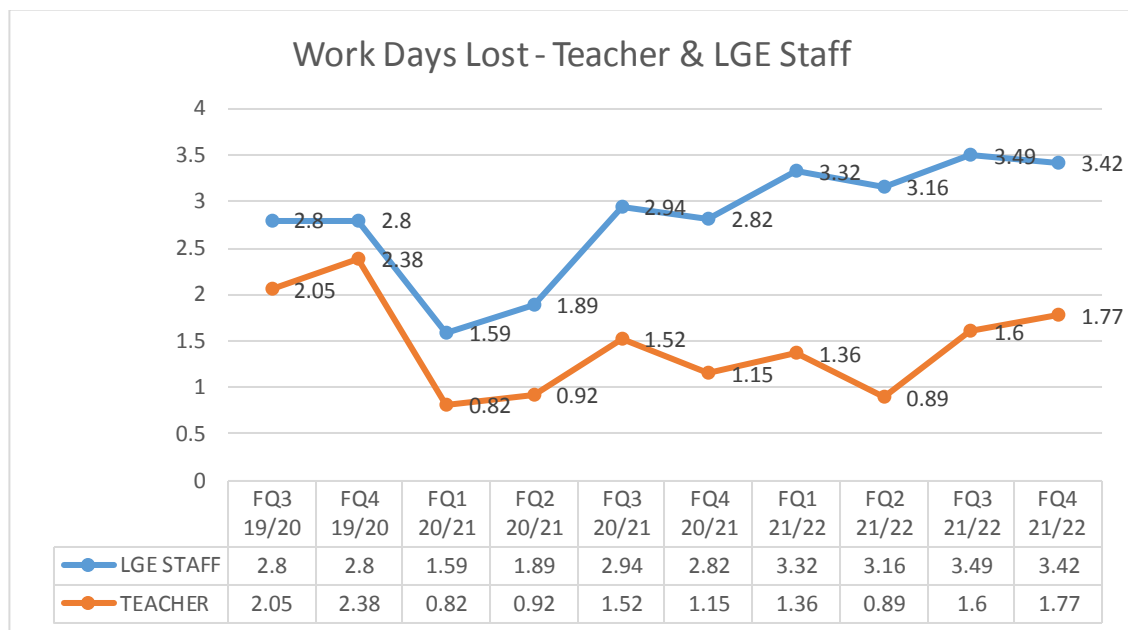
- 4.4 The Management Information shows areas of high-level cross cutting information such as absence, risks and complaints. Supporting commentary is provided below.

#### 4.5 Absence

At the start of the pandemic (FQ1 2020/21) we saw a dramatic reduction in the number of work days lost. It is understood that this is due to employees shielding, working from home, service shutdowns, decreased socialisation, which reduced exposure to infection and increased sanitation measures. As predicted absence levels rose in 2021/22 once safeguards and lockdowns eased. LGE staff absence levels are now above pre pandemic levels. For Teachers absence levels have increased but remains below pre pandemic levels.

It should also be noted that sickness levels are always lowest in FQ2 for both LGE and Teachers due to the summer holiday period.

**FIGURE 1: WORK DAYS LOST OVER TIME – TEACHER AND LGE STAFF**



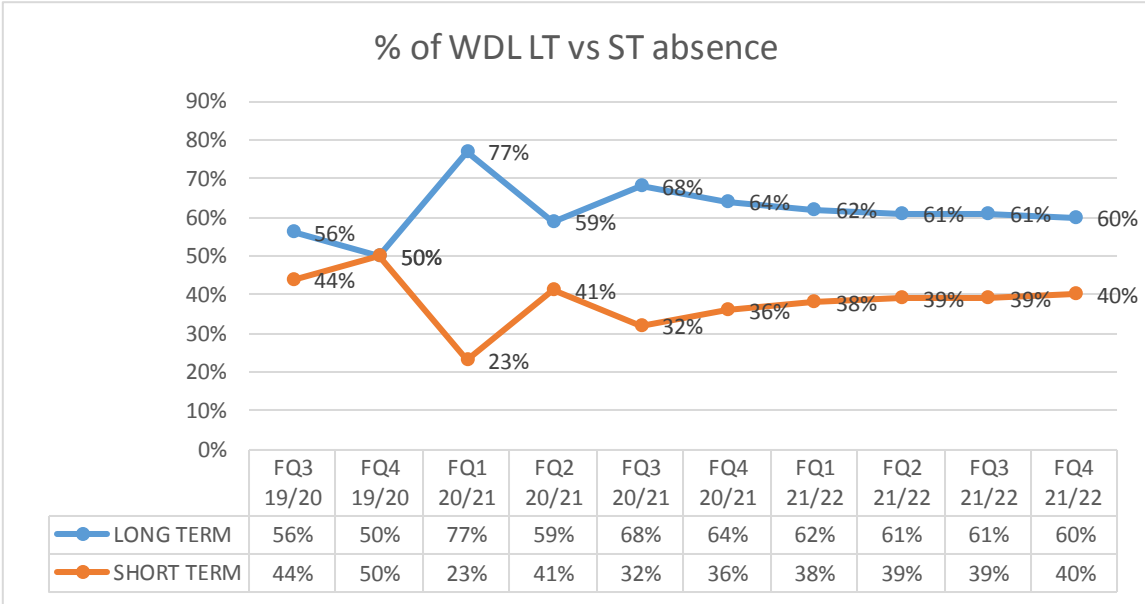
With regards to the split between long and short term absence it remains that more days are lost to long term than short term, with a gradual decrease in long term mirrored by a gradual increase in short term but frequent absences.

**FIGURE 2: LONG AND SHORT TERM OVER TIME**

There has been no change to the top 3 reasons for absence. They remain as follows: 1. Stress/Mental Health/Depression; 2. Other Musculoskeletal problems and 3. Stomach, Liver, Kidney and Digestion.

As Covid restrictions have been removed we anticipated absence figures would rise to be closer to pre pandemic levels and for LGE staff they have now exceeded pre pandemic levels. National trend data points towards a lasting impact, especially with mental health related absences. We expected that the rate of infections would rise as social distancing and isolation were removed although it is possible that they will not rise to pre pandemic levels with increased awareness of infection control. As the NHS get back to business as usual with planned operations we expect to see an ongoing rise in our absences due to medical treatment. Both statistically and anecdotally those services that have offered working from home have seen a bigger decrease in the number of work days lost and we would expect this to continue, as working from home has remained the norm. However, employees’ habits and overall wellbeing have changed as a result of Covid therefore there may be other impacts on wellbeing that have not yet been seen.

The Council introduced new Supporting Attendance Procedures in October 2021 and revised its Stress in the Workplace procedures in November 2021, both of which are intended to have a positive impact on reducing absence. These were amended following consultation with staff and managers and have been simplified and improved. The Wellbeing team’s focus has continued to be on supporting managers to deal with long term absence, particularly within the Health and Social Care Partnership. We anticipate a related reduction in



absence in this area, although the full impact of the Covid-19 pandemic on health and wellbeing is still to be fully understood. The Council also introduced a

number of new leave types in July 21 which is also intended to impact on absence, by, for example, extending bereavement leave will reduce the likelihood of employees being signed off work with bereavement related stress. The Wellbeing team have remained in place and this forthcoming year their focus will be on targeted, proactive wellbeing initiatives as identified by the Executive Leadership Team and in turn it is hoped this will also improve attendance. The team continues to monitor good practice across other Councils on attendance, particularly through the Society of Personnel Development Scotland Wellbeing Group.

#### **4.6 Performance Review and Development (PRDs)**

PRDs traditionally tended to occur in FQ4 as managers aligned the setting of employees' objectives with the outcome of budgetary processes and decisions.

As referred to in the last report, as a result of feedback from managers we used the opportunity to review the PRD process. PRDs were replaced by Quality Conversations in FQ4 2021/22. The Quality Conversation process covers all employees of the Council, whereas the PRD process did not include non-networked employees – i.e. those employed in former manual roles.

The subject areas covered during a Quality Conversation include performance, wellbeing and aspirations, supported by flexible online learning resources available to every employee.

A series of webinars for both managers and employees took place to guide participants on this new approach.

Not only will Quality Conversations reduce the burden on all staff but it is in line with the aim of simplifying our processes whilst improving value, engagement, skills, performance and agility

We will be surveying employees annually to gain insight on the conduct and outcomes of these conversations. Additionally, we will be surveying managers on their handling of Quality Conversations, this is a perspective we have not had to date from PRDs. The first surveys will take place in FQ1 2022/23 and the results will be available in the next report to committee.

#### **4.7 Complaints**

The last 2 quarters of 2021/22 saw the number of complaints rising slightly compared with the first 2 quarters of 2021/22. During FQ3 and FQ4 there were 232 stage 1 complaints and 76 stage 2 complaints received. Roads and

Infrastructure Services continues to receive the majority of complaints. Performance within timescale has increased over the recent 2 quarters and the Compliance and Regulatory team will continue to support services to improve this further.

The table below provides a breakdown by Department. A detailed Annual Complaints Report will be submitted to this Committee in September 2022.

	Stage 1			Stage 2		
	Total number	Number in time	% in time	Total number	Number in time	% in time
Financial Services	28	28	100%	3	3	100%
Education	9	8	89%	22	13	59%
Legal and Regulatory Support	2	2	100%	2	2	100%
Commercial Services	0	0	-	0	0	-
Customer Support Services	4	4	100%	1	1	100%
Roads and Infrastructure	169	145	86%	40	29	73%
Development and Economic Growth	19	17	89%	8	7	88%
Live Argyll	1	1	100%	0	0	-
<b>Totals</b>	<b>232</b>	<b>205</b>	<b>88%</b>	<b>76</b>	<b>55</b>	<b>73%</b>

#### 4.8 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.

#### 4.9 Finance

The performance against budget for financial year 2021-22, after adjusting for automatic and proposed earmarked reserve proposals, was an overall underspend of £1.630m, 0.59% (2020-21 underspend of £0.188m, 0.07%). There was a net underspend of £0.815m in relation to Council services departmental expenditure, a net overspend of £0.432m in relation to other central costs and a net over recovery of funding of £1.247m.

Social Work, managed by the Health and Social Care Partnership, were underspent by £1.738m this included repayment of outstanding debt to the

Council of £2.759m therefore clearing the balance of any debt owed to zero. This is consistent with the 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 over recovery of vacancy savings, reduced catering in schools due to less demand as a result of Covid-19, reduced running costs within Early Learning and Childcare, an underspend in NPDO and Hub Schools arising from insurance savings and the settlement of historic disputed cost reductions, additional income within Environmental Health and one-off income in Housing and additional planning fee income. These being partially offset by overspends related to external residential placements within Education, under recovery of building warrant fees and transportation project costs.

The main reason giving rise to the overspend in central costs was due to insurance costs being higher than budget.

The overall favourable position for Departmental and Central Expenditure Budgets has provided the opportunity to earmark unspent budget for specific purposes aligned to the objectives, priorities and targets of the Council.

#### **4.10 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 twelve risks in total. Three are red, six are amber and the remaining three are green. The three red risks relate to population and economic decline, Waste Management, and Cyber Security.

#### **4.11 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 six red risks which relate to 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, cyber security breach and associated attack.

Executive Director Douglas Hendry has five red risks which relate to delivery failure of school kitchen supplies, capital investment to keep buildings safe and operational, the availability of resources and funding to delivery capital projects, 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**

### **4.12 Covid 19**

The Scottish Government announced April 2022 that there is no longer a legal requirement to physically distance or wear a face covering in most indoor settings. This is an encouraging sign and new national guidance strongly recommends wearing a face covering indoors in crowded spaces.

Due to the Council still experiencing infection and absence from Covid-19, the Council has continued to encourage employees to work from home where possible, meetings to be held remotely and observe positive hygiene practice to minimise the risk of spread of infection.

In December the Council committed an additional £110,000 towards ongoing recovery measures including the recruitment of two temporary posts. The posts will focus on building back stronger communities and supporting economic recovery. The roles include:

- Assisting funding providers to distribute support to community organisations
- Helping community groups access funding including the Council's Micro-Grant Fund
- Working with charities and third sector partners to ensure volunteer needs are met
- Ongoing business support with Covid-19 funds and initiatives
- Supporting tourism, hospitality and creative businesses
- Ongoing support for the increase in staycations

Working with partners, multiple public agencies, the third sector and community groups, the Recovery Strategy outlines key initiatives including:

- Financial help and support to community groups and businesses
- Restoring public health services
- Re-instating the full range of council services

### **4.13 Budget**

The Council agreed a balanced budget for 2022-23 on 24<sup>th</sup> February 2022 and an estimated forecast budget gap of £7.77m for 2023 – 2024 (increasing up to over £25m in the following 3 years) and an estimated gap of up to £30m+ in the 3 years after that. Council tax was increased by 3% and the Council also agreed investment in the following;

- Keeping Argyll and Bute Connected: £3.153 million to increase investment in roads reconstruction to £8 million in 2022/23, and develop active travel improvements
- Investing in our places: £0.537 million for street lighting, more litter bins, keeping public toilets open all year round, free parking at Christmas, and developing staycation benefits.
- Safeguarding our future: another £1 million in schools and the wider learning estate strategy, and £0.5 million in climate change initiatives
- Supporting growth in partnership: £0.165 million for tourism, culture and youth development initiatives.

The Council also agreed to represent to the Scottish Government the challenging circumstances it faces in relation to capital infrastructure needs, and call for commensurate capital funding to help meet significant pressures.

#### **4.14 Education**

##### **Empowering our Educators**

In December the Council launched a website to communicate the proposals on the way schools in Argyll and Bute are led. The website invited parents, carers and residents in Argyll and Bute to examine the proposals, understand them and have their say. It included a short film and provides detailed information for download.

Schools in Argyll and Bute face falling pupil numbers, challenges in recruiting staff, and Scotland-wide education reform is on the way. Argyll and Bute Council proposes a new ‘collective’ model for school leadership in the authority, empowering schools to work more effectively together and share resources for the benefit of all pupils.

These proposals have been developed with ongoing input from Argyll and Bute Head Teachers and education professionals. The changes are proposed to protect local schools, build a stronger team of educators and enhance the education of pupils.

This public consultation has now finished and proposals will be brought forward to members as per the planned programme.

## **Attainment**

In December the Council's Community Services Committee reviewed a breakdown on attainment for secondary schools. The results analysis for attainment shows that:

- All 10 of the area's secondary schools maintained their 100% pass rate for National 4, outperforming the national average;
- Six schools were above the 2021 national average for National 5 (85.8%).
- Nine were above the 2021 national average for Higher (87.3%), and;
- Four secondary schools were above the 2021 national average for Advanced Higher (90.2%).

On top of these successes, young people in Argyll and Bute gained 1,067 Wider Achievement Awards at SCQF levels 4-7 (National 4 – Advanced Higher) in more than 50 topics including:

- Bee keeping
- Journalism
- Horse care
- Computer game design
- Legal studies
- Hair and beauty
- Personal finance
- Construction skills

### **4.15 Place**

There remains significant regeneration and investment activity ongoing within our towns and below are examples of specific projects and initiatives.

## **Community Renewal Fund**

In November the Council was successful in securing over £2 million from the UK Government's Community Renewal Fund as part of the Levelling Up agenda. The award is one of the largest in Scotland from a total allocation of over £18m. The Council submitted the bid on behalf of organisations and services investing in skills, place making, community and supporting people into employment and supports the following;

- A new Seaweed Academy – help to create the UK's only dedicated seaweed industry facility, near Oban, offering training, education and business development - £407,715.
- MACC Hydrogen Futures – a feasibility and design project to help establish a green hydrogen production and distribution facility - £184,793.

- Driving economic growth through a bounce back curriculum that includes employer focused education and training in remote and rural areas. - £275,253.
- West Coast UAV Innovation Logistics and Training Hub – after successfully trialling unmanned aircraft vehicles (UAVs) or drones to transport medical supplies to islands. Funding will commission a business case to support the further use of drones - £173,400.
- Access to ethical and responsible means of carbon sequestration will be made available to organisations looking to offset their carbon emissions - £265,200.
- The Dunoon Project Stage 2 – Funding will help expand the project team looking to develop a nearby forest into a world class tourism offering - £359,652.
- Curriculum development for Science, Technology, Engineering and Maths (STEM) Hubs projects - £102,000 towards the production of materials to deliver learning via a new council project.
- Tarbert recovery and regeneration - £262,395 to establish a team to complete business plans and planning applications as a prelude to a £13 million transformation project to regenerate Tarbert.

Separate to this fund, the Council has actively developed a competitive bid for the UK Government's Levelling Up Fund and this will be submitted in the summer.

### **Conservation Area Regeneration Scheme (CARS) Projects**

There are four CARS projects in Argyll and Bute which receive funding from Historic Environment Scotland (HES) and National Lottery Heritage Fund (NLHF), with match funding from the council and private owners. The schemes provide grants to property owners to help them repair and safeguard historic buildings. An update to the Council's Environment, Development and Infrastructure Committee in March 2022 included the following update:

- Rothesay Townscape Heritage Phase 2 - this is year four of a £2.75m, five year programme. Of the five priority building repair projects, three are complete, one is awaiting a start date, and the final project will shortly go to tender. Three shopfront restorations have also been completed, with another nearing completion, and a series of window repair grants have been provided for restoration of traditional timber sash and case windows.
- Dunoon CARS - this £1.95m project is in its final year. The restoration of three priority buildings and 22 shopfronts has been completed with a further two projects currently out to tender.
- Helensburgh CARS – this is the first year of a £1.8m, five-year project. Four buildings have been identified as priorities for grant assistance and two

expressions of interest have been submitted by owners of properties for smaller grants.

- Lochgilphead CARS – this is the second year of the project with the first building project set to begin in April and development underway for a second building.

Other significant activity led by the Council's Transformation and Regeneration Team includes the following:

- Hermitage Park, Parks for People – this £3.7m project is in its final year. Current activity includes creating a new volunteer bothy in the park's demonstration garden with the garden itself now under development. An agreement with the University of the Highlands and Islands is now in place to allow the Park to be used as a venue for practical activities for students' NC Horticulture courses.
- Tarbert/Lochgilphead Regeneration Fund – four projects are complete and current projects include Lochgilphead Front Green, Ardrishaig North Public Realm and phase two of former Gleaner oil site.
- Regeneration Capital Grant Funding - three projects secured funding: Obair Ùr Thirodh – Tìree Community Business Hub (£565k), Kerrera Old School - Community Hub Final Phase (£285k), and Ulva Ferry Shore Facilities Building - Doras Caolas Ulbha (£603k). Current projects include Kilmartin Museum, Mid Argyll Community Pool, Storas Ulbha Heritage project, Ulva, Port Ellen Community Hub on Islay, Scalasaig business units on Colonsay and Kilmory Business Park, Lochgilphead.
- Scottish Government Town Centre Fund 2019-2022 - 28 projects using the full £1.686m allocation have now been delivered, focusing on making key town centres more attractive, healthier, and easier to navigate places, as well as strengthening the area as a tourist destination.

### **Scottish Government's Place Based Investment (PBI) Programme**

In March, the Council's Environment, Development and Infrastructure Committee confirmed plans to direct the £821,000 from the Scottish Government's Place Based Investment (PBI) Programme into supporting eight new regeneration and restoration projects. These are all at various stages of development and delivery. These include:

- A region-wide (excluding CARS or BID towns) shopfront improvement scheme (£80,000)
- Rothesay Townscape Heritage priority building (£100,000)
- Public realm enhancements in Bowmore town centre (£80,000)

- Improvements to Castle House Gate Lodge, Dunoon (£70,000)
- Landscaping grant to Dunoon Burgh Hall Trust (£50,000)
- Enhancing the surface of Helensburgh masonry pier (£163,000)
- Public realm improvements in Gibraltar Street, Oban (£250,000)
- Helensburgh Hermitage Park, Greening The Bothy project (£28,000)

### **Lismore Ferry**

A new replacement ferry for Lismore was delivered after successfully completing sea trials. Islanders and primary school pupils chose the name 'Lady of Lismore' following a poll organised by the Community Council. The Council awarded the contract to Mainstay Marine Solutions at a cost of £620,000, with funding support of £500,000 to date from Transport Scotland.

The new all-steel vessel, designed by Keel Marine is 39ft accommodates 23 passengers all year round and will have a crew of two.

### **Rothesay Pavilion**

At its meeting on 9 December 2021 the Council's Policy and Resources Committee took the decision to pause the development project to seek national funding support to meet pandemic and EU exit costs of completing Rothesay Pavilion's transformation as a national center for arts and popular culture. It is anticipated that the project will require an estimated additional £11 million to be completed.

The total budget set aside for the project is £20.586m with £11.560m externally funded leaving the Council's commitment at £9.026m. Rothesay Pavilion Charity is set up to run the building as a thriving concern once complete. Construction work was progressing until the original contractor went into administration in 2020.

The council now has another construction company in place to complete the Pavilion's transformation, but cost increases, resulting in large part from the pandemic and global supply chain challenges, labour shortages in the construction sector and EU exit, mean the council must seek further additional funding sources.

The council established a cross-party group to lead a programme of targeted lobbying activity, to include both the Scottish and UK Governments (who have provided assistance and investment to similar projects elsewhere, including the Glasgow School of Art, V&A in Dundee and the Tate Modern project in St Ives),

and any other agencies or organisations which can assist.

## **Other Activities**

### **4.16 Performance Management Project**

Following on from previous updates the Council has embarked on a highly ambitious initiative to explore centralising some data from across various systems into a single 'data platform' using self-service tools. A 'data platform' is a standard generic name for the integrated set of technologies that collectively creates the data in an accessible format (i.e. dashboards). This links to an action within the Council's Best Value Improvement Action Plan to develop data analytics/business intelligence as a tool to inform transformation and improvement.

In relation to the above, the ELT also agreed to create an internal Data Advisory Group consisting of senior officers from across the organisation (both Council and HSCP). Accountable to the Executive Leadership Team, the group will facilitate a corporate approach to directing the development of data platforms.

The objective is to harness our data to ensure an evidence led approach to performance management, service design, policy development, strategies and other decisions that impacts on outcomes for our communities and stakeholders. This internal initiative has and will maintain close links with the Scottish Local Government Digital Office data initiative.

It will take time to develop the proposal and any subsequent system and in the interim a decision has been made to retain Pyramid for a further year.

### **4.17 PIF Activity**

The data cleanse of Pyramid is continuing, simplifying where possible and removing old 'archived' data. This not only improves the user experience but helps to ensure the move to a new method of performance reporting is as smooth as possible. Pyramid will continue to remain 'live' with all Success Measures aligned to Service Plans and updated as agreed.

From 2022/23 financial year the Council will no longer align success measures through the Business Outcomes. To monitor the delivery of our Corporate Outcomes a suite of 47 Indicators has been identified. These are known as Corporate Outcome Indicators (COIs) and will all align directly to our Corporate Outcomes. These are attached for information, however work is in progress to finalise the wording for some indicators (Appendix 6).

By nature the majority of COIs are longer term in nature with the data collected

annually and will be reported on annually to the relevant Strategic Committees. Fourteen COIs can be reported on quarterly. These will be reported to the Area Committees each quarter.

Service Plans are not being renewed for 2022/23. A Council-wide Business Plan will be developed during 2022/23 which will align to our Corporate Plan, the Argyll and Bute Outcome Improvement Plan (ABOIP). Only the [Corporate Outcome Indicators](#) and those indicators that feature within the Area Committee Scorecards will be reported to committee.

The 6-monthly ASC report will continue to present performance on cross-cutting strategic themes currently on the Council Scorecard such as Absence, Complaints and Risks. Additional information relating to strategic activity will also be reported.

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

## **5.0 CONCLUSION**

This report updates the Audit and Scrutiny Committee 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 Climate Change: None

6.7 Risk: This report sets out key challenges to the organisation and actions in response to these.

6.8 Customer Service: None

### **For further information contact:**

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## **APPENDICES**

- Appendix 1 - Full Suite of 85 Success Measures With in Service Plans
- Appendix 2 - 28 Key Performance Indicators FQ2 2021/22: All Services
- Appendix 3 - Off-Track KPIs with Decreasing Performance
- Appendix 4 - Council Scorecard: October to March 2022
- Appendix 5 - Seventeen Business Outcomes aligned to the Corporate Plan
- Appendix 6 – Suite of 47 Corporate Outcome Indicators

**Pippa Milne, Chief Executive – Argyll and Bute Council**

1 June 2022