

CORPORATE OUTCOME INDICATORS (2025)

1.0 INTRODUCTION

- 1.1 We have developed a new suite of Corporate Outcome Indicators aligned to the seven priority areas set out in the Council's Corporate Plan. These were approved by the Policy and Resources Committee (19 February 2026). This report is being submitted to the Audit and Scrutiny Committee for information.
- 1.2 The suite of indicators was developed through discussions with Chief Officers both individually (July and August 2025) and at meetings of the Chief Officers Group (September and November 2025).
- 1.3 The proposed list of COIs is provided in section 3.8, below, with additional detail provided in Appendix 1.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Audit and Scrutiny Committee consider and note the suite of Corporate Outcome Indicators, which were approved by the Policy and Resources Committee (19 February 2026).

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3.0 DETAIL

- 3.1 The purpose of reviewing and updating the Corporate Outcome Indicators was to rationalise the indicator set and bring it in closer alignment with the priorities set out in the Corporate Plan (2025-2027). In carrying out this work, indicators have been reduced in number, with focus being given on measures which can track high-level performance over the longer term. Indicators focusing on operational activity have been excluded from this suite.
- 3.2 The Corporate Outcome Indicators are intended to show direction of travel over the longer term and are complemented by the annual measures and targets set out in the council's Business Plan.
- 3.3 The new suite of indicators replaces the previous set of 47 indicators which were aligned to the now obsolete shared CPP and corporate outcomes.
- 3.4 The Corporate Outcome Indicators will be published on the council's website and reported in the Council's Annual Report. This will enable us to comply with the public performance reporting obligations as set out in the SPI Direction. We also anticipate the creation of a performance dashboard for these indicators.
- 3.5 The suite of Corporate Outcome Indicators was developed collaboratively with the council's Chief Officers as part of the Performance Excellence Project work, with one-to-one discussions being held with Heads of Service in July and August 2025 and the findings from these discussions presented to the Chief Officers Group Meetings in September and November 2025 for further discussion and refinement. This approach has ensured consensus with regard to their relevance.
- 3.6 The new suite of Corporate Outcome Indicators received final approval from the Policy and Resources Committee (19 February 2026).
- 3.7 It should be noted that not all service activities are reflected in the COIs. This does not mean these activities are not important. Services will still be delivering on these, and performance will be reported internally.

3.8 The Corporate Outcome Indicators are as follows:

Children and Young People:

- Increase positive destinations (all areas).
- Increase positive destinations (within Argyll and Bute).
- Increase percentage of children reaching developmental milestones.

Environment:

- Reduce carbon emissions: regional (within the Argyll and Bute area).
- Reduce carbon emissions: council (the council's emissions)

Sustainable Service Delivery:

- Reduce overall workforce planning risk.
- Financial sustainability

Transport, infrastructure and digital connectivity:

- Increase satisfaction with transport connectivity
- Increase level of investment in transport infrastructure

Housing, economic growth and population:

- Increase number of primary homes and new builds
- Increase number of economically active people
- Increase Gross Value Added (GVA)

Communities:

- Increase percentage of people saying Argyll and Bute is a good place to live.

Given the nature of the activities associated with **Speaking up for Argyll and Bute** and the challenges in measuring these in any meaningful way, the consensus was not to include an indicator for this priority area.

3.9 Further information with regard to the indicators and their sources is given in Appendix 1.

4.0 CONCLUSION

4.1 This report has outlined the process through which a new suite of Corporate Outcome Indicators has been developed as well as presenting the proposed indicators themselves.

4.2 We ask the Audit and Scrutiny Committee to consider and note these indicators.

5.0 IMPLICATIONS

- 5.1 Policy: None arising directly from this report.
- 5.2 Financial: None arising from this report
- 5.3 Legal: The publication of COIs will help us fulfil our public performance reporting obligations.
- 5.4 HR: None arising directly from this report.
- 5.5 Customer Service: None arising directly from this report
- 5.6 Risk: None arising directly from this report.
- 5.7 Climate Change: None arising directly from this report.
- 5.8 Fairer Scotland Duty: None arising directly from this report. An IIA is not required for performance reporting.
- 5.9 Equalities - protected characteristics: None arising directly from this report. An IIA is not required for performance reporting.
- 5.10 Consumer Duty: None arising directly from this report. An IIA is not required for performance reporting.
- 5.11 Island Communities: None arising directly from this report. An IIA is not required for performance reporting.
- 5.12 Children's Rights and Wellbeing: None arising directly from this report. An IIA is not required for performance reporting.

Pippa Milne, Chief Executive

Jim Lynch, Council Leader

For further information contact:

Jane Fowler, Head of Customer Support Services, jane.fowler@argyll-bute.gov.uk

Chris Carr, OD Project Officer, chris.carr@argyll-bute.gov.uk

APPENDICES

Appendix 1: Details of Corporate Outcome Indicators (2025)

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Links to priority area	Indicators	Source of data	Responsible Head of Service
Children and Young People	Increase positive destinations (all areas) Positive destinations are: Higher or Further Education, employment (including apprenticeships), vocational training, voluntary work, or a personal development programme.	SDS annual participation measure	Jenny Crockett Wendy Brownlie
	Increase positive destinations (within Argyll and Bute)	SDS annual participation measure	Jenny Crockett Wendy Brownlie
	Increase percentage children reaching developmental milestones	Early Years Team	Jenny Crockett Wendy Brownlie
Environment	Reduce carbon emissions: Regional	LGBF Indicators (CLIM01-CO2 emissions area wide per capita). <i>Future indicator (likely from 2027) to be dictated by Scottish Government (Climate Change Scotland Act 2009, draft / refreshed statutory guidance)</i>	Ross McLaughlin
	Reduce carbon emissions: Council	Operational Carbon Emissions reported to SG (public bodies climate change report)	Ross McLaughlin
Speaking up for Argyll and Bute	No indicator	No quantitative indicator. However narrative will be provided in the regular Leader's updates to Council to show progress and activity.	Council Leader
Sustainable Service Delivery	Reduce overall workforce planning risk.	Workforce Planning reports	Jane Fowler
	Financial Sustainability	Overall Matrix figure will be provided by Financial Services as a combination of:	Anne Blue

Links to priority area	Indicators	Source of data	Responsible Head of Service
		<ul style="list-style-type: none"> • The General Fund being in excess of the 2% contingency level (reported to Policy & Resources Committee); • Percentage of savings that are recurring in nature (data held by Financial Services); • Financing costs to net revenue stream (Benchmarking Indicator from Treasury Management Team); • Medium term financial plan reporting (Budget Outlook reported to P&R Committee); • Actual outturn in comparison to budget (Financial Monitoring Pack to P&R Committee). 	
Transport, Infrastructure and Digital Connectivity	Increase satisfaction with transport connectivity	Comprised of: <ul style="list-style-type: none"> • Decrease in complaints. • Increase in timetable connectivity. • Ferry forum feedback. • CalMac survey data. 	Andy Summers
	Increase level of investment in transport infrastructure	Comparison of spend and grant funding, year on year.	Andy Summers
	Increase digital connectivity	Overall indicator to be based on: Access to Superfast Broadband and Ultrafast Broadband (Thinkbroadband and Openreach) <i>Indicator to be extended in future when reliable data can be sourced relating to: Mobile connectivity (% of mast sites that have inbuilt power resilience to be developed when reliable data becomes available); Adult/vulnerable digital skills</i>	Jane Fowler/Fergus Murray

Links to priority area	Indicators	Source of data	Responsible Head of Service
Housing, Economic Growth and Population	Increase number of primary homes and new builds	<p>Housing Land Audit (based on new Council Tax and NDR registrations; relates to properties not intended as holiday lets at outset)</p> <p>Primary homes: Corporate Address Gazetteer: records with a classification of Council Tax (CT) or CT/NDR (usually Guest Houses/B&B also used as a primary residence)</p>	Fergus Murray
	Increase number of economically active people	NOMIS	Fergus Murray
	Increase Gross Value Added (GVA)	Scottish Annual Business Statistics (Note: published two years in arrears)	Fergus Murray
Communities	Increase percentage people saying Argyll and Bute is a good place to live	Scottish Household Survey which is published annually by Scottish government SHS Data Explorer .	Jane Fowler