FOREWORDS

Councillor Robin Currie
Leader, Argyll and Bute Council

The past couple of years have brought challenges and changes of a scale and type that no one has ever seen before. In the midst of all of that, though, some aspects remain unchanged: Argyll and Bute Council's ambitions for its communities and their future, and our determination to succeed.

What drives virtually all of our activity as a council is the need to grow both our population and our economy. This is a top priority for us, and remains even more important as we adapt to the demands wrought by Covid-19 and the innovation and flexibility that we need to keep demonstrating as we recover and move forward from the height of the pandemic.

We have learned a lot about ourselves over this very challenging period. You can read about this here in our Annual Report for 2020/21, which sets out some examples of the following in action over the past year.

We have a committed, agile workforce who show real innovation and dedication to doing things differently when they need. We have good working relationships with our communities. Our strength in partnership working continues to stand us in good stead when it comes to working and delivering essential services across our unique geographic mix of communities and in the context of new and often challenging circumstances which are out-with anyone's control.

We have shown what taking a proactive, collaborate approach can achieve. We have learned that Argyll and Bute Council can and does rise up to meet challenges head on.

And all of this will be part of what drives us forward now – always striving for Argyll and Bute's success and seeking the growth that will secure a bright future for our communities.

Pippa Milne
Chief Executive, Argyll and Bute Council

This has been another year of challenge, change and progress.

The most significant activity was responding to the ongoing pandemic and whilst at the time of writing we remain in response mode, responding to Covid-19 and keeping people safe is now business as usual for Argyll and Bute Council. All employees continue to work from home where possible and the Council is fully engaged with our people to support them through this period.

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 support our communities.

As a council we have many roles to play in the success and future of Argyll and Bute, as a major employer, a provider of services, and as a driver of the economy.

We continue to deliver a huge range of services. We continue to progress investment in regenerating our economy. We continue to work, as a council and with our partners, in achieving the goals that will together attract the people and jobs our area needs
The council will continue to transform how it works to meet future challenges head on

This report highlights just some of our achievements over the past 12 months, many of which have been achieved in partnership with others. This is something we take great pride in.

Amidst difficult decisions and change, Argyll and Bute Council remains ambitious for the future of our communities, hard working in delivering services daily that touch on all aspects of our residents' lives, and award winning in standards we are achieving.

Financial Statement

In 2020-21 the budget gap, including previously agreed savings was £8.5m, with decisions made to bridge this gap, reduce future year pressures and protect vital services.

Furthermore, when agreeing the 2020-21 budget, the Council committed to £4.2m of investment in key Council priorities including:

- £2.9m to support investment in the road network
- £0.5m to support a shift from fossil fuels to clean energy across the Council's property portfolio
- £0.4m to investment in green transportation
- £0.4m as part of the development of digital learning in schools

Over the course of 2020-21 the Council managed in excess of £100m in Covid funding to provide financial support to local businesses, the self-employed, childcare providers, vulnerable people, people on low incomes and provide for free school meals, additional Scottish Welfare and Discretionary Housing Payments. It also provided funding to support required changes to essential service delivery, in particular education where there was a need to roll out remote learning and subsequently re-open schools safely, and funding for lost income across Council services.

Table of Contents

FOREWORDS 1

PERFORMANCE OF INTEREST ..... **Error! Bookmark not defined.**

OUR SUCCESSES 5

Corporate Outcome 1 - People Live Active Healthier And Independent Lives 5

Covid Support 5

Delivering Affordable Housing 7

Energy Efficient Scotland 7

Corporate Outcome 2 – People Will Live In Safer And Stronger Communities 7

Caring For People Partnership and Community Support 7

Working with our Partners - The Community Safety Partnership Strategy 8

Managing Outbreaks of Communicable Disease and protecting public health 9

Introduction of mobile virtual technology to issue completion certificates – Remote Verification Certificates 9

Retaining the Customer Standards Excellence award 9

Corporate Outcome 3 – Children Have The Best Possible Start 9

Delivery of 1140 hours 9

Outdoor learning 10

Progress and Achievement 10

Financial Support 10

Counselling services linked to schools 11

Food For Life 11

Direct delivery of free school meals 11

Corporate Outcome 4 – Education, Skills And Training Maximise Opportunities For All 11

Our Children, Their Nurturing Education 11

Delivering Online Training To Community Groups 12

Corporate Outcome 5 - Our Economy Is Diverse And Thriving 12

Supporting Local Businesses 13

Supporting People And Businesses: Making the most of digital - Candle-maker unlocks scent-sational growth with Business Gateway support 13

Supporting People And Businesses: Making the most of digital - Fish and chip shop bring home the catch after DigitalBoost support 14

Fair Start Scotland (FSS) – Helping people to find work 15

Easing of Town Centre and supporting businesses 15

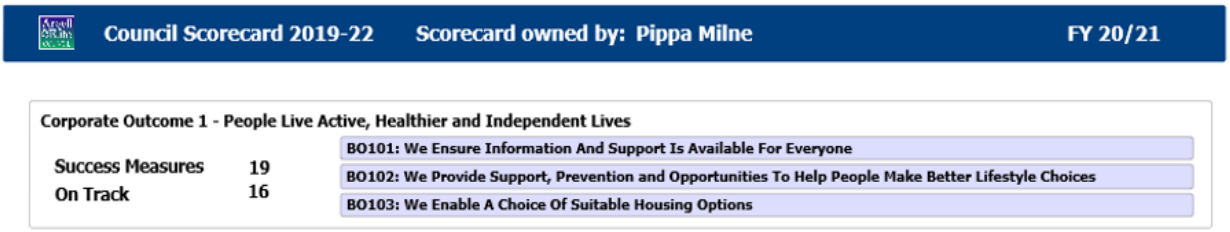
Minimising the disruption of EU Exit 16

Shopfront Improvement Schemes and Shop Local Initiatives 16

Corporate Outcome 6 - We Have An Infrastructure That Supports Sustainable Growth 18
Continuing to deliver the Capital Plan 18
Climate Commitments – Cleaner and Greener 18
Efficient and Effective Infrastructure 19
Oban depot consolidation project 19
Lochgilphead Public Realm Project 20
Major marine transport connectivity schemes 21
'Find and fix' roads maintenance pilot 21
£5.6million road improvements in the latter part of the year, leading into £10million programme 2021/22 21
New traffic management arrangements in Luss. 22
Glengorm landfill cell and waste transfer station, Mull, c. £1million investment in sustainable waste disposal 22
Joint procurement brings savings of c. £90,000 a year 22
Covid safe funeral and cremation arrangements 23
Corporate Outcome - Getting it right 23
Increasing Automation And Efficiency 23
Person Centred Service Delivery 24
Performance Monitoring, Reporting and Scrutiny 25
Caring For Our Employees 25
Protecting The Public Purse 25
Governance and Councillor Support 25
Supporting Communities And Their future 26
CHALLENGES FACED BY OUR SERVICES 26
Financial Services - Supporting Services to Support People and Businesses 26
Education Service - Children and Young People Centred Solutions 27
Commercial Services – Catering and Cleaning 28
Commercial Services - Capital Programme 28
Legal and Regulatory Services – Providing Governance to Support People and Businesses 29
Customer Support Services – The Infrastructure For An Agile Council 29
Development and Economic Growth Service – Keeping People Safe 29
Road and Infrastructure Services - Communication and Improvements 30
Road and Infrastructure Services – Significant Challenges Ahead 30
CONSULTATION AND ENGAGEMENT - WE ASKED, YOU SAID, WE DID 31
COUNCIL SCORECARD 36

OUR SUCCESSES

Corporate Outcome 1 - People Live Active Healthier And Independent Lives



Covid Support

The Covid pandemic and the public health control measures, including lockdown, significantly impacted on all aspects of everyday life. This required the Council to rapidly re-allocate resources to ensure that the best possible support could be provided.

New statutory powers were placed on local authorities and Police Scotland to regulate the public health restrictions across businesses, domestic dwellings, and public areas. The Council and Police Scotland coordinated enforcement activity, agreed priorities and an enforcement strategy which was carried out by authorised Council officers.

When the Coronavirus lockdown occurred in March 2020 the Council had to close its Service Points except for statutory face to face interactions. This meant that over 45,000 transactions that had previously been face to face had to be managed differently. An additional concern was that the face to face customers were those who were more vulnerable and needed more support during the pandemic or were less able to use digital technology. As a result the demands on the Coronavirus Helpline increased.

To mitigate this additional pressure not just on the Service Points but across the Council the following actions were rapidly put in place-

- Staff were trained to manage customer contacts across all contact channels with more staff available at peak contact times. Service Point staff were also proactive by calling and supporting the majority of the Shielded and Test and Protect customers.
- This proactive approach ensured that the 2,552 Shielded customers received at least one call while 1,637 agreed to follow up calls. Support calls were made to the 960 citizens who were asked to self-isolate.
- Additional staff from across the Council were trained to manage some of the specialist demands that now required to be met, such as the provision of funds to families who usually receive free school meals during school holidays.
- We rapidly put into place other forms of technology to help those less comfortable with online services. To enable automatic sign up for a supermarket priority delivery a voiceform[1] was available 24 hours a day on our call centre helpline. We also expanded the use of chatbots[2] on the web site to help signpost users to other online services and enhanced the Browsealoud[3] website support feature for those with sight and language difficulties.

[1]A voiceform lets customers speak to answer questions and leave comments into a form or survey.
[2]A chatbot is a computer program that mimics and processes human conversation both written and spoken, and allows an individual to interact with a digital device as if they were communicating with a real person.
[3]Browsealoud is a piece of software that that provides reading support on websites.

As a result of rapidly implementing these actions not only did we support our most vulnerable customers in a variety of ways, the service delivery targets we had originally set ourselves for the following indicators - 'call resolution at first point of contact' and 'call waiting times' were fully met.

We developed a weekly news roundup to keep people informed and connected. As well as our regular features on Council service updates, jobs and consultations we included information on a wide range of available support during lockdown, from guidance on staying healthy, to sources of support for individuals, families and businesses. Our subscribers increased by 10% and as the following examples of feedback show, this helped address the social consequences of isolation.

- "Your weekly news is a godsend, alone, keeping me in touch, great format."
- "Thank you for such regular, concise, clear newsletters. So comforting to know we in isolation are included in outside life! And I trust it!"
- "Thank you, the updates are so helpful especially keeping those of us who don't get out up to date"

Across the Council staff were redeployed and worked with partners and volunteers on the logistics and co-ordination of the Community Food project. From a standing start in March to the projects close in August, the Community Food project delivered over 45,000 food parcels across the Council area. The project was in operation for a total of 18 weeks.

Additional grants for businesses, families and welfare were made by the Scottish Government. As the grants and claims needed to be processed and paid as quickly as possible, staff from across the Council were redeployed and trained to deliver the following elements of outstanding service delivery and support-

- A total of £641,514 in Scottish Welfare Fund grants were paid to support vulnerable people.
- On average it took 19.2 days to process a New Housing Benefit claims which was below the target of 21 days.
- On average it took 2.6 days to process a Housing Benefit Changes in Circumstances claim which was below the target of 6 days.
- A total of £787,614 of Discretionary Housing Payments was distributed to households in need.
- A total of £65,000 was paid out in grants to cover food and fuel for people in poverty and successfully referred them for support to advice agencies.
- In total 240 families were supported to access the full range of available benefit income.
- Households were supported to reduce their fuel costs to a total value of £301,000.
- We worked with our Partners to deliver a redesigned advice service to manage the demand from vulnerable and non-vulnerable clients.

Advice and assistance was provided to clients to ensure they had access to the full range of available benefits. Our set targets were exceeded despite the difficult service delivery circumstances.

Over the period the Council aimed to support business and to ensure that they continue to have appropriate guidance and advice for them to be "Covid safe". The Council also worked to ensure that business that were directed to close did not open. This approach achieved high levels of compliance and helped protect the public by minimising any potential spread of the Covid infection. This work has been demanding and challenging, and over this period council officers have been in direct contact with 2,780 businesses to assess their Covid measures; they have investigated 896 complaints from the public about businesses; provided advice through businesses groups, Business Gateway, specific business enquiries and the Website. The officers revisited 456 businesses and 23 instances of formal enforcement or Prohibition notices were issued which required business to cease activities. This work to promote and secure compliance is continuing.

Delivering Affordable Housing

Despite lockdown 38 units at the Dunbeg development were completed and LINK (social landlord) are on track to complete the handover of the entire 300 unit phase by the end of the 2021/22 financial year. This multi-million pound investment is Argyll and Bute's biggest investment in social housing in decades and it will directly contribute and improve the housing supply in Oban and Lorn area. It is the culmination of significant cross-public sector partnership working and has received funding from Argyll and Bute Council, Scottish Government, Scottish Water, LINK and West Highland Housing Associations.

The first completed phase is shown with more phases set to be released soon.

Energy Efficient Scotland

The area based Energy Efficient Scotland scheme was put on hold from March 2020 to July 2020 due to lockdown restrictions. Coming out of lockdown and continuing to deliver the scheme was challenging. The scheme contractor was based out-with Argyll and Bute which meant safe travel and accommodation arrangements had to be negotiated with the Scottish Government. Additionally, to ensure that the full budget was spent we worked with the Scottish Government to reach an agreement to extend the 2019/20 budget until 30th November 2020. In total 287 households have received insulation measures through the Council's programme, and in conjunction with Argyll Community Housing Association (ACHA)131 private owners in mixed tenure blocks have received external wall insulation.

By working closely with the Scottish Government £2.3 million of additional funding has been made awarded to support insulation work with ACHA during 2020/21. The scheme programme was put on hold again from 26th December 2020 to 26th April 2021 as the majority of works were deemed non-essential construction (limited external works were able to progress). To allow as much work as possible to progress the 2020/21 budget was extended until 31st August 2021 with a full programme of works planned for summer 2021.

Corporate Outcome 2 – People Will Live In Safer And Stronger Communities

Council Scorecard 2019-22	Scorecard owned by: Pippa Milne	FY 20/21

Corporate Outcome 2 - People Will Live In Safer and Stronger Communities

Success Measures	14	BO104: Our Communities Are Supported And Protected
On Track	8	BO105: Our Natural And Built Environment Is Protected And Respected

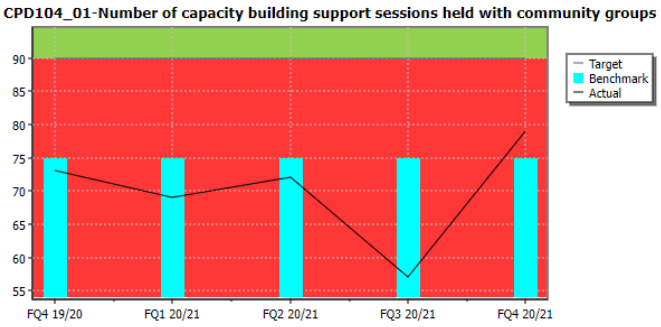
Caring For People Partnership and Community Support

As part of our Covid pandemic response Community Planning and Development (CPD) transferred to the Caring For People partnership and was a key partner in setting up and the operation of this response group, which was to meet the needs of communities at a time of crisis. Most community groups were responding to support requests from people that were shielding, managing in lockdown and more recently test and protect.

Some community groups had spontaneously come together as a result of the Covid Pandemic. Work was done to build rapport and provide support and direction where required. This was an excellent partnership project which was delivered by working with community organisations. To keep up to date with the rapidly changing Covid guidance the community groups needed effective communication channels. Working together ensured that groups were supported with relevant guidance, funding advice and volunteer support as required, for example: lone volunteering policies, safe medication delivery process, insurance and confidentiality guidance.

We also provided capacity building sessions for community groups. This included providing a forum for information exchange, support with relevant regulations and help with defining committee roles. The following is just one quotation from the Group Evaluation Feedback:

> "The online Drop In Sessions that were set up by the Community Development Officer provided a very local forum for obtaining information from the Council around Access to Services, Track and Trace and other Covid related responses planned. It also allowed third sector groups to share their activities with each other. The various information leaflets produced by Argyll & Bute (Council) and shared with us via the Community Development Officer gave both us and our service users' access to essential information when so many buildings and offices were closed and people did not know where to turn to for support. This was a great help".



Although this Success Measure missed the target that was agreed before the pandemic, staff shortages and the necessary staff recruitment meant that the service was redesigned to meet objectives. Capacity building training was developed and built for online delivery methods.

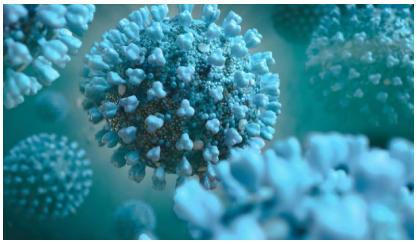
Working with our Partners - The Community Safety Partnership Strategy

The Community Safety Partnership Strategy 2021-2023 was developed during the past year. This strategy identifies how key partners including the Council, Police Scotland, Scottish Fire and Rescue Service, HM Coastguard, Health & Social Care Partnership (HSCP), Third Sector Interface (TSI) and local groups will bring together resources to ensure that Argyll and Bute is a safer place to live, work and visit.

It underpins the Argyll and Bute Outcome Improvement Plan (ABOIP) and sets out strategic priorities relating:

- We live in a safe and positive community.
- We encourage safer road and water use.
- Our natural and built environment is protected.
- Our communities are supported and included.

Managing Outbreaks of Communicable Disease and protecting public health



In response to Covid outbreaks the Joint Health Protection Plan, which the Council's environment health service has in place with NHS Highland was implemented. The Plan consists of well-established incident management procedures.

These procedures include giving direct advice to thousands of local businesses. In doing so the spread of the virus was minimised and public health across Argyll and Bute has been protected. Officers have shown considerable flexibility in approach in dealing with outbreaks that have ranged from small and large community outbreaks, outbreaks involving individual businesses and outbreaks on board ships**.**

Additionally Trading Standards maintained a reactive presence to deal with all premises identified as high risk.

Mobile virtual technology to issue completion certificates – Remote Verification Certificates

The Council's building standards team introduced new technology whilst working from home due to Covid restrictions. By using mobile video technology the team were able to issue completion certificates using remote verification inspections. This meant that the site and works were videoed in real time with the officer. This technology has worked well and has become part of a range of options for future work. In some cases this will reduce the need for onsite inspections, travel and provide a better service to customers in rural areas.

Retaining the Customer Standards Excellence award

The Council Building Standard's service retained the national Customer Service Excellence (CSE) accreditation relating to customer focus and the number of compliance plus increased from 18 to 20, which is considered excellent for a council service.

The key points raised during the audit were that there was no impact of the recent management restructure on the CSE award that some improvements have been made and performance maintained. The service has used technology well and introduced a range of new measures including Remote Verification Inspections (above) to ensure that the customer process during Covid was seamless.

There is strong element of team work which is a testament to the team and that they continued their service and improved it during a global pandemic.

Corporate Outcome 3 – Children Have The Best Possible Start

Council Scorecard 2019-22	Scorecard owned by: Pippa Milne	FY 20/21

Corporate Outcome 3 - Children and Young People Have The Best Possible Start

Success Measures	21	BO106: Our Looked After Young People Are Supported By Effective Corporate Parenting
On Track	17	BO107: The Support And Lifestyle Needs Of Our Children, Young People And Their Families Are Met

Delivery of 1140 hours

The Education service was delighted to deliver 1140 hours provision for all entitled children by the original deadline of August 2020. We were one of only 11 Local Authorities in that position. This was a result of high quality partnership working between several Teams within the Council: Property, Early Years and Catering. It has led to not only increased child care and education spaces for children but also increased employment opportunities across all localities.

Our partnership working with private and third sector nurseries along with our growing relationship with child minders has enabled us to offer parents access to a range of attendance patterns and settings to ensure that families and our youngest children are well supported.

Outdoor learning
In response to delivering almost double the hours of Early Learning and Childcare the service developed a vision and strategy to ensure that our children are receiving a minimum of 50% of their ELC time in high quality outdoor learning.

An intense package of professional learning and support for staff, including the development of our own SQA verified qualification, has ensured staff have the skills, knowledge and confidence to deliver on this vision. All staff and children have also been supplied with suitable outdoor clothing to ensure they are comfortable in learning and playing outdoors.

As part of this vision we are delighted to have supported the opening of a new Outdoor Nursery in the walled garden of our Council Headquarters and look forward to opening another in Dunoon which will become a training centre for our own qualification.

Progress and Achievement
All schools across the authority are engaging with the Progress and Achievement module at 3 points each year - October, February and June. At each of these points teachers of pupils from P1 to S3 enter data relating to every child's progress in literacy and numeracy within the Curriculum for Excellence level at which they are currently working.

The data is then used to develop planning and individualised targets for each pupil and identified groups. The data is analysed at school and authority level to ensure excellence and equity in provision. The authority also uses the data to inform improvement planning with schools and clusters.

Financial Support
Over the last 12 months there has been a 15% increase in the uptake of clothing grants. The full application process for applying for grants is now carried out on-line, this has enabled processing during the pandemic to continue and at the same time is very simple to use.

TARGET FOR 2020/21	ACTUAL FOR 2020/21	PERFORMANCE
Clothing Grant 1464	Clothing Grant 1724	**GREEN – ABOVE TARGET**
Free School Meals 928	Free School Meals 1071	**GREEN – ABOVE TARGET**
Education Maintenance Allowance 273	Education Maintenance Allowance 203	**RED – BELOW TARGET**

Free School Meal (FSM) grants have seen an increase in uptake by 33%. This is linked to the pandemic and the situation that families found themselves in over the last 12 months. Payments were made to families for FSMs over the holiday periods last year and additional hardship payments of £100 were made to families receiving FSMs in December and March. This also enticed more families to apply for this grant.

Whilst other grant uptake has increased over the last 12 months, the uptake of the Education Maintenance Allowance (EMA) has reduced by 29% despite writing directly to students to take advantage of this grant. One reason for this may be the reduced number of school days that students were in school during the Academic Year.

During the last year we have made the application for EMA electronic to simplify the process for applicants and hopefully the uptake will increase in the next Academic year.

Counselling services linked to schools
A counselling service has now been established with a team leader and 7.5fte counsellors. The Educational Psychology Service and Health and Social Care Partnership (HSCP) managers have worked together with the research assistant and counselling service team lead to develop practice guidance, referral procedures and an evaluation framework for this newly developed service.

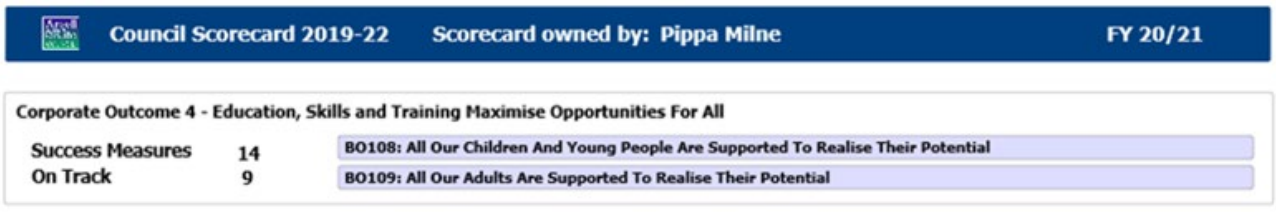
This well qualified and experienced team of counsellors provides a valuable Tier 1 service with clear routes for escalation of need to Children and Adolescent Mental Health Services (CAMHS) services where required. From links with other local authorities it appears that Argyll and Bute has been more successful than many in attracting a large number of suitably qualified applicants to deliver this service to our children and young people from the age of 10 years up.

Since February 2021 almost 100 referrals have been received across all ten of our secondary schools and their associated primaries with counselling being delivered remotely to young people where the referral criteria is met and alternative supports provided where more appropriate.

Food For Life
The Council has once again been recognised for offering fresh, healthy and sustainable school lunches, and were awarded the Soil Association Scotland's Bronze Food For Life Served Here award, which is supported by the Scottish Government. It recognises councils that serve food made from fresh ingredients, free from genetically modified ingredients and undesirable additives, using free-range eggs and high-welfare meat. We source food from the local area for school meals so that children benefit from freshly prepared, sustainable meals - the catering service serves 4,300 Food for Life accredited meals a day.

Direct delivery of free school meals
Pupils entitled to free school meals were supported when they were learning at home throughout the pandemic. The catering service offered a flexible response that evolved over time, moving from directly delivered hot meals to doorsteps to food parcels as part of the Community Food work through to cash payments for entitled families.

Corporate Outcome 4 – Education, Skills And Training Maximise Opportunities For All



Our Children, Their Nurturing Education
The Nurture Strategy, initially developed by a strategic group led by the Educational Psychology Service, was reviewed and endorsed as a robust evidence based approach to enhancing support for children, young people and staff in the coming months and years.

This proposed strategy was identified as being even more important in the context of recovery from the pandemic. The Nurture Strategy sits firmly within the continuum of support for mental health and wellbeing, enhancing prevention and early intervention approaches at a time of greatest need.

Each school has identified a member of staff responsible for leading Our Children, Their Nurturing Education (OCTNE) within their own establishment, 20 establishments across all sectors have signed up for

phase 1 involvement. The responsible person or group of staff attended a 3 day leadership course delivered by the Educational Psychology Service. A Bronze, Silver, Gold and Platinum achievement structure has been developed for schools which includes a framework and accreditation toolkit to support acquisition of each level.

Delivering Online Training To Community Groups

Due to the pandemic the Community Planning and Development (CPD) training programme was redesigned to be delivered as online sessions, prior to Covid each course was delivered face to face.

To help people access the online platform straightforward guides with screenshots were created and were used to deliver the training. Trial sign-in sessions were offered for anyone who needed support in accessing the platform as well as demonstrations for everyone on the basic use of the online platform prior to the training session, with one session recorded for access after the event. The Team worked with the council's Human Resources and Organisational Development team to make the Equality and Diversity module available to community and third sector organisations as well as all Council staff. This is now available through the council's website and can be accessed at any time.

This online model of delivery has widened the reach to encompass all of Argyll & Bute and the feedback was unanimously positive.

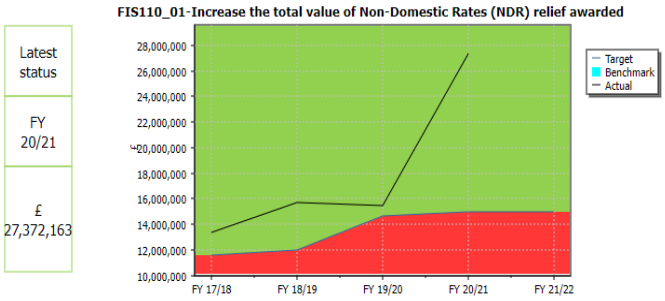
The following are some quotations from Group Evaluation Feedback relating to some of the courses delivered:

- "The session description was accurate, and the actual content was very good. I think this is demonstrated by the fact that all points were covered reducing the number of questions from the participants. Very successful".
- "Tutor took time to check everyone's understanding and took time to respond to questions from participants".
- "Well presented, good discussion. Showed good understanding of the topic".
- "I now understand the process better".
- "First class! Very positive and engaging tutor who delivered the session in a very accessible and informative fashion".
- "I feel it is always good to develop other ways of looking at communication and being able to hear what others are doing brings something new".

Corporate Outcome 5 - Our Economy Is Diverse And Thriving

Supporting Local Businesses

We worked alongside other Council colleagues to support the administration of over 11,600 business support grants and awarded in excess of £86.2 million to support local businesses. This helped to protect the local economy and jobs, prevent business closure and promote economic recovery as lockdown restrictions eased and businesses started to re-open. In addition we awarded £27.3 million of Non-Domestic Rates reliefs to support local businesses.



The Procurement, Commercial and Contract Management Team recognises the importance to the local economy of local businesses benefiting from winning Council contracts. Whilst it is not acceptable to give preference to local businesses during any particular procurement, efforts are made to ensure that local businesses are upskilled to have the best chance of winning Council and other public sector business. The team continuously engage with local businesses to maintain the percentage of all Small Medium Enterprises (SMEs) that win council contracts. To further support local businesses the Council are taking part in 'Meet the Buyer: Live Virtual Event on 8th June 2021' These online events help businesses find out more about providing services and supplies for the Council.

During 2020/21 we awarded 128 contracts and of these 103 were Quick Quotes (ITQ's). During 2020/21 the overall percentage of all spend with our local suppliers was 34.4%. We monitor the percentage of SME suppliers that bid and win tenders however, not all contracts can be fulfilled by the local supply market. The number of tenders bid for and subsequently won by local suppliers is detailed below.

2020/21 - Total No. of Tenders	2020/21 - Total receiving local bids	2020/21 - Total won by local bidders	2020/21 % Success Rate
128	54	31	57.4%

Emerging priorities that support the economic recovery within Argyll and Bute are being identified through engagement with our stakeholders and economic development colleagues.

Supporting People And Businesses: Candle-maker unlocks scent-sational growth

A bespoke candle maker has been able to accelerate the growth of her business and take on new premises after Business Gateway helped secure funding through the Business Gateway Local Growth Accelerator Programme. Founded in 2019 by Hazel MacCormick, Lismore Luminations is a business based on the Isle of Lismore that designs and manufactures soy candles and ancillary products with unique scents inspired by the magnificent local scenery.

Business Gateway worked with Hazel after she experienced increased demand for her products. As well as providing support from a business adviser, they were able to signpost her to funding opportunities and help her access a growth grant from the Local Growth Accelerator Programme, which is funded by Argyll and Bute Council and the European Regional Development Fund 2014-20 Structural Funds Programme. Using this grant, Hazel was able to expand production from her kitchen to larger premises, with the aim to provide further employment opportunities on the island long term. Hazel was also able to access a range of services including one to one support, advice on her business plan and two days of marketing support to help identify potential markets for her business to target. This helped expand her customer base across mainland Scotland and the UK. She

also engaged with DigitalBoost, Scotland's national digital training programme, delivered by Business Gateway.

Hazel said: "Before working with Business Gateway I would never have imagined I could turn my hobby into a growing business. With their support, I have been able to access funding, expand into new premises and create a successful brand that I hope will bring jobs to the local community in the future."

The combination of funding and business support services has resulted in the development and creation of new candle scents and products. "When the pandemic hit I had to adapt my business as I was no longer able to attend markets or sell in shops. With the support of Business gateway I was able to develop my online sales via my website site. The one to one support has been invaluable to help navigate social network marketing.

Angela Vernel, business adviser for Business Gateway, said: "The Argyll and Bute Local Growth Accelerator Programme has been highly effective in facilitating the growth of Lismore Luminations, and it's fantastic to see how Hazel has had the confidence to build her brand, develop new products and expand. We know that throughout this pandemic, people have been taking time to evaluate what they want to do with their careers. Hazel's story shows that it's possible to take your hobby and make it into a thriving business, especially if you reach out and access the range of support available."

Supporting People And Businesses: Fish and chip shop brings home the catch.
An award-winning fish and chip shop takeaway in Argyll and Bute has adapted to Covid restrictions with the creation of a new website and introduction of online ordering, following support from DigitalBoost, Scotland's national digital training programme, delivered by Business Gateway.

The Wee Kelpie is a world-renowned fish and chip shop established in 2011. Led by husband and wife team Nicola and Kerr Raeburn, the business closed at the start of lockdown to ensure the health and safety of their team. Following this, Nicola and Kerr approached Business Gateway to identify how they could adapt their business model to reopen in the safest way possible and limit their exposure to the public to reduce the spread of the virus.

Through DigitalBoost, The Wee Kelpie accessed one to one support, including expert advice as they started building their first website. Nicola was supported as she appointed a web developer, with Business Gateway helping to ensure the website met their business needs.

Business Gateway also signposted funding opportunities, and the Wee Kelpie secured funding through the Business Gateway Local Growth Accelerator Programme towards their new website and the necessary equipment needed to adapt their operations. The funding opportunity is funded by Argyll and Bute Council and the European Regional Development Fund 2014-20 Structural Funds Programme.

Nicola said: "Before the pandemic, we relied on footfall and word of mouth to drive sales. After deciding to close, we knew we had to explore other ways of operating and Business Gateway was there to help take us through this process. Through DigitalBoost we were able to access expert, impartial help which was invaluable as we started the process of building a website. It was particularly helpful in our search for a web-developer as I received several quotes and conflicting advice from design agencies. However, our DigitalBoost consultant was friendly, knowledgeable, and explained things clearly to us, outlining what we needed to do to adapt and launch a new platform."

Jen Smith, Business Adviser for Business Gateway Argyll and Bute, said: “It is rewarding to see how this package of support has come together for Nicola and Kerr and assisted their safe reopening. Having a strong online presence will continue to be vital for businesses and for many this can be daunting, especially if this is something they haven’t done before. However, the DigitalBoost programme can help, providing free, expert, impartial advice to support businesses as they take their operations online, and our Local Growth Accelerator Programme remains open to those looking to grow.”

Fair Start Scotland (FSS) – Helping people to find work

A participant signed up for FSS after making contact with the Employability Team to discuss what help was available. The participant had heard about the service on the Council web site and signed up straightaway. He was keen to have the support as soon as possible as he had been on Universal Credit since losing his job about a year before and had also suffered a family bereavement which was impacting on his health. He was also missing a daily routine and contact with others.

Induction, Employment Diagnostic Assessment (EDQ) and Better Off Calculator (BOC) were all completed and discussed with him, he was job ready and keen to make applications to any suitable local job. The Employability Team agreed to pay for his CSCS (construction) card test as he felt this would open doors to the Wind Farm sites and arranged a test date with Argyll College. As he now had more focus and was positive about finding a job he started to approach employers direct and was offered a temporary contract with the Co-op to assist with their increasing delivery service. He was delighted with this offer and accepted immediately.

The support, guidance and advice he received on his short time on FSS was very beneficial, he continues to receive in-work support through the Employability Team on a weekly basis.

Easing of Town Centre and supporting businesses

To assist the easing of Covid restrictions in town centres, a group comprising of the Council, Police Scotland, Transport Scotland and BID4Oban (who represented business groups across Argyll and Bute) was established with the aim of opening up our town centres safely while supporting business and the wide economy. A wide range of options were introduced including guidance to queuing outside shop premises, external seating area standards for businesses, signage in town centres re-emphasising the FACTS messaging and a fast track licensing system.

A particular success was the initiative to use public open spaces in our town centres for temporary use by business free of charge. The example illustrated was provided to the business group, IsleofButebid, who provided and managed seating and tables for visitors and locals to use in Montague Street, Rothesay.

This area was well used with tables and chairs are set out in the morning and returned to the storage area at the close of business. The area was used 84 times over the year and by over 4,000 people. Isle of Bute BID commented that “Visitors to the island loved Alfresco and were very complimentary about it but, more importantly the residents made full use of it many times over. You have to remember that the facility ensured that eateries could remain open and provide take away food and drinks which helped secure the jobs involved. “

Minimising the disruption of EU Exit

The potential impact of EU Exit to our food manufacturing industry, particularly fish and shellfish, was considerable. The likelihood was that consignments to EU countries would require to be inspected and accompanied by Export Health Certificates (EHC) from Argyll and Bute Council, which is the same as exports to non-EU countries. Working through national groups involving business, other regulators and Scottish/UK Government, arrangements were put in place to try and minimise the disruption on businesses, support the wider economy and reduce the considerable workload additional EHC requests would have on local authorities.

The Council's environmental health team engaged with local businesses to ensure that systems were in place to meet expected demand. The team carried out food safety assessments and issued attestation to 9 major export businesses in Argyll and Bute. This allowed them to use the new commercial hubs which were set up in Scotland to deal with specific consignments and issue EHC's.

A new registration scheme for fishing vessels was introduced and 204 local fishing vessels were inspected allowing their catch to access the EU market.

Shopfront Improvement Schemes and Shop Local Initiatives

Shopfront improvement schemes have been developed for town centres in Argyll and Bute. They are funded by the Scottish Government through the Town Centre Fund and administered by Argyll and Bute Council. The project directly supports local businesses, visually enhances Argyll's main and key town centres and encourages greater level of footfall into the main shopping streets. In total 75 shopfront improvement grants were awarded for the total amount of over £150,000. The latest shopfront improvement scheme is now underway and includes: Lochgilphead, Ardrishaig, Tarbert, Bowmore, Tobermory, Helensburgh, Cardross, Garelochhead, Rosneath, Kilcreggan.

<u>Campbeltown</u>

The Campbeltown Shopfront Scheme has built upon the success of the Campbeltown Conservation Area Regeneration Scheme (CARS) and Townscape Heritage Initiative (THI) projects by assisting business owners to further improve the appearance of the town centre.

- 34 shopfront improvement grants were awarded for the total amount of £60,000.
- The improvements have also supported Campbeltown in becoming Scotland's Most Improved Place in the 2020 SURF Awards.
- An example is provided below of Harlequin Tearoom. The grant supported the refurbishment of the shopfront:

Dunoon

The Dunoon Shopfront Scheme has complemented the current Dunoon CARS project by assisting local business owners to further improve the appearance of the town centre.

- 16 shopfront improvement grants were awarded for the total amount of £20,000.
- An example is provided below of The Beauty Box, Dunoon. The grant supported repairs to exterior decoration and new signage:

Shop Local

Argyll and Bute Council is encouraging people to support towns and high streets by shopping locally. Working alongside the nation-wide 'Scotland Loves Local' campaign support is offered to local business owners to help enhance both the online and physical presence of their businesses.

In 2020 Argyll and Bute Council undertook a community engagement exercise in eight towns. This resulted in local bespoke messaging for each town or community. Images have been produced for each of the region's main towns or key settlements (with the exception of those with Business Improvement Districts). Mull and Islay took forward a whole Island shop local campaign. Example images can be found below:

Following on from the creation of local messaging, the council is currently delivering a number of initiatives designed to enhance the online presence of town centre businesses which include:

- Free Google My Business training to increase local businesses online presence.
- Free Google accredited photography for local businesses to help showcase their offering.

The project is managed and delivered by the Council and their sub-contractors, and is grant funded that the council won through a competitive process.

Corporate Outcome 6 - We Have An Infrastructure That Supports Sustainable Growth

Continuing to deliver the Capital Plan

During 2020/21 the following projects within the Council's Capital Plan were being delivered by the Programme and Project Management Services Team:

- Oban Transit Berthing Facility.
- Oban Maritime Visitor Facility.
- Dunoon Queens Hall Refurbishment.
- Rothesay Pavilion Adaptive Restoration: The original completion date was FQ2 2019/20 however, the main contractor went into administration with works nominally 70% Complete. Work is underway to agree a replacement contractor to in order to progress the project with a revised completion date of FQ3 2021/22.
- Helensburgh Waterfront Development: The main contract was awarded to Heron Bros Ltd on 14 July 2020 and works started on site in August 2020. The project is currently within budget and scheduled to complete by the original completion date of Spring 2022/23.

As well as capital projects that benefit the area some commercial property development projects are being managed:

- Helensburgh Waterfront Development

  Initial for the development of retail and commercial opportunities within the Helensburgh Waterfront Development are currently being considered. Is it expected that these future commercial opportunities will be beneficial for the local community as well as financially beneficial for the Council.

- Kilmory Park, Lochgilphead

  Currently working in partnership with the private sector partner to deliver Kilmory Business Park Phase 2. Subject to confirmation of the compliance and governance arrangements the Scottish Government Regeneration Capital Grant Fund (RCGF) have approved £650K in funding. The initial works to be delivered in FY21/22 will provide the necessary site infrastructure for the overall development, including the construction of a new access road from the A83 and ground preparation for construction, drainage, electrical and telecom services.

During 2020/21 the Estates Section met its targets both for marketing properties identified as 'held for sale' and disposing of properties to meet the longer term capital targets. This totalled £5.5m over the preceding three year capital target period. This not only generates income to be reinvested in the wider priorities of the council but also reduces ongoing running costs, maintenance and insurance risk in addition to providing accommodation for new enterprises to develop.

Climate Commitments – Cleaner and Greener

During 2020/21 the Council adopted a Decarbonisation Plan. Its publication is a new reference point on the Council's journey towards being a 'net zero' organisation by 2045. The Plan makes a clear commitment that as our businesses, communities and services recover from the pandemic we will be doing it in a low carbon

and environmentally responsible manner. We will make the most sustainable use of our assets and existing core industries such as renewable energy, food and drink, aquaculture, agriculture, forestry and tourism.

Over the course of 2020/21 we have progressed a number of schemes which will contribute to the Council's corporate goals to reduce our carbon footprint and provide for cleaner, greener transport options:

- Fleet replacement: We have introduced over 50 electric hybrid vehicles across the Council fleet, working towards the ban on petrol/diesel light vehicles.

- Electric Vehicle Charging (ELV) strategy: We have developed a strategy for future development of our electric charging infrastructure, with an initial focus on cost recovery to ensure the current network of 28 can be sustainable into the future. The cost recovery model will also allow the future EVCs to be provided sustainably. Over the course of the following financial year we will develop a future programme to increase the network.

- LED replacement: Around 13,300 of the Council's 14,442 streetlights have now been replaced with energy efficient LED luminaires, with the remainder to be replaced early in the following financial year. Our streetlights previously produced 3140 tonnes of CO2 in 2015/16 – this figure reduced to 89 tonnes last year.

Efficient and Effective Infrastructure

To ensure we continue to improve our service delivery and remain an efficient organisation it is important that we spend all of our allocated capital budget 'on time and to plan'. We correctly anticipated delays in the IT supply chain as a result of both Brexit and Covid. To ensure continuity of supply we ordered months ahead of schedule and worked with our suppliers to create a bonded store which allowed for early shipping of IT products from the far-east manufacturers.

As a result of Covid our IT infrastructure requirements changed dramatically as staff moved from the office to home, but our strategic planning meant this was an almost seamless process.

Our network was redesigned and extended to include 1200 new working from home sites. Bandwidth was increased and re-routed to allow for so many people to simultaneously connect over VPN (Virtual Private Network) from home. We also included new 'split tunnelling' technologies to maximise the throughput and minimise delays in connections.

Our ICT staff were dispersed across the region and also operating from home. We managed to maintain service levels at or above previous levels and our response times were as good as previous years. Our staff had access to all of the technology they needed to allow them to work from home and our governance meetings successfully transitioned online.

We started to roll out MS Teams (Microsoft Teams) to 500 users to work alongside our existing Skype infrastructure. This was in response to Partner organisations requiring them to use Teams for both internal and external communication as these organisations didn't have the technology to support flexible or home working.

We developed a new ICT and Digital strategy for 2021-24 and have started to deliver major transformational projects such as replacement systems for Finance and Carefirst (Social Care) as well as the start of the migration to MS365 (Microsoft 365).

Oban depot consolidation project

The project to rationalise our depots in Oban and Lorn was largely completed this year despite the construction delays caused by Covid. The project sees the following three existing roads' depots combined,

expanded and redeveloped as a single site for all Roads and Infrastructure Operations across Oban and Lorn. The three depots are Oban Mill Park, Jackson's Quarry and the Appin depot.

Moving from three depots to one reduces the Council's operating costs. The main contract was delivered by Luddon Construction whose squads stayed in Oban Mon-Thur and provided support to the accommodation market while local job/economic opportunities were created through subcontracts.

The site is now almost 1,000 square metres larger and includes a new office facility; new hardstanding; drainage; a state-of-the-art four bay fleet workshop; new material storage and an external fuelling area.

This fuelling area is separate but linked to the depot providing options for easier, safer refuelling and provision for new electric vehicle (EV) chargers to meet the needs of our modernising fleet.

When completed the site will also include a modernised staff welfare facility and a new horticultural workshop.

The 2 vacated depots sites now provide opportunities for local firms/developers looking to access suitable business and industry land with the Council currently considering possible options.

Lochgilphead Public Realm Project

The Mid-Argyll Roads Operations team managed and with locally sourced sub-contractors supporting local jobs, delivered a £540,000 project to improve the public realm at Colchester Square and Argyll Street in Lochgilphead. It was fully funded by The Scottish Government's Cycling, Walking and Safer Routes Fund (CWSR), Highlands and Islands Transport Partnership (HITRANS) and Transport Scotland's Spaces for People fund, managed by SUSTRANS charity. The project was completed on time and within budget from January to May 2021.

This project has delivered:

- Widened and resurfaced footways using natural stone from a local quarry.
- Improved pedestrian road crossings.
- New cycle parking and street furniture in the town centre.
- More space for pedestrians.
- Improved surfaces for anyone with mobility challenges, wheelchair users and prams.

Colchester Square, Lochgilphead

As well as the aesthetic benefits, the project team also co-ordinated with Scottish and Southern Electricity (SSE) to allow them to undertake infrastructure improvements to ensure increased resilience for the properties in the works area by replacing old, out-dated cabling. While this was more disruptive in the short-term it was logical to co-ordinate this work while the excavations were underway.

A simple but effective communications exercise was implemented which saw local businesses and other interested parties provided with regular weekly updates via email, as well as populating online resources via the Council's website. This is a tried and tested method first used during the Helensburgh CHORD works and ensures we keep businesses informed as to how schemes are progressing and reducing the number of complaints or the volume of correspondence.

Major marine transport connectivity schemes
Over the course of 2020/21 ambitious marine engineering schemes were progressed. These are designed to guarantee safe and sustainable future transport connectivity for our island communities. For Craignure business cases for both short and long term options for the Pier have been developed. Due to its age the infrastructure at the pier is increasingly unsuitable for modern traffic patterns, volumes and ferry developments.

'Find and fix' roads maintenance pilot
Due to the Covid pandemic much of the 2020/21 roads capital reconstruction programme was carried forward into 2021/22. However, during this period a new approach to roads maintenance was trialled called 'find and fix'.

Traditionally a Roads Inspector would regularly inspect the network, with different inspection frequencies for different categories of roads. Defects are identified and classified in line with our Roads Asset Management Plan (RAMP). Works instructions to the agreed timescales are then issued to local Superintendents who arrange repairs via their roads squads, following the repair the asset management system is updated accordingly.

However, 'find and fix' sees a mobile roads squad cover the inspection routes ahead of the regular inspection. The mobile squad immediately deals with minor works like potholes, offlets, blocked drains, sign damage etc., then informs the inspector who retrospectively generates the works instruction and closes the work off in the asset management system. This model allows minor problems to be dealt with earlier and crucially, before they become bigger (and more costly) problems/defects.

Covid provided us with the opportunity to look at minor road repairs differently. As a result 'find and fix' has been taken forward for further development to realise both savings and improvements. The simplified process and improved communication are clear improvements, these will inform future plans to use artificial intelligence in developing roads inspection and asset management techniques.

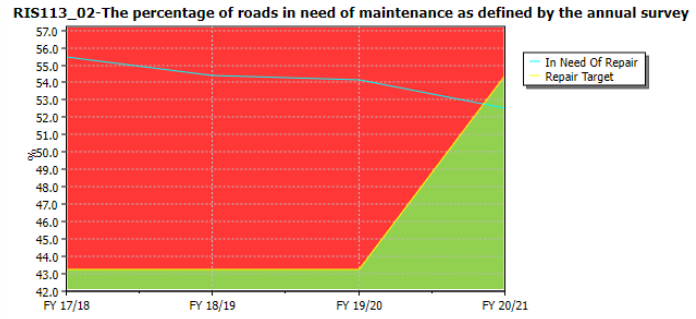
£5.6million road improvements, leading into £10million programme 2021/22
Due to Covid this year's roads capital programme has been spread over 2 years and with a reduced budget of £5.6M on roads reconstruction. This reduced budget will be supported in 2021/22 with a substantial £10M budget investment in Argyll and Bute's local road network.

Despite diminishing resources and reduced spend per kilometre, the Council's operations team has delivered significant improvements to our network, particularly in a rural setting with a unique set of engineering challenges. A suitable local road network is vital for community resilience and economic growth.

The nationally accepted Road Condition Index Survey shows that there are now more roads in the area in a green (good) condition, and crucially in terms of community resilience, fewer roads in a red (poor) condition.

In developing the programme, the condition and strategic importance of roads is considered alongside feedback from partner agencies like the emergency services as well as community/public feedback. This is all recorded on our asset management system, allowing engineers to make appropriate recommendations which balance wants and needs.

Latest status
FY 20/21
52.5 %



New traffic management arrangements in Luss.

Traffic issues in Luss have been a cause of concern for residents for a number of years. Despite various attempts to find a proportionate, balanced and sustainable solution which meets the needs of residents, businesses, visitors, and is fair to all road users no solution has yet been agreed. In response to Covid and the significant influx of visitors to Luss as lockdown and travel restrictions were eased, a Temporary Traffic Regulation Order was progressed. The introduction of a temporary permit zone was introduced and appears be working reasonably well, although there does appear to be an issue in terms of people's understanding of the restrictions which will require additional clarity by way of further signage etc.

This successful exercise is informing proposals to develop a permanent Traffic Regulation Order and we are moving forward with that process in conjunction with the community council.

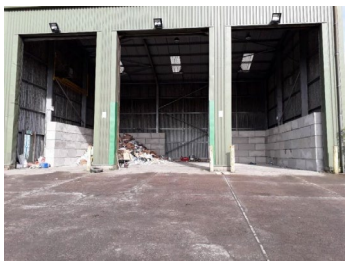
Glengorm landfill cell and waste transfer station. An investment in sustainable waste disposal.

The Biodegradable Municipal Waste (BMW) ban was originally due to come into force in January 2021.The Scottish Government delayed this to December 2025. As a result of this delay additional investment in the current landfill cell is required. This £800,000 investment ensures that there is suitable landfill capacity for Mull's general waste, and that waste services can continue to the current model for the next few years.

An additional £160,000 was invested in the waste transfer station at the same location. The transfer station works were required in the short term until the cell was completed, but also with a view to the potential future changes to waste disposal nationally. This allowed different waste streams to be sorted and transported off the island while the landfill cell was under construction. Transferring waste off the island brings with it significant haulage costs and is not the preferred method.

Joint procurement

By joint-working with West Dunbartonshire Council a new waste disposal contract for the Helensburgh and Lomond area was secured which will run up until December 2025 when the above mentioned BMW ban comes into effect. Joint-working ensured we were able to realise economies of scale.



As well as the savings in the cost of disposing of waste, this new joint procurement has secured a number of community benefits, including employment and apprenticeship opportunities for local people, skills for work support and support to third sector organisations.

Temporary changes to waste collection during Covid

One response to the waste collection challenge during Covid was to put in place a temporary revised waste collection model. The Council has a firm commitment to reducing the amount of waste to landfill. The only sustainable and effective way to deliver this service during the first lockdown was to change our approach. The focus was on our customers by providing an easy to follow, simple, efficient service and the safety and wellbeing of our staff.

By collecting all waste fortnightly from households mitigated the challenges presented by Covid and a reduced workforce due to shielding. Normal service resumed from the end of June 2020.

Overall feedback was positive and our waste teams were roundly praised and appreciated by communities across Argyll and Bute as they continued to deliver this vital service during such a challenging period.

Covid safe funeral and cremation arrangements

In response to Covid changes had to be made to our burial and cremation services, with the focus on staff and mourner safety. A range of changes were made which included the process of interring a coffin and the social distancing guidance for Crematoriums

This provided an opportunity to develop specific Risk Assessments and Method Statements (RAMS). While none were previously needed it drove consistency across all 130 burial grounds. The changes to this service were underpinned by robust, meaningful and ongoing communication and engagement with funeral undertakers and mourners.

The staff involved in these services acquitted themselves commendably, and were, as ever, sympathetic and supportive of the needs of mourners.

Corporate Outcome - Getting it right

Council Scorecard 2019-22	Scorecard owned by: Pippa Milne	FY 20/21

Getting It Right		
Success Measures	49	BO115: We Are Efficient And Cost Effective
On Track	39	BO116: We Engage And Work With Our Customers, Staff And Partners
		BO117: We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future

Increasing Automation And Efficiency

The Covid lockdown provided an unprecedented need for our customers to use our digital services and those services were more than up to the task.

Work has been ongoing over the past several years to allow suitable transactions to be carried out online. The table shows the increased volume of online transactions and the savings provided - or to put it another way - the additional cost if those transactions

Year	Number Of Online Transactions	Potential Savings
2017/18	261,399	£460,878
2018/19	267,018	£464,865
2019/20	390,234	£670,710
2020/21	440,165	£914,871

couldn't be done online and staff handled the requests:

There was an urgent need to meet the huge demand for personal and business transactions and online information. To manage this demand a range of coronavirus web pages were immediately built which provided a collection of online resources and were constantly updated. The web pages were also promoted through the Keep in the Loop Service, this service alone issued over a million alerts and notifications to citizens.

Every successful visit to the website is potentially one less telephone call or email to council staff, which in turn helps with service delivery. The web pages were central to the Caring For People partnership, the Test and Protect customers and Business Grant support. They were also integrated to back office systems and in doing so helped thousands of citizens. The website saw unprecedented demand in 2020/21 with over 4.4 million unique visits, 21,000 forms were completed and the search engine was used nearly 210,000 times.

However, accessibility is the key to customers finding what they need on the website. It is important that all users, irrespective of ability, can locate, read and understand the web content. This is reflected in the overall satisfaction rating for the website which 84% of 917 respondents told us fulfilled the needs of their visit.

To support anyone who was less able to use the online services additional 24 hour help was available through a voice automated service. In total 39,300 calls were handled, of these 10,860 were for the Coronavirus Helpline and 8,700 payments taken worth £1.74m.

New technology such as voiceforms[1] and web chatbots[2] further assisted to make the best use of resources as it allowed unavoidable contacts to be handled by a contact centre agent. As a result the council's customer service facility was never at breaking point.

[1]A voiceform lets customers speak to answer questions and leave comments into a form or survey.
[2]A chatbot is a computer program that mimics and processes human conversation both written and spoken, and allows an individual to interact with a digital device as if they were communicating with a real person.

Person Centred Service Delivery

The council's Registration Service also faced unprecedented challenges in 2020/21. Due to Covid, death registrations significantly increased, birth registrations were suspended for two months which caused a significant backlog and wedding restrictions and Covid security were constantly changing.

The Registrars quickly adopted a remote digital death registration service, the Tell Us Once death notification service was adapted and a new appointment based face to face service for birth registrations was put in place. The Marriage Website, social media and a digital Wedding Diary were used to inform and accommodate those seeking weddings and civil partnerships. Covid risk assessments were completed and special arrangements were put in place to allow small weddings to proceed on council premises and pioneered virtual citizenship ceremonies.

Nearly 300 customers completed a satisfaction survey the service achieved a satisfaction rating of over 97%.

The professionalism, quality of service and appreciation is evident in the following examples of praise and feedback:

- "Made appointment by phone, very easy. Registered baby face to face in the office - well set up for Covid protection. Pleasant experience".
- "We felt looked after in the kindest way from the very beginning of the process. We had phone calls, emails and a face to face in the office. Shona and Lorna couldn't have been kinder or more

considerate. We felt in very safe hands and that they were a very important part of making our wedding the happiest day in what could have been difficult circumstances. Very grateful to them for coming to our home to marry us and make our day do special".

Performance Monitoring, Reporting and Scrutiny

Although the pandemic placed an unpresented demand on resources and services, the need to ensure our performance was effectively monitored and scrutinised was essential. To report in a more concise and targeted manner on KPIs (Key Performance Indicators) to the Business Continuity Committee the performance scorecards were reconfigured. This enabled the council to continue appropriate scrutiny of performance in line with the guidance from the Accounts Commission.

Caring For Our Employees

To support of our employees during the pandemic, we accelerated the Wellbeing team's activity in communicating wellbeing information to staff. This included a dedicated section on the council website, a regular Wellbeing Wednesday bulletin with advice and guidance on wellbeing topics, promoted the EAP (Employee Assistance Programme) and the message that it is 'ok not to be ok'. The Head of Service took on a national Wellbeing Champion role and, jointly with NHSH (NHS Highland), the team developed a Wellbeing Action Plan using the wide range of resources available.

Guidance was developed and support available for employees and managers who were moved rapidly to home working from March 2020. Flexi time was suspended and adjustments were made to support those employees with caring responsibilities, particularly children.

As part of our commitment to being a Fair Work employer, we completed the review of the Pay and Grading Structure to consolidate the Living Wage into our pay structure. In doing so we successfully met the national deadline set by Convention of Scottish Local Authorities (CoSLA) and the National Trades Unions of 1st April 2021. We also took the opportunity to fully review and modernise the Conditions of Service.

Protecting The Public Purse

The financial impact of Covid on the Council has been closely monitored, regularly updating assumptions and projections. This also ensured that the Convention of Scottish Local Authorities (CoSLA) returns were robust and the Council would receive the appropriate levels of Covid specific Scottish Government funding.

Other notable activities are:

- A new Counter Fraud Team has been implemented. The team will enhance the Council's zero tolerance to fraud and protect the public purse.
- We collected 96.12% of Council Tax, which exceeded the target of 96.00%.
- A positive External Audit Annual Audit Report was received and reported to Council in November 2020.
- The average investment rate for 2020/21 was 0.578%. This is compared to the average 7 day LIBID (London Inter-Bank) rate of -0.071%. The investments generated £0.710m of interest in 2020/21.

Governance and Councillor Support

At the start of the pandemic the Council's Tactical Group co-ordinated and implemented a suite of Council-wide emergency and resilience plans. This ensured that throughout the pandemic the Council continued to meet its ongoing governance obligations within a rapidly changing environment.

During the pandemic governance and election business had to continue to be delivered whilst meeting the Electoral Commission's performance standards. New processes, risk assessments and procedures were devised and implemented whilst making best use of technology to meet Covid responsibilities while successfully delivering 2 local by-elections and a Scottish Parliamentary Election. Virtual delivery of seminars and training events ensured all newly elected Councillors completed the induction programme and ongoing professional development.

Continued support for Elected Members continues with arrangements for on-line surgeries, on-line expenses and an increase in paperless processes through improved iPad functionality.

Supporting Communities And Their future
During 2020/21 The Ardchattan Centre acquired the former Ardchattan Primary School and School house in Bonawe. The group were successful in an application for funding from the Land Fund and wished to develop the property as a community centre. As part of the Community Asset Transfer process the estates team were able to direct the group through the Expression of Interest process which was a simpler and more easily understood method to achieve their aims.

CHALLENGES FACED BY OUR SERVICES

Financial Services - Supporting Services to Support People and Businesses

'Business as usual' was significantly impacted by the need to support the Council's response to the pandemic and to transition from office based working to home based working. This created a unique set of challenges to maintain good team-working and quality service delivery whilst taking on additional workloads to manage and report on the financial impact of Covid. Despite these additional pressures the service met their key deadlines for preparing the financial statements, statutory financial returns and maintained a flow of quality financial reporting throughout the year to support services.

The impact of Covid on people in financial hardship resulted in an increase in the number of claims for the Scottish Welfare Fund by 20%. This has created pressure on the service with regards the volume of claims that require processing, but more significantly with the team striving to ensure that people in hardship are receiving longer term advice and support.

The financial impact of Covid on social care providers also meant the team were under increased pressure to process contracts and payments to providers for delivering care home services. On behalf of the Scottish Government the finance team within Social Work also implemented a social care providers' financial sustainability scheme which is an ongoing piece of work. Although this scheme has increased the workload on the team they have established new partnership working arrangements with care home providers to resolve any emerging financial issues.

Administering the range of Covid related Business Support Grants required significant resources and the redeployment of staff within Revenues and Benefits and Internal Audit. This is turn created increased pressure on Creditors and Treasury Management officers to manage the volume of payments and movement in funds.

Education Service - Children and Young People Centred Solutions

As expected as a result of the Covid pandemic the Education Service faced many unknown challenges across all facets. It is unsurprising that the welfare and wellbeing of our children and young people was of paramount importance to the Service.

There was no knowledge of new vulnerabilities that would emerge as a result of the pandemic. To help mitigate this a new work-stream was established. This new work-stream devised toolkits and advice for all schools on how to identify vulnerable children and young people. It was important that vulnerable children and young people were kept visible during lockdown periods. We reviewed, updated and revised the child protection and safeguarding procedures and worked on this on a multi-agency basis. A weekly child protection multi agency forum met weekly to alert services to emerging issues and concerns.

Every child and young person in Argyll and Bute should have the capability to engage effectively with learning from home. We used data to evidence the distribution of digital devices and connectivity solutions. Information was gathered from all schools to identify which pupils and families were not equipped to engage effectively with home learning, either through absence, shortage of devices, or through connectivity issues. The Council received £447,035 of Digital Inclusion funding from the Scottish Government. With this funding we purchased 800 Chromebooks, 517 iPads, 254 SIMs and 235 portable routers. All of these items were distributed to individual pupils for whom an aspect of digital poverty had been identified as an obstacle to learning during Covid restrictions. Further spending by the authority on 265 iPads and 365 Chromebooks has been undertaken through the authority's share of £45m announced by the Deputy First Minister in February. These devices will be distributed to a mixture of families and schools, as informed by the further collection of data on remaining digital need across Argyll and Bute.

From the beginning of the first period of home learning in late March 2020 until the present, weekly webinars have been run by the Digital Learning Team for all teaching staff to develop fundamental skills and confidence in delivering learning via online platforms. These fundamental skills have been further developed to allow more sophisticated and innovative approaches. This training continued throughout the period August – December 2020, when pupils were back in school. This meant that teachers were immediately ready and prepared to provide high-quality online learning when the second period of home learning arose in January 2021. In total, there were over 1000 engagements by teachers with the training webinars and teacher feedback was positive.

It was important that all schools were properly prepared to re-open in August. This included ensuring compliance with all Government Guidance and health and safety requirements. A working group was established to produce bespoke guidance for schools. The 'working safely in schools' document was created and regularly updated in line with Scottish Government announcements. A generic risk assessment was circulated to all schools and PPE for all schools was coordinated centrally.

Covid related teacher absence could have a negative effect on teaching and staffing. Having the required staffing to facilitate a return to schools was vitally important. A Virtual Supply Teacher List was compiled with close monitoring of the Covid staffing budget which was available to cover any associated Covid related absences. A flow chart was developed to further support Head Teachers in the event of a significant disruption to staffing.

A reactive approach was also required to manage the constantly moving picture of the 2020 & 2021 exam diet, qualifications & certification. A sub-group was arranged and close support to schools and each SQA coordinator was delivered.

However, a timescale delay with the following Success Measure - *Implement Actions Arising From The Nurture Strategy* was due to difficulties in releasing staff from schools to fulfil secondments. This was as a result of wider issues with availability and the recruitment of teachers. However a Principle Teacher is now in post and progressing developments.

Delivering on our commitment to offer all eligible children an 1140 hours placement with the mitigations that were required under Covid was a challenge. To ensure we were able to deliver on this commitment we increased staffing in a number of settings to ensure more children could be outdoors with safe ratios. Where possible we extended outdoor freeflow spaces and where this was not possible we purchased temporary shelters to allow for outdoor play in a non freeflow area. These settings were also supported by members of the central Early Years Team.

Commercial Services – Catering and Cleaning

The closure of schools due to the pandemic resulted in significant challenges for the Catering and Cleaning team. Changes were implemented to ensure the safe service of meals. This included reviewing and updating our Safe Food System and implementing a class room service where required.

Delivering an enhanced cleaning service has also been challenging as prior to the pandemic the cleaning standards in schools and offices was already at the lower end of acceptable. Limited logistics funding has enabled some enhanced cleaning to be delivered in schools however this is not sustainable in the long term without committed funding and permanently increased hours.

Commercial Services - Capital Programme

Following the insolvency of the Main Contractor Central Building Contractors (CBC) in March 2020 initial estimates of the works and timescales for the various activities to take the Rothesay Pavilion project through to completion were developed. However these estimates were developed prior to the implementation of the Covid Lockdown and before we had a full understanding of the issues left in the wake of CBC's demise. This included challenging dialogue and site visits with previous subcontractors of CBC (a significant number of whom were victim to varying degrees of non-payment by CBC).

Whilst we have worked expeditiously within the prevailing Covid restrictions to repatriate plant, equipment and tools to these sub-contractors, their financial losses are in some instances significant, and it is to be hoped that they are able to recoup some of this from the Administrators.

The Covid-19 pandemic resulted in the closure of all non-essential construction works and as a result the capital programme in general and the Early Years programme in particular were de-prioritised. Whilst the Scottish Government extended the completion deadline for Early Years projects to August 2021 there may be insufficient contractor capacity. To minimise the risk, ongoing dialogue continues with Contractors and the Council is currently trying to increase the pool of contractors prepared to work in Argyll & Bute.

Legal and Regulatory Services – Providing Governance to Support People and Businesses

Covid presented an additional requirement to administer the Taxi Support Fund in addition to business as usual. This support fund required new forms, procedures and an appeals process. All 250 applications were processed and paid within the required deadline.

The Elected Member Induction Programme was reviewed and redeveloped ahead of the 2022 local government elections. The review was based on feedback from the previous local government elections and provided the basis for the development of a virtual induction programme which supported the election of two new Councillors in March 2021.

Customer Support Services – The Infrastructure For An Agile Council

The overall challenge placed on Customer and Support Services was the pandemic and the demands it placed on us. It is included here to highlight the unprecedented additional demands that were delivered and as a case study. However, meeting the additional demands due to the pandemic has resulted in other initiatives being put on hold or delayed.

Responding to the Covid pandemic meant providing a wide range of information about health, lockdown restrictions, business support, and impact on council services etc. This represented a significant, sudden and sustained increase in our volume of work. To address this, we had to put various other initiatives on-hold or re-schedule, for example developing www.abplace2b.scot as a route for attracting people to live and work in Argyll and Bute.

Development and Economic Growth Service – Keeping People Safe

As a result of a variety of lockdown measures and implications very significant pressure was placed on the Council's Homelessness Service. Most acutely the Registered Social Landlords (RSLs) were unable to create new tenancies through much of the early lockdown period. This meant that people presenting as homeless had no route into RSL stock which in turn required the Council to increase its stock of temporary tenancies.

Additional effects of Covid which related to places to self-isolate, the inability to travel and the loss of hospitality related accommodation created an increased demand on the need for temporary accommodation. The lockdown conditions made it demanding for the Council to procure additional temporary accommodation, with the whole process needing to be carried out in a virtual manner.

At one stage there were 51 additional rooms in use which created an approximate cost of £700k to the Council. Despite these extreme circumstances, accommodation was always found for those in need.

There is currently a national shortage of qualified environmental health and food safety officers. Alongside this is the challenge to restart the official food safety programme. A considerable volume of work and resource is required as the programme involves the reassessment of all food businesses, the introduction of a new statutory Code of Practice, new food standards requirements and allergens and the introduction of new ICT systems.

Road and Infrastructure Services - Communication and Improvements

Significant progress has been made in managing customer contact over the past few years by increasing automation, availability of information to reduce avoidable contact, improved business processes and service redesign. However, there continues to be a huge pressure on back office teams and the volume of correspondence.

We will need to undertake another round of Business Process Redesigns to identify what improvements can be made within the processes. Our goal is to continue with the process of making more information widely available and encouraging all customers to self-serve. This goal will need to be supported with appropriate resources, information and expertise to provide improved data and information to allow for self-service. Further resources have been committed to this area of work however, it may be that to continue to significantly improve customer service and engagement, that further investment is required.

Year on year budget consultations and public feedback has shown the importance of roads to our communities. Maintaining the required level of investment is likely to be challenging in future years given the predicted decline in available capital funding. This with it brings significant engineering, economic, financial and reputational risks for the Council. We continue to deliver a range of different technical solutions that are designed to be proportionate for the use of the road and take into consideration the island and rural geography of Argyll and Bute.

Road and Infrastructure Services – Significant Challenges Ahead

Increasing the pace of change to deliver on decarbonisation objectives, in particular the impending legislative changes and the move away from petrol and diesel vehicles.

Working towards the 2025 Biodegradable Municipal Waste (BMW) ban and the end of the Waste Public Private Partnership contract in 2026. While these significant changes are some years away in the future the planning is already underway.

There are significant ongoing pressures on the Council's cemeteries with some critical sites in Kintyre and on Mull approaching their capacity. The Council will require to take a view on potential future reductions in cemetery availability and options for our customers or make a significant financial allocation to allow for future suitable availability. This is the subject of an ongoing consultation and review exercise, which will be reported to the Environment, Development and Infrastructure services committee over the course of this financial year.

Mechanisms are being put in place to succession plan and to reduce the overall age profile of our workforce, provide attractive career/growth opportunities and the ability to 'grow our own'. There has been poor retention of graduate engineers, although with recent changes to the structure and progression pathways within our Design Team we are hopeful of improving the retention in this area of the business going forward. Of particular concern though is the age profile of our operational squads and within our middle management positions.

CONSULTATION AND ENGAGEMENT - WE ASKED, YOU SAID, WE DID….

1. **We Asked:** During the first Covid lockdown the Council was in constant dialogue with Community Groups though the Care For People work stream. As large numbers of citizens were required to self-isolate and getting food supplies to them was particularly challenging.

   You Said: A request from the Caring For People work stream was that a Council backed shopping fund in place with local supermarkets across Argyll and Bute would be extremely beneficial.

   We Did: We worked with the Care For People group to find a solution. This involved loading £1,000 onto gift cards held in supermarkets for access by community groups in each local area. We set up a process where referrals could be passed electronically between shops, community groups and the Council. Receipts were returned to the Council allowing us to invoice the customer who could then pay for the goods they received in a Covid secure manner.

2. **We asked:** What could be done during the pandemic to reduce the number of people relying on foodbanks?

   You Said: Through the Argyll and Bute Community Food Forum, foodbank providers advised us that people with food insecurity who were attending foodbanks would benefit from more support relating to welfare rights, fuel poverty as well as general advice.

   We Did: We setup the new Argyll and Bute Flexible Food Fund. This new Food Fund encouraged people in hardship to get professional support. Two monetary payments are made to families. The first payment is made before the referral is made for professional support, and the second payment is made after the support has been delivered. This maximised engagement and significantly helped more families in hardship find benefits.

There is evidence that the number of families and single parent families that rely on support from foodbanks is reducing.

3. **We asked:** To identify areas that could be improved upon we asked the local community groups who supported people during the Covid-19 pandemic for their experience. We then opened up this question to the wider community for their comments.

   You Said: Key themes from the consultation to take forward are: Access to Food, Digital, Income Maximisation, Non-Covid-19 Related Health Matters, Resilient Communities, Communication and Structures of Working Together, Social Isolation and Mental Health, Volunteers and Volunteering

   We Did: The planning of some of the themes was already under way at the time of the consultation. However, some actions are a direct result of comments made in the consultation. A progress update report was sent out to participants in March 2021 to keep them informed.

4. **We Asked:** If parents and carers were happy with the pattern of Early Learning and Childcare (ELC) attendance and the quality of provision.

   You Said: You would like more flexible timings and were unhappy to pay for snacks.

   We Did: Collected and analysed views by locality, then discussed with individual ELC settings as appropriate. Some start and end times were altered, this was particularly supportive for parents and carers with children in other schools. Some attendance patterns where changed to support and reflect

the changing requirements in a particular area and we stopped the requirement to pay for snacks.

5. **We Asked:** How can we provide better support to Parent Councils via the Parental Advisory Group (PAG).

   You Said: A Parent Council Toolkit with information and training for parent councils would support this aim.

   We Did: In collaboration with the PAG we developed a Parent Council Toolkit website with information to support the work of Parent Councils and developed a PowerPoint - 'Role of Parent Council' Parent Councils to use. Provided newsletters with information for Parent Councils. The August newsletter had 88 views, which has increased to 147 views for the March newsletter and offered engagement sessions with both the Northern Alliance and Education Scotland.

6. **We Asked:** Parents what is important to you in the re-opening of schools after Covid lockdown?

   You Said: We received 4,065 responses. The top priority was to provide a safe environment for children and young people with a concern as to how a blended approach would work. Clear information on the arrangements would make you feel more comfortable with the best support we could offer families is regular communication with teachers.

   We did: We shared the schools preparations for returning to school ensuring there was clear communication from the central team to schools and parents and we produced clear guidance and a generic risk assessment template for all schools to follow but that could also be adapted.

7. **We Asked:** Staff what was important in the re-opening of schools after Covid lockdown?

   You Said: We received 517 responses. Again the top priority was to focus on the health and wellbeing of children and young people, a big concern was the impact the lockdown has had on pupils wellbeing. Clear information on what is in place to make everyone safe would make staff more comfortable returning.

   We Did: We shared the schools preparations for returning to school ensuring clear communication from the central team was available to schools and parents. This included clear guidance and a generic risk assessment template for all schools to follow but that could also be adapted and provided schools with support and guidance on mental health and wellbeing for staff and pupils

8. **We Asked:** Pupils what was important in the re-opening of schools after Covid lockdown?

   You Said: We received 1,296 responses. The top priority for returning was having time to play and be with friends with the biggest concern and worry was that they might not be in school at the same time as their friends. To help them be less worried about returning they want schools to ensure that they were on track with their learning.

   We Did: We shared the schools preparations for returning to school.

9. **We Asked:** For feedback from parents and carers on their learning and teaching experiences of Gaelic Medium (GM) pupils during the first period of lockdown and online learning.

   You Said: You would like further signposting to Gaelic Medium resources to support home learning and language acquisition.

We Did: On the Council website we developed a specific Gaelic Education area which has a comprehensive list and links to available resources that support Gaelic Medium, including adult and community learning

To help with improvements we also conducted a number of surveys, the following is just a sample of the wide ranging topics we sought user and community views on -

1. During 2020/21 we conducted a review of Taxi Fares. In terms of Section 17 of the Civic Government (Scotland) Act 1982, the Local Authority is required to fix, and on a regular basis, review the maximum fares and other charges in connection with the hire of taxis operating in their area.
   The review process was advertised in local papers and commenced in April 2020 with responses invited within a month. No representation was received so the Head of Legal & Regulatory Supports and the Chair of the Planning, Protective Services and Licensing Committee (PPSL) agreed in June 2020 that there would be no changes to the current fares or existing scales.

2. The Procurement, Commercial and Contract Management Team conduct regular Customer and Supplier Surveys. The feedback from our Customers was very positive in areas such as obtaining advice, assistance, awareness of contracts available and that goods or services accurately corresponded to requirements. The feedback from our Suppliers was also positive with an increase in supplier satisfaction in knowing where to find contract opportunities, clearly defined performance measures, regular contract delivery meetings and Council engagement with their business over the term of the contract.

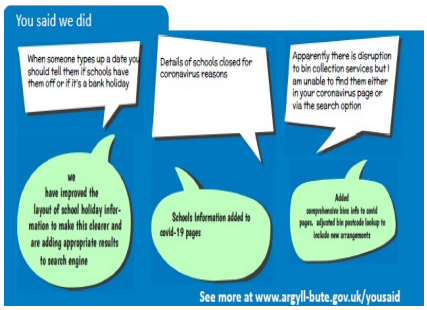
3. A Customer Service and Engagement Survey was carried out in November 2020. The aim of this survey was to establish how customers wish to interact with the council post Covid lockdowns.

   In particular we wanted to know how much customers would like to keep face to face services and how they would like us to improve our digital and online services. The survey also gave us the opportunity to gather the customer's view of the Council's performance during the emergency response. In total 998 customers participated, which included 200 "Hard to Reach" customers. A report on the survey was presented to the Strategic Management Team (SMT) in March 2021 with a list of recommendations. These recommendations are being progressed with an additional report specifically on the Customer Service Points sent to the SMT at the end of May 2021.

   Some of the other recommendations include a full review of the "Look and Feel" of the website, investment in additional systems that aid digital inclusion and the upgrading the Contact Centre to enable it to integrate to the MicroSoft Teams telephony system.

4. On a regular basis the Customer Engagement Team carries out a number of automated customer satisfaction and insight surveys. The surveys are in a variety of styles and topics and allow customers to provide feedback on the quality of customer service and what could be improved or enhanced. Survey styles and topics include:

- A pop up satisfaction/feedback survey on the website
- An automated quality survey after online forms have been completed
- A "what else would you like to see on the website" survey after website interactions
- An automated customer satisfaction survey on certain lines in to the Customer Service Centre
- A quality of service survey offered to every person who registered a birth, death or marriage with our Registration Service



The feedback on these surveys is used as part of continual improvements and are reported in the Quarterly Web Report

5. In 2020/21, Housing Services carried out a range of consultation exercises/stakeholder engagement in support of the Housing Need and Demand Assessment (HNDA) and Local Housing Strategy (LHS).
   These included:
   - A number of focus groups/face to face surveys throughout Argyll and Bute with key client groups and their representatives and specialist providers/services, such as Gypsy/Travelers, wheelchair users, and Armed Services/Veterans.
   - Survey and telephone interviews with landlords, letting agents, estate agents, solicitors & tenants in the Private Rented Sector to inform HNDA & affordability analysis.
   - An early-engagement LHS online survey for partners, local community groups and residents.
   - A virtual LHS Stakeholder conference in November 2020 with around 50 participants to develop vision, outcomes & priorities for the next LHS.
   - Staff Review Day for council housing services & colleagues in December 2020 which refined outputs from the above exercises.
   - In February 2021 Option Appraisal workshops were held with key partners/stakeholders to review and refine the LHS action plan & targets.

   The outputs from this consultation and engagement activity helped to inform the overarching HNDA and the development of the next LHS. Both of which will be circulated in draft format for wider public consultation over the summer of 2021 with a view to being completed and implemented by end of 2021.

6. The environment health team engaged with fish and shellfish exporters to identify if they required support to develop their plans for EU Exit, including exporting to the EU after the 31st December 2020. The small quantities charge for export health certificates was also being revised and we were keen for their comments on this revision. As a result, The Council:
   - Listened to the views of business, for food consignments which were intended for export revised the export health certificate charges for small quantities from 5kg to 60kg.
   - Made specific arrangements with businesses that ensured they were able to access services for export health certificates for continued access to the EU market.
   - Audited the safety management systems and issued the required verification to businesses that wished to use the new commercial hubs for export purposes.

7. Cemetery consultation
   We consulted on possible options for the future provision of burial grounds in Argyll and Bute. As a result of the public feedback we are developing further information to allow for the next level of public consultation and engagement

8. Craignure Pier
   We consulted on both the short and long term options. As a result of feedback from communities we are developing 3D projections of the possible options to allow for better understanding of the proposals.

9. Jura-Islay ferry
   As a result of engagement and public feedback we made changes to the service to allow for a booked-in-advance later sailing at 20.30, this provides better transport connections for those travelling from Glasgow to Jura.

COUNCIL SCORECARD

At the end of the financial year, there are 178 success measures in total of which 137 are on track and 41 are off track.

'Making Argyll and Bute a place people choose to live, learn, work and do business'

Council Scorecard 2019-22 **Scorecard owned by: Pippa Milne** **FY 20/21**

Corporate Outcome 1 - People Live Active, Healthier and Independent Lives		
Success Measures	19	BO101: We Ensure Information And Support Is Available For Everyone
On Track	16	BO102: We Provide Support, Prevention and Opportunities To Help People Make Better Lifestyle Choices
		BO103: We Enable A Choice Of Suitable Housing Options
Corporate Outcome 2 - People Will Live In Safer and Stronger Communities		
Success Measures	14	BO104: Our Communities Are Supported And Protected
On Track	8	BO105: Our Natural And Built Environment Is Protected And Respected
Corporate Outcome 3 - Children and Young People Have The Best Possible Start		
Success Measures	21	BO106: Our Looked After Young People Are Supported By Effective Corporate Parenting
On Track	17	BO107: The Support And Lifestyle Needs Of Our Children, Young People And Their Families Are Met
Corporate Outcome 4 - Education, Skills and Training Maximise Opportunities For All		
Success Measures	14	BO108: All Our Children And Young People Are Supported To Realise Their Potential
On Track	9	BO109: All Our Adults Are Supported To Realise Their Potential
Corporate Outcome 5 - Our Economy Is Diverse and Thriving		
Success Measures	29	BO110: We Support Businesses, Employment And Development Opportunities
On Track	21	BO111: We Influence And Engage With Businesses And Policy Makers
		BO112: Argyll And Bute Is Promoted To Everyone
Corporate Outcome 6 - We Have An Infrastructure That Supports Sustainable Growth		
Success Measures	32	BO113: Our Infrastructure Is Safe And Fit For The Future
On Track	27	BO114: Our Communities Are Cleaner And Greener
Getting It Right		
Success Measures	49	BO115: We Are Efficient And Cost Effective
On Track	39	BO116: We Engage And Work With Our Customers, Staff And Partners
		BO117: We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future

Chief Executive

Ex. Director Douglas Hendry

Ex. Director Kirsty Flanagan

Management Information