

1. EXECUTIVE SUMMARY

- 1.1 The Council's Planning and Improvement Framework sets out the process for presentation of the Council's quarterly performance reports. This paper presents the Policy and Resources Committee with the performance report for Commercial Services and Legal and Regulatory Support with and associated scorecards for FQ3 (October – December) 2019-20.
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

2. INTRODUCTION

- 2.1 The Planning and Improvement Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the performance report for Commercial Services and Legal and Regulatory Support with associated scorecards for performance in FQ3 (October – December) and 2019-20.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

4. DETAIL

- 4.1 The performance scorecard was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating Commercial Services and Legal and Regulatory Support.

5. IMPLICATIONS

- | | | |
|-----|---------------------------|--|
| 5.1 | Policy | None |
| 5.2 | Financial | None |
| 5.3 | Legal | The Council has a duty to deliver best value under the Local Government Scotland Act 2003. |
| 5.4 | HR | None |
| 5.5 | Socio Economic/Equalities | None |
| 5.6 | Risk | Ensuring performance is effectively scrutinised by members reduces reputational risk to the Council. |
| 5.7 | Customer Services | None |

Douglas Hendry, Executive Director – Customer Services

Councillor Rory Colville, Policy Lead Support Services

Councillor Aileen Morton, Policy Lead Commercial Services and Strategic Priorities

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Council Performance Report – Commercial Services & Legal and Regulatory Support	Period: FQ3 October - December
<p style="text-align: center;">SUMMARY OF PERFORMANCE - No. of Success Measures:</p> <p style="text-align: center;">Green 39</p> <p style="text-align: center;">Red 2</p> <p style="text-align: center;">No Data 9</p>	
<p style="text-align: center;">Delivering Our Outcomes</p>	
Corporate Outcome 3 - Children and young people have the best possible start	
BO107 The support and lifestyle needs of our children, young people and their families are met	
<ol style="list-style-type: none">1. Continued successful rollout of Early Years meals in all areas, including working in partnership with HSCP and NHS for the provision of meals.	
Corporate Outcome 5 - Our economy is diverse and thriving	
BO110 We support businesses, employment and development opportunities	
<ol style="list-style-type: none">1. Achievement of Excellence Award for Tackling Inequalities and Improving Health for promoting greater female participation in public	
<ol style="list-style-type: none">2. Increase shown for SME's bidding and winning contract awards.	
<ol style="list-style-type: none">3. Increase of 67% in the number of applications processed for extended hours in respect of licensed premises.	
Corporate Outcome 6 - We have an infrastructure that supports sustainable growth	
BO113 Our infrastructure is safe and fit for the future	
<ol style="list-style-type: none">1. Continued positive progress with the investment of the funding allocation of £1M to address recommendations highlighted within water quality risk assessment over 3 years (£611K committed of which £573K is expended to end of FQ3). Works to date have been implemented within existing staff resource levels.	
<ol style="list-style-type: none">2. The roofing project at Rothesay Swimming pool has been brought to a satisfactory conclusion despite poor weather and the discovery of substantial additional essential works.	
BO114 Our Communities are cleaner and greener	
<ol style="list-style-type: none">1. The Councils annual climate change report was submitted by the 30th November 2019 deadline. Significant contributions from Energy and Building Services personnel including assisting with a consolidated gap analysis and submission overview.	
<ol style="list-style-type: none">2. Good progress being made in developing a range of renewables projects and associated commercial opportunities.	
Getting it right	
BO115 We are efficient and cost effective	
<ol style="list-style-type: none">1. The Procurement and Contract Management Team have been continuing to develop contract management across the council's high risk high value contracts as well as reviewing our processes and procedures to ensure we improve how we deliver services for our client dep. Currently we are sitting at 152 contracts being actively contract managed with the annual target being 100.	
<ol style="list-style-type: none">2. Significant increase in the number of urgent enquiries for legal advice being sought within one working day, all of which were dealt with in	

timeframe.

BO116 We engage and work with our customers, staff and partners

1. Governance Services commenced provision of administrative support to the Lord Lieutenant of Argyll and Bute which complements the Council's civic support service
2. Interim governance support provided to IJB meeting with IJB reports now available on Mod.Gov pending a fuller service commencing in April 2020.
3. Settlement of the disposal of the former Municipal Buildings, 1 East Princes Street, Helensburgh and the former Dunoon Library, 248 Argyll Street, Dunoon.
4. Successful delivery of the December General Election in accordance with Electoral Commission performance standards.

Our Challenges

Current Short-term Operational Challenges

1. Delivery of Asset Valuation Programme for 19/20 – resources from other tasks will require to be reallocated to ensure completion of this piece of work.
2. The Energy and Building Services Team staffing levels continue to present difficulties, the vacant position has now been filled and this is assisting, though there are many key upcoming demands on time.
3. Aqualibrium Heat from Sewer Project – The bulks of works have been completed and Scottish Government LCITP funding requirement was met. A revised works programme is currently being prepared to take the project to a conclusion in March 2020.
4. Conclude disposal of former Dunclutha Care Home - Working with Legal Service to resolve the remaining issues to enable the disposal to be concluded.
5. Short notice December General Election has a significant impact on Governance departmental resources in November/December – challenge is now to reschedule departmental work plan to ensure achievement of service plan objectives.

Current Key Challenges and Actions to address the Challenges

Key Challenges and Actions to address the Challenges

Business Outcome BO107 The Support and Lifestyle Needs of Our Children, Young People and their families are met

1. **Challenge** - Early Years meals phasing and implementation is creating pressure on the central team as they plan, co-ordinate, monitor and ensure compliance with the various statutory guidance.

Action Detail – A working group has been established and a co-ordinator has recently been appointed, to ensure that change to the phasing and roll out is discussed within the group.

Carried Forward From Previous Quarter:

Yes

Action Milestone Dates:

FQ2 2020/21

Responsible Person:

Jayne Jones

Key Challenges and Actions to address the Challenges		
Business Outcome BO113 Our Infrastructure is safe and fit for the future		
2. Challenge - Handover of the East Wing of Dunoon Primary School has been delayed until 19 th December. Action Detail – Decant arrangements have been re-scheduled to allow the contractor to complete works and prepare for handover early in January in time for opening on 13 January.		
Carried Forward From Previous Quarter: Yes	Action Milestone Dates: January 2020	Responsible Person: Anne MacColl-Smith
Key Challenges and Actions to address the Challenges		
Business Outcome BO113 Our Infrastructure is safe and fit for the future		
3. Challenge - Implementation of robust management controls Action Detail - Roles and responsibilities across the Council need to be confirmed. Property Services to continue with implementation of the exceptional remediation works programme, extend cyclic maintenance, conclude training video, decide upon temperature monitoring and flushing recording methodology (allowing wide scale rollout); identified Facility Responsible Persons (FRP) need to be trained and personnel conducting temperature monitoring and flushing need to be trained; temperature monitoring and flushing regimes thereafter to be implemented.		
Carried Forward From Previous Quarter: Yes	Action Milestone Dates: FQ4 2019/20	Responsible Person: Ross McLaughlin/Craig Houston/Brian Gray
Key Challenges and Actions to address the Challenges		
Business Outcome BO113 Our Infrastructure is safe and fit for the future		
1. Challenge - Rothesay Pavilion Refurbishment – The Rothesay Pavilion Charity (RPC) who will be responsible for the operation and maintenance of the Pavilion following the completion of the refurbishment works had notified the A&BC Project Manager of cashflow concerns, and were seeking financial support and assistance from A&BC. Subsequently, and following a revision of its Operational Business Model assumptions and Financial Projections, the RPC notified A&BC of a potential deficit in its operating position in the first five years of trading, and potentially thereafter. 1. Action Detail - Following previous report to the Full Council on 26 September 2019, which sought and received approval for the early release up to £75,000 from the Year-1 Operational Revenue Funding Support to be provided by A&BC to the RPC a further Report by the Council's Chief Executive was considered at the Policy and Resources Committee meeting on 17 December 2019. Subsequently, the Head of Commercial Services met with representatives of Highlands & Islands Enterprise, Heritage Lottery Fund, European Regional Development Fund, and Historic Environment		

Scotland, who are the principal funding partners of the project along with A&BC, on 19 December 2019 to appraise them of current developments on the project in respect of both the physical progress of the refurbishment works, and the financial position of the RPC. Further engagement with RPC and external funding partners, meeting arranged between Trust and Council officers and Policy Lead for Financial Services and Major Projects on 14th February. Intention is for a report to go to Council Budget meeting on 27th February regarding the request for additional revenue funding in Year 1 and 2 of operation in advance of the Council budget setting process where it would be considered in the context of the wider financial challenges for financial year 2020-21 and beyond.

Carried Forward From Previous Quarter:

Yes

Action Milestone Dates:

March 2020

Responsible Person:

RPN Project Manager and Strategic Finance

Key Challenges and Actions to address the Challenges

Business Outcome BO113 Our Infrastructure is safe and fit for the future

4. Challenge – Delivery of the Council's Capital Works Programme for 19/20 on time and within budget

Action Detail – Ensure best use of existing staff resources including experience, suitability to project and geographical considerations to minimise travelling time and maximise productivity. The engagement of suitable and experienced external designers to augment the in-house resources where additional capacity is required or to provide professional disciplines not carried in-house. Fully engage with the Council's capital monitoring process to ensure early intervention action can be taken as necessary.

Carried Forward From Previous Quarter:

Yes

Action Milestone Dates:

March 2020

Responsible Person:

Ross McLaughlin/Craig Houston/Brian Gray

Key Challenges Resolved In Previous Quarter

Business Outcome BO113 Our Infrastructure is safe and fit for the future

1. Helensburgh Waterfront Development Project – approach to scoring agreed.

Business Outcome BO115 We are Efficient and Cost Effective

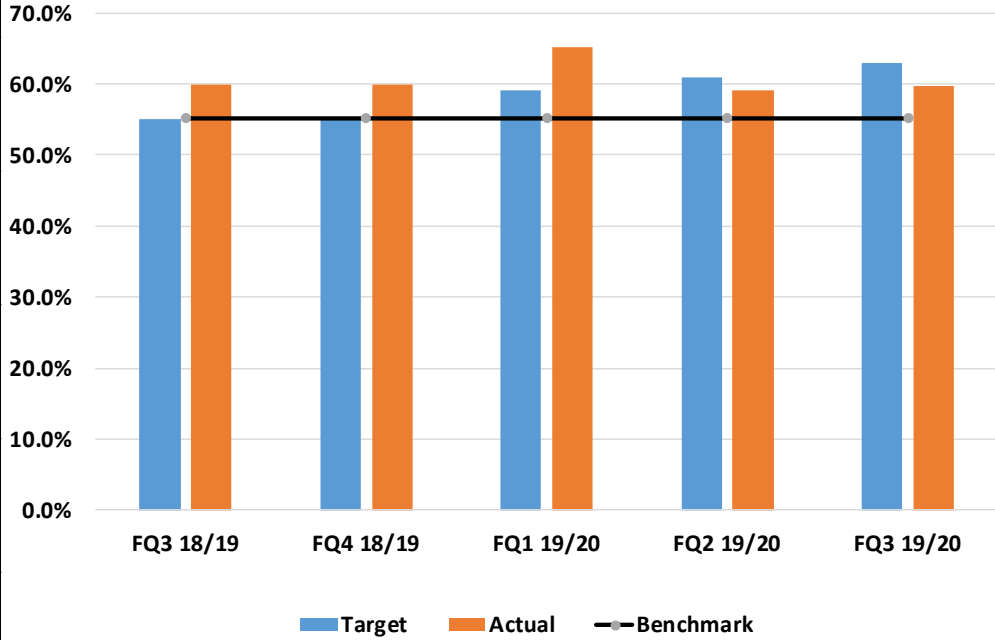
1. Police Scotland contract for soft facilities management has now been awarded and the TUPE process is now being undertaken.

Our Off-Track Performance Indicators

Indicator Ref: LRS107_01 [GL107_01]-Number of fully trained & serving Children's Panel members (Children's Panel)

Trend	Target	Actual	Owner	Commentary																								
↓	45 ↑	39 ↑	Tricia O'Neill	43 actual Panel Members (two off rota on Leave of Absence and will require to undertake re-training if coming back. Another off rota – not contactable, another moved away but has not formally resigned or asked for transfer to other Panel area). This leaves a total 39 on rota available for Panel duties. 8 trainee Panel members will commence their pre service training in January 2020 - will join rota in May 2020 if training completed successfully.																								
Quartile	Target	Actual	Benchmark	<p>Target Actual Benchmark</p> <table><thead><tr><th>Quarter</th><th>Target</th><th>Actual</th><th>Benchmark</th></tr></thead><tbody><tr><td>FQ3 18/19</td><td>45</td><td>43</td><td>0</td></tr><tr><td>FQ4 18/19</td><td>45</td><td>42</td><td>0</td></tr><tr><td>FQ1 19/20</td><td>45</td><td>43</td><td>45</td></tr><tr><td>FQ2 19/20</td><td>45</td><td>43</td><td>45</td></tr><tr><td>FQ3 19/20</td><td>45</td><td>39</td><td>45</td></tr></tbody></table>	Quarter	Target	Actual	Benchmark	FQ3 18/19	45	43	0	FQ4 18/19	45	42	0	FQ1 19/20	45	43	45	FQ2 19/20	45	43	45	FQ3 19/20	45	39	45
Quarter	Target	Actual	Benchmark																									
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FQ2 19/20	45	43	45																									
FQ3 19/20	45	39	45																									

Indicator Ref: LRS110_11 [CS110_09]-Increase percentage of purchase transactions done through systems (Procurement & Contract Management)

Trend	Target	Actual	Owner	Commentary
↑↑	63.0 %↑	59.8 %↑	Anne MacColl-Smith	Q3 Spend through system 59.78% - 0.68% increase from previous quarter. This increase is due to Education. Usually, there is a decrease in the number of purchase transactions done through systems in Q2 due to the school shutdown. This normally increases again in Q3. The data shows an increased number of EMA payments and, generally, an increase in the number of invoices received and processed through systems. In respect of the overall target, as previously indicated, there have been fluctuations in system spend figures due to the restructure. PCMT are continuing to engage with all HoS to support improvement and attain target.
Quartile	Target	Actual	Benchmark	 <p>70.0% 60.0% 50.0% 40.0% 30.0% 20.0% 10.0% 0.0%</p> <p>FQ3 18/19 FQ4 18/19 FQ1 19/20 FQ2 19/20 FQ3 19/20</p> <p>Target Actual Benchmark</p>
FQ3 18/19	55.0%	59.9%	55.1%	
FQ4 18/19	55.0%	59.9%	55.1%	
FQ1 19/20	59.0%	65.1%	55.1%	
FQ2 19/20	61.0%	59.1%	55.1%	
FQ3 19/20	63.0%	59.8%	55.1%	



Ex.Dir. Douglas Hendry
Scorecard 2019-22

FQ3 19/20

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Scorecard](#)

Management Information

RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence DH		1.88 Days	2.92 Days		
DH % of PRDs completed		90 %	0 %		

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>
Finance Revenue totals DH	£K 9,586	£K 9,586		
Capital forecasts - current year DH				
Capital forecasts - total project DH				
Asset management red risks	0	On track		

IMPROVEMENT

Status

Improvement Plan Outcomes DH		Total No	Off track	On track	Complete
	Actions	26	1	23	2
Summary Ex.Dir.Douglas Hendry Audit Recommendations		Overdue 0	Due in future 22	Future - off target 2	
		↑	↑	↓	
Customer Service DH		Customer satisfaction		91 %	↓
Customer Charter		Stage 1 Complaints		0 %	Ⓜ ↓
Number of consultations		2	Stage 2 Complaints		0 % Ⓜ ↓

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



Ex.Dir. Douglas Hendry
Scorecard 2019-22

FQ3 19/20

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Scorecard](#)

Education
Services

Commercial
Services

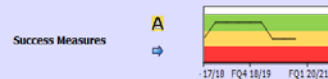
Legal &
Regulatory
Services

[Click here for
Management Information](#)

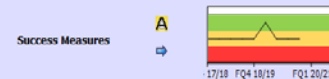
BO102: We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices [Ex.Dir DH]



BO107: The Support And Lifestyle Needs Of Our Children, Young People And Their Families Are Met [Ex.Dir DH]



BO110: We Support Businesses, Employment And Development Opportunities [Ex.Dir DH]



BO114: Our Communities Are Cleaner And Greener [Ex.Dir DH]



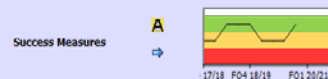
BO115: We Are Efficient And Cost Effective [Ex.Dir DH]



BO104: Our Communities Are Supported And Protected [Ex.Dir DH]



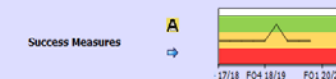
BO108: All Our Children And Young People Are Supported To Realise Their Potential [Ex.Dir DH]



BO111: We Influence And Engage With Businesses And Policy Makers [Ex.Dir DH]



BO116: We Engage And Work With Our Customers, Staff And Partners [Ex.Dir DH]



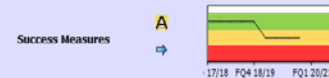
BO106: Our Looked After Young People Are Supported By Effective Corporate Parenting [Ex.Dir DH]



BO109: All Our Adults Are Supported To Realise Their Potential [Ex.Dir DH]



BO113: Our Infrastructure Is Safe And Fit For The Future [Ex.Dir DH]



BO117: We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future [Ex.Dir DH]

