

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604444
DX 599700 LOCHGILPHEAD
e.mail –douglas.hendry@argyll-bute.gov.uk

28 October 2010

NOTICE OF MEETING

A meeting of the **EXECUTIVE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 4 NOVEMBER 2010** at **10:00 AM**, which you are requested to attend.

Douglas Hendry
Executive Director - Customer Services

BUSINESS

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF INTEREST (IF ANY)**
3. **MINUTES**
 - (a) Special Committee for Older People's Services 13 September 2010 (Pages 1 - 2)
 - (b) Executive 23 September 2010 (Pages 3 - 16)
4. **LEADER'S REPORT**
Report by Leader of the Council (Pages 17 - 22)
- # 5. **EXAMINATION RESULTS 2010**
Report by Executive Director – Community Services (Pages 23 - 26)
- # 6. **EXTERNAL INSPECTION/AUDIT REPORTING: JULY - SEPTEMBER 2010**
Report by Executive Director – Community Services (Pages 27 - 32)
- # 7. **PERFORMANCE MANAGEMENT**
Report by Chief Executive (to follow)
- # 8. **ANNUAL PERFORMANCE REVIEWS**
Report by Chief Executive (Pages 33 - 158)

- # **9. REVENUE BUDGET MONITORING TO 30 SEPTEMBER 2010**
Report by Head of Strategic Finance (Pages 159 - 190)
- # **10. CAPITAL PLAN MONITORING TO 30 SEPTEMBER 2010**
Report by Head of Strategic Finance (to follow)
- 11. TREASURY MANAGEMENT MONITORING TO 30 SEPTEMBER 2010**
Report by Head of Strategic Finance (Pages 191 - 198)
- 12. TRANSFORMATION PROGRAMME MONITORING TO 30 SEPTEMBER 2010**
Report by Head of Strategic Finance (Pages 199 - 202)
- 13. THE HUB INITIATIVE - NORTHERN TERRITORY UPDATE**
Report by Executive Director – Customer Services (Pages 203 - 206)
- 14. SHARED SERVICES**
Report by Chief Executive (Pages 207 - 212)
- 15. CORPORATE IMPROVEMENT PLAN 2011-12**
Report by Chief Executive (Pages 213 - 218)
- 16. COUNCIL VISION AND VALUES**
Report by Chief Executive (Pages 219 - 224)
- 17. PERFORMANCE APPRAISAL SCHEME FOR THE CHIEF EXECUTIVE**
Report by Chief Executive (Pages 225 - 226)
- * **18. REDUNDANCY POLICY**
Report by Chief Executive (Pages 227 - 242)
- 19. STRATEGIC EVENTS AND FESTIVALS PROGRAMME**
Report by Executive Director – Community Services (Pages 243 - 248)
- 20. SPEAK UP FOR RURAL SCOTLAND - CONSULTATION PAPER OCTOBER 2010**
Report by Executive Director – Development and Infrastructure Services (Pages 249 - 256)
- 21. SERVICE DELIVERY AGREEMENT WITH SKILLS DEVELOPMENT SCOTLAND**
Report by Executive Director – Development and Infrastructure Services (Pages 257 - 266)
- 22. UPDATE REPORT ON BUILDING STANDARDS VERIFIER STATUS**
Report by Executive Director – Development and Infrastructure Services (Pages 267 - 274)
- 23. WINTER SERVICE POLICY 2010-2011**
Report by Executive Director – Development and Infrastructure Services (Pages 275 - 292)
- 24. CASHFLOW SUPPORT IN RELATION TO THI/CARS PROJECTS**
Extract from Minutes of CHORD Programme Management Board 7 October 2010 and Report by Head of Strategic Finance (Pages 293 - 296)

- E1 25. CAMPBELTOWN TOWN HALL BUSINESS CASE**
Extract from Minutes of CHORD Programme Management Board 7 October 2010
and Report by Executive Director – Development and Infrastructure Services
(Pages 297 - 342)
- E2 26. ARGYLL AIR SERVICES**
Report by Executive Director – Development and Infrastructure Services (Pages
343 - 362)
- E3 27. FORMER HERMITAGE ACADEMY - SALE OF SITE**
Report by Executive Director – Customer Services (Pages 363 - 368)

Items marked with # denote matters to be considered as part of the Council's function as Education Authority.

Items marked with an "asterisk" are items, on the basis of information available at the time this Agenda is published, on which the Committee may not have delegated powers to act, and which may therefore require to be referred to the Council or another Committee, and that referral may depend on the decision reached at the meeting.

The Committee will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for items of business with an "E" on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part 1 of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraphs are:-

- E1** **Paragraph 6** Information relating to the financial or business affairs of any particular person (other than the authority).
- Paragraph 8** The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services.
- Paragraph 9** Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.
- E2** **Paragraph 1** Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under the authority.
- Paragraph 6** Information relating to the financial or business affairs of any particular person (other than the authority).
- E3** **Paragraph 6** Information relating to the financial or business affairs of any particular person (other than the authority).
- Paragraph 9** Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.

Paragraph 12 Any instructions to counsel and any opinion of counsel (whether or not in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with-

- (a) any legal proceedings by or against the authority, or
- (b) the determination of any matter affecting the authority, (whether, in either case, proceedings have been commenced or are in contemplation).

EXECUTIVE

Maureen Arthur

William Dalby

Councillor George Freeman

Councillor Donald Macdonald

Councillor Duncan MacIntyre

David McEwan

Councillor Ellen Morton

Alison Palmer

Councillor Len Scoullar

Councillor Isobel Strong

Councillor Robin Currie

Councillor Vivien Dance

Councillor Alison Hay

Councillor Robert Macintyre

Councillor Donald MacMillan

Councillor Donald McIntosh

Councillor Gary Mulvaney

Councillor Elaine Robertson

Councillor John Semple

Councillor Dick Walsh

Contact: Fiona McCallum Tel: 01546 604406

**MINUTES of MEETING of SPECIAL COMMITTEE FOR OLDER PEOPLE'S SERVICES held in
the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on MONDAY, 13 SEPTEMBER 2010**

Present: Councillor Dick Walsh (Chair)

Councillor George Freeman
Councillor Donald McIntosh
Councillor Gary Mulvaney

Councillor Ellen Morton
Councillor Len Scoullar

Also Present: Councillor Elaine Robertson

Attending: Cleland Sneddon, Executive Director – Community Services

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated from Councillor Robert Macintyre.

2. DECLARATIONS OF INTEREST

None declared.

3. MINUTES

The Minutes of the Special Committee for Older People's Services held on 18 June 2010 were approved as a correct record.

4. OLDER PEOPLE'S SERVICES - DEVELOPMENT OF FINAL BUSINESS CASE

A report updating Members in regard to the proposed approach to developing the Final Business Case for the Older People Services Review was considered.

Decision

1. Noted Councillor Morton's concern that the Final Business Case was not before the Special Committee today for consideration;
2. Agreed to carry out a market test prior to conclusion of the Final Business Case;
3. Agreed to utilise the Argyll and Bute Social Enterprise Network (ABSEN) to engage with existing council staff in regard to possible Social Enterprise option for externalisation and that the list of staff meetings/roadshows to be held, as detailed within appendix 1 of the Executive Director's report, should include a venue on Mull; and
4. Noted that paragraph 5 of the Executive Director's report should refer to the £18,800 required to carry out the detailed and independent consultation by ABSEN.

(Councillor Morton, having moved an amendment which failed to find a seconder

required her dissent from decision 3, in respect of ABSEN being appointed to carry out the consultation with staff without going to tender, to be recorded).

(Reference: Report by Executive Director – Community Services, submitted)

5. OLDER'S PEOPLES SERVICES - MARKET TESTING

A report detailing the market testing proposal was considered. The Market Test exercise aims to bring certainty to the Final Business Case by seeking to confirm that there are alternative Providers willing to work in partnership with the council to deliver services. At this stage, the Commissioning Team simply wish to obtain information from these Providers.

Decision

1. Noted the contents of the report;
2. Noted that the Development of Tender Documents and Presentation to Board would take place in May 2011 and not May 2010 as detailed at paragraph 5.1 of the Executive Director's report; and
3. Noted that the timetable detailed at paragraph 5.1 of the Executive Director's report would be accelerated if feasible.

(Reference: Report by Service Commissioning Manager, submitted)

6. DATE OF NEXT MEETING

It was noted that the Head of Adult Care would confirm date for meeting to take place in January 2011.

**MINUTES of MEETING of EXECUTIVE held in the COUNCIL CHAMBER, KILMORY,
LOCHGILPHEAD
on THURSDAY, 23 SEPTEMBER 2010**

Present: Councillor Dick Walsh (Chair)

Councillor Robin Currie	Councillor Ellen Morton
Councillor Vivien Dance	Councillor Gary Mulvaney
Councillor George Freeman	Councillor Elaine Robertson
Councillor Alison Hay	Councillor Len Scoullar
Councillor Donald Macdonald	Councillor John Semple
Councillor Donald McIntosh	Councillor Isobel Strong
Councillor Duncan MacIntyre	William Dalby
Councillor Donald MacMillan	Alison Palmer

Also Present: Councillor Anne Horn
Councillor Alister MacAlister
Councillor Alex McNaughton
Councillor Bruce Marshall
Councillor Andrew Nisbet
Councillor Al Reay

Attending: Sally Loudon, Chief Executive
Douglas Hendry, Executive Director – Customer Services
Cleland Sneddon, Executive Director – Community Services
Sandy Mactaggart, Executive Director – Development and Infrastructure Services
Charles Reppke, Head of Governance and Law
Angus Gilmour, Head of Planning and Regulatory Services
Robert Pollock, Head of Economic Development and Strategic Transportation
Jane Fowler, Head of Improvement and Strategic HR
Bruce West, Head of Strategic Finance
Mark Steward, Marine and Coastal Services Manager
Moya Ingram, Strategic Transportation Manager
David Clements, Performance Manager
Arlene Cullum, Funding Officer

The Leader advised of Jane Brown's resignation as a teacher representative on the Executive as she was taking early retirement from the Council. He expressed his thanks and appreciation for her long and established service as an employee within the Education Service and for the support she had given to the Executive and the previous Strategic Policy Committee and Education Committee since 1997. It was noted that she had also been a member of the Education Joint Negotiating Committee since 2002.

The Leader ruled, and the Executive agreed, to consider a report regarding the proposed acquisition of land in Helensburgh as a matter of urgency by reason of the need to take immediate action on the matter. This report is dealt with at item 28 of this Minute.

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated from Councillor Robert Macintyre, Maureen Arthur and David McEwan.

2. DECLARATIONS OF INTEREST

None declared.

3. MINUTES

(a) EMPLOYEE JOINT CONSULTATIVE COMMITTEE 27 JANUARY 2010

The Minutes of the Employee Joint Consultative Committee of 27 January 2010 were noted.

(b) EXECUTIVE 12 AUGUST 2010

The Minutes of the Executive of 12 August 2010 were approved as a correct record.

4. LEADER'S REPORT

The Leader of the Council submitted a report which highlighted issues which he had recently been involved with including:-

His attendance at the COSLA Leaders' meeting on 27 August 2010; his attendance at the Employee Joint Consultative Committee on 3 September 2010; his attendance at a meeting with Highland Council to discuss a Shinty/Hurling Forward Strategy on 6 September 2010; and his attendance at the COSLA Resources and Capacity Executive on 8 September 2010.

The Leader also provided updates on Council Tax and Non Domestic Rates collection figures to 31 August 2010 and provided updates on Revenues and Benefits, Exchequer Services, Commissioning, Customer Services and IT.

Decision

Noted the contents of the report for the period 1 August – 10 September 2010.

(Reference: Report by Leader of the Council, submitted)

5. EDUCATION AND LIFELONG LEARNING

The Spokesperson for Education and Lifelong Learning, Councillor Isobel Strong, submitted a report which highlighted various issues she had been involved with including:-

The School Review process and the Service Reviews currently being undertaken within Education; her attendance at an event to raise awareness of the problems wheelchair users face on a day to day basis; her attendance at the Children's Summit in Edinburgh on 23 June 2010; her attendance at a Board meeting on Argyll College; her attendance at a meeting with Cabinet Secretary for Education, Michael Russell MSP on 23 August 2010; the launch of "Bookbug" at Lochgilphead library on 27 August 2010; and her attendance at the presentation of Professional Development Awards to 10 classroom assistants and 18 support for learning staff.

Councillor Strong also read out her response to a question Councillor McAlpine raised at the Council meeting on 19 August 2010 under standing order 19 regarding the provision of free school meals.

Decision

Noted the contents of the report.

(Reference: Report by Spokesperson for Education and Lifelong Learning dated September 2010, submitted)

6. SCHOOL HOLIDAY ARRANGEMENTS: 2011/2012

The Executive was asked to agree a framework for the main school holiday periods in Argyll and Bute into which other related dates – in-service days and local holidays will be incorporated for 2011/2012. The framework had been prepared taking account of the arrangements outlined by other authorities.

Decision

The Executive agreed that:-

1. The proposals for school holiday arrangements in session 2011/12 be accepted;
2. The incorporation of in-service days and additional holidays agreed by the Executive Director be intimated to Area Committees; and
3. The final patterns of school holidays and in-service days be circulated widely thereafter to all interested parties.

(Reference: Report by Executive Director – Community Services dated August 2010, submitted)

7. PROPOSED CHANGE TO THE CATCHMENT AREA OF TARBERT ACADEMY SECONDARY DEPARTMENT TO INCLUDE THE ISLAND OF GIGHA - RESPONSE TO THE CONSULTATION

A report detailing the outcome of the public consultation on the Council's proposed change to the catchment area of Tarbert Academy Secondary department to include the Island of Gigha was considered.

Decision

Approved the change to the catchment area of Tarbert Academy Secondary department to include the Island of Gigha and noted that travel vouchers will be made available to parents from Monday 27 September 2010.

(Reference: Report by Executive Director – Community Services, submitted)

8. PERFORMANCE MANAGEMENT: FQ 1 2010/2011

The Council and Departmental scorecards and reports were presented to the

Executive using the Council's performance management system, Pyramid, and focussed on performance during the period April to June 2010, including a review of successes, key challenges and an outline of improvement actions for the coming period.

Decision

1. Noted the report and scorecards for the period April – June 2010;
2. Noted that as appropriate, reports will be presented to future Area Committees regarding the outcome of HMle inspections of schools and that these will also be reported to the Executive on a quarterly basis;
3. Noted that Performance Indicators for HMle inspections of schools will be added to Area Committee Scorecards;
4. Noted that, once complete, a Business Plan on Argyll Air Services will be presented to the Executive;
5. Noted that the Executive Director – Development Services will provide a update on Argyll Air Services to Mid Argyll, Kintyre and the Islands and Oban, Lorn and the Isles Area Committee Business Days;
6. Noted that the Executive Director – Development Services will arrange to give a presentation to Mid Argyll, Kintyre and the Islands Area Committee Business Day on how street lighting faults are recorded and measured;
7. Noted that Rothesay had won the Scotland in Bloom award and now qualified for next year's Great Britain in Bloom competition and recorded their appreciation to all staff involved in this;
8. Noted that the process of reporting Performance Development Reviews and Sickness Absence was currently being reviewed; and
9. Noted that during this transition year Performance Management Seminars will be held for Members to enable them to feed into the process of determining the most appropriate information to be included on the Council and Departmental Scorecards based on outcomes identified within the revised Corporate Plan and Service Plans.

(Reference: Reports and scorecards by Chief Executive and Executive Directors for the period April – June 2010, submitted)

William Dalby left the meeting during discussion of the foregoing item.

9. ARGYLL AND BUTE SINGLE OUTCOME AGREEMENT ANNUAL REPORT

The Council as the lead agency for Community Planning has a duty to coordinate and report on the Single Outcome Agreement (SOA). The Scottish Government has issued guidance that the annual report for 2009/10 should be submitted by 30 September 2010.

A report presenting the progress being made by partners on delivery of the SOA

and developments being made in partnership working to facilitate a more partner based approach to service delivery was considered.

Decision

1. Agreed the proposed format for the Single Outcome Agreement report;
2. Agreed to pursue a budgeted SOA with partners for future years;
3. Agreed that the SOA Annual Report 2009/10 be forwarded to the Scottish Government for approval once all outstanding information has been received from partners and noted that a copy of the finalised Report will be circulated to Members; and
4. Agreed that there was a need to streamline and simplify the governance arrangements for delivering Community Planning and engaging with communities and noted that work on this was currently being undertaken.

(Reference: Report by Chief Executive and SOA Annual Report 2009/10, submitted)

10. SOCIAL SERVICES

The Spokesperson for Social Services, Councillor Donald McIntosh, submitted a report which highlighted issues he had recently been involved with including:-

His attendance at the Health Protection Agency Group in Glasgow on 4 June 2010; his attendance at the North Strathclyde Community Justice Authority meeting in Paisley on 11 June 2010; his attendance at the local Neighbourhood Network meeting in Oban on 30 June 2010; his attendance at a meeting with Mike Russell MSP, Cabinet Secretary for Education on 23 August 2010; his attendance at a meeting with Nicola Sturgeon MSP, Cabinet Secretary for Health and Wellbeing on 23 July 2010; his attendance at the COSLA Health and Wellbeing Executive Group in Edinburgh on 2 September 2010; his attendance at the Argyll and Bute, East and West Dunbartonshire Criminal Justice Partnership meeting on 9 September 2010; his attendance and the NHS Highland Annual Event held in Inverness; and his visits to a number of facilities to engage with staff and service users in Campbeltown, Helensburgh, Mull and Tiree.

Decision

Noted the contents of the report.

(Reference: Report by Spokesperson for Social Services dated September 2010, submitted)

11. CORPORATE PARENTING/CHILDREN'S CHAMPION

A report updating the Executive in relation to key issues regarding Corporate Parenting and the role of the Children's Champion was considered.

Decision

1. Noted the contents of the report and the appointment of Councillor Devon as the Children's Champion for Argyll and Bute;
2. Endorsed the values and principles contained within the overview report of Corporate Parenting; and
3. Agreed to a further report being submitted in relation to the Improvement Service Corporate Parenting briefing for elected Members.

(Reference: Report by Executive Director – Community Services, submitted)

12. THIRD SECTOR

The Spokesperson for the Third Sector, Councillor John Semple, submitted a report which highlighted issues he had recently been involved with including:-

The Demonstration Project (Harnessing the Potential of the Third Sector); a Social Enterprise Team established by Argyll and Bute Council; Funding Roadshows taking place on 29 September in Campbeltown, 6 October in Dunoon, 7 October in Oban and 13 October in Helensburgh; the HISEZ Conference promoting Social Enterprise; Service Reviews; his attendance at a tour of the Hear We Are woodchip production at Cairndow with Stewart Stevenson MSP, Minister for Transport and Climate Change; his attendance at a presentation given to Fergus Ewing MSP on drug addiction; Neighbourhood Networks; his visit to the first phase of a regeneration scheme completed by Argyll Community Housing Association in Campbeltown; his attendance at the Argyll Voluntary Action Awards; the Scottish Government Social Enterprise Awards; the Third Sector Partnership; his meeting with Ardrishaig Development Trust regarding the development of the waterfront at Ardrishaig; the Carers Network Conference 2010; his attendance at the Development Trust Association Scotland Conference; his attendance at a public meeting held to inform the South Kintyre Community of the plans for Machrihanish Airbase Community Company to proceed to a ballot to buy the Base; and Local Area Committee Planning Group (LACPG) Community Events.

The Depute Spokesperson for the Third Sector, Councillor Alex McNaughton, also submitted a report on his recent visit to Wales to attend a 'hosts' gathering held by Carnegie UK on 7 and 8 July 2010.

Decision

Noted the contents of the reports.

(Reference: Reports by the Spokesperson and Depute Spokesperson for the Third Sector, submitted)

13. HARNESSING THE POTENTIAL OF THE THIRD SECTOR TO HELP ACHIEVE COUNCIL OBJECTIVES (THE DEMONSTRATION PROJECT)

The Demonstration Project was established in June 2008 to help the Council to work more effectively with the Third Sector and to respond to the changed expectations between the Council and the Third Sector, with particular emphasis

on Social Enterprise. As a result of in-depth consultation with the Third Sector and other key stakeholders in the Community Planning Partnership, recommendations on improving how the Council works with the Third Sector were drawn up. The results of the consultations and the detailed recommendations are contained within the Demonstration Project report which was before the Executive for consideration.

Decision

Approved the Demonstration Project report attached to the Executive Director's report.

(Reference: Report by Executive Director – Development and Infrastructure Services and Demonstration Project report, submitted)

14. ECONOMY POLICY AND PERFORMANCE GROUP

An update report on the work of the Economy Policy and Performance Group was considered.

Decision

Noted the current work programme for the Economy Policy and Performance Group and that a further report on progress will be brought to the Executive in six months time.

(Reference: Report by Chair of the Economy Policy and Performance Group dated 2 September 2010, submitted)

15. ISLANDS AND EUROPEAN AFFAIRS

The Spokesperson for Islands and European Affairs, Councillor Len Scoullar, submitted a report which detailed the contents of three documents produced by the CPMR and advised on his attendance at the second Annual KIMO UK conference held in Inverness on 18 June 2010.

Decision

Noted the contents of the report.

(Reference: Report by Spokesperson for Islands and European Affairs, submitted)

The Leader ruled, and the Executive agreed, to adjourn the meeting at 1.00 pm for lunch and reconvene at 1.30 pm.

Alison Palmer did not return to the meeting.

16. COMMERCIAL INSHORE FISHING

A report developed in response to a proposed Motion by Councillor Marshall seeking a one mile exclusion of mobile gear fishing (trawling and dredging) in Argyll and Bute coastal waters was considered. The report sets out the

proposed process for considering the implications of this Motion in more detail, a summary of some of the complexities surrounding these implications, and potential opportunities for influencing fisheries policy and management.

Decision

1. Noted the contents of the report, in particular the proposals for a seminar for Members to be held on 28 October 2010 that will focus on commercial fishing and marine renewable energy, under the framework of marine planning;
2. Agreed to invite representatives from interested parties as appropriate to the Seminar; and
3. Noted that Members unable to attend could submit questions in advance to the Marine and Coastal Development Manager who would make arrangements for these to be addressed at the Seminar.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

Councillor Marshall left the meeting.

* **17. ADOPTION OF SOUND OF MULL MARINE SPATIAL PLAN AS NON STATUTORY SUPPLEMENTARY PLANNING GUIDANCE**

A report presenting the proposed final Sound of Mull Marine Spatial Plan which has been reviewed and amended after public consultation was before the Executive for consideration.

Decision

Agreed to recommend to the Council that the proposed Final Sound of Mull Marine Spatial Plan be adopted as non-statutory supplementary planning guidance.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

18. FERRY FARES

A report requesting Members to consider changing the current charging system for commercial vehicles using Council ferries was considered. The charges remain in line with those approved as part of the budget for 2010/11.

Decision

1. Agreed to the proposed changes to the system adopted for charging vehicles that use Council ferries as detailed at paragraph 4.1 of the Executive Director's report; and
2. Agreed that a report on the remit and workload of the Roads and Transportation Working Group should be brought to the next Executive

meeting in order to formalise its working arrangements.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 2 September 2010, submitted)

19. SCOTTISH FERRIES REVIEW CONSULTATION BY SCOTTISH GOVERNMENT

A report detailing the proposed response to the Scottish Government's consultation paper on the Scottish Ferries Review was considered.

Decision

1. Agreed the draft response to the Scottish Ferries Review consultation attached to the Executive Director's report subject to the following amendment:-

At the end of the first paragraph in the response to question 12 reference should be made to the Council's previous decision that a 40% discount on ferries should be given to islanders; and

2. Agreed that the Leader of the Council would write to the Scottish Government deploring the fact that the RET pilot has been extended for a further year and asking that consideration be given to at least including Colonsay in the pilot if RET can not be rolled out to all islands.

(Councillor Mulvaney, having moved an amendment which failed to find a seconder required his dissent, in respect of the response to question 4 of the consultation, to be recorded.)

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

Councillor Horn and Councillor Reay left the meeting during discussion of the foregoing item.

20. RESOURCING A HIGH QUALITY PLANNING SYSTEM - RESPONSE TO SCOTTISH GOVERNMENT CONSULTATION PAPER

A report detailing the proposed response to the Scottish Government's consultation paper titled "Resourcing a High Quality Planning System" was considered.

Decision

1. Noted the contents of the report; and
2. Endorsed the feedback to the 25 specific questions as detailed in the Executive Director's report for submission to the Scottish Government, subject to the following amendment:-

The first paragraph in the response to question 2 should read "Argyll and Bute would be in favour of the introduction of pre-application charging but

only for major and national applications”.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

Councillor Hay left the meeting.

21. DRAFT LOCH ETIVE INTEGRATED COASTAL ZONE MANAGEMENT PLAN - APPROVAL FOR PUBLIC CONSULTATION

A report presenting the first draft of the Loch Etive Integrated Coastal Zone Management (ICZM) Plan, which requires approval by the Executive before moving to the next stage of formal public consultation was considered. The Plan for Loch Etive has been developed in collaboration with local stakeholders and regulators, is non-statutory and provides guidance for local authority planners, regulators and stakeholders on the future use and development of the marine waters and surrounding coast of Loch Etive.

Decision

Noted the contents of the draft Loch Etive ICZM Plan and approved this document to go to formal public consultation for a six week period starting from 8 October 2010.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

Councillor MacMillan left the meeting.

22. CONSULTATION ON DRAFT UK MARINE POLICY STATEMENT

Defra are currently consulting on a draft UK Marine Policy Statement with a deadline for comments on 13 October 2010. The Marine Policy Statement will be the overarching policy framework for the UK marine area and will be the first part of new systems of marine planning being introduced around the UK. A report detailing the proposed response to the consultation and providing an update on the UK Administration’s proposals for a policy framework to deliver marine planning in UK waters was considered.

Decision

1. Noted the contents of the report; and
2. Agreed to this report forming the basis of the Council’s formal response to the consultation on a Draft UK Marine Policy Statement, which will be forwarded to Defra and the Scottish Government.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

Councillor Strong left the meeting.

23. CONSULTATION ON THE DRAFT PLAN FOR OFFSHORE WIND ENERGY IN SCOTTISH TERRITORIAL WATERS AND ASSOCIATED STRATEGIC ENVIRONMENTAL IMPACT ASSESSMENT (SEA)

Marine Scotland is currently consulting on the Draft Plan for Offshore Wind Energy in Scottish Territorial Waters and associated Strategic Environmental Assessment (SEA), which formed an integral part of the preparation of the Plan. A report highlighting the key issues relative to the Plan and associated SEA and providing general comments and proposed response to the consultation was considered.

Decision

1. Noted the contents of the report;
2. Agreed to this report forming the basis of the Council's formal response to Marine Scotland on the consultation on the Draft Plan for Offshore Wind Energy in Scottish Territorial Waters subject to examples of the economic activity along the west coast of Kintyre being added to the response to question 4 to strengthen the argument that this site should not be included in the Draft Plan as a possible short term option; and
3. Noted that it is proposed to hold a renewables seminar on 28 October 2010 prior to the marine and fisheries seminar.

(Reference: Report by Executive Director – Development and Infrastructure Services, submitted)

24. 21ST CENTURY WELFARE

A report advising of a consultation issued by the Department for Work and Pensions was considered. The consultation, which closes on 1 October 2010, takes many of the proposals set out in the Centre for Social Justice report entitled "Dynamic Benefits" and sets these out as a root and branch review of the whole benefits system.

Decision

Agreed that the draft response to the Consultation prepared by the Head of Customer and Support Services should be circulated to all Members for discussion with their Group Leaders by Monday 27 September 2010 and that Group Leaders should feed their Group's comments back to the Leader of the Council by Wednesday 29 September 2010 to enable the finalised response to be submitted to the Scottish Government on time.

(Reference: Report by Executive Director – Customer Services dated 13 September 2010, submitted)

The Committee resolved in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for the following 4 items of business on the grounds that they were likely to involve the disclosure of exempt information as defined in Paragraph 9; 9; 9; and 9 respectively of Part 1 of Schedule 7A to the Local Government (Scotland) Act 1973.

25. SALE OF LAND AT TIGHNABRUAICH

The Executive considered a recommendation from the Bute and Cowal Area Committee to sell a strip of ground at Tighnabraich to Kilfinan Community Forest Company.

Decision

Agreed to instruct the Head of Governance and Law to conclude the sale of a strip of land to Kilfinan Community Forest Company for the purpose of constructing a footpath from Acharossan Forest to School Road, Tighnabraich as detailed in the Executive Director's report.

(Reference: Extract from Minutes of Bute and Cowal Area Committee 3 August 2010 and Report by Executive Director – Customer Services dated 7 July 2010, submitted)

26. PROPOSED LEASE ASSIGNATION, 32 UNION STREET, DUNOON

The Executive considered a recommendation from the Bute and Cowal Area Committee on the proposed lease assignation of 32 Union Street, Dunoon to the Argyll and Sutherland Highlanders Regimental Association.

Decision

Agreed to the assignation of the Dunoon Combined Services Trust's lease of ground at Union Street, Dunoon to the Argyll and Sutherland Highlanders Regimental Association.

(Reference: Extract from Minutes of Bute and Cowal Area Committee 3 August 2010 and Report by Executive Director – Customer Services dated 16 July 2010)

27. APPIN COMMUNITY SPORTS AND LEISURE ASSOCIATION

The Executive considered a recommendation from the Oban, Lorn and the Isles Area Committee regarding a proposal to develop an all weather sports court at ground adjacent to the Strath of Appin Primary School.

Decision

Agreed to support the proposal by Appin Community Sports and Leisure Association to develop an all weather sports court on ground adjacent to Strath of Appin Primary School and instructed the Executive Director – Customer Services to negotiate and conclude suitable terms and conditions with the Association.

(Reference: Extract from Minutes of Oban, Lorn and the Isles Area Committee of 11 August 2010 and Report by Executive Director – Customer Services dated 11 August 2010, submitted)

28. HELENSBURGH - PROPOSED AQUISITION OF PROPERTY

The Executive considered a proposal to seek to purchase an area of land on Helensburgh waterfront.

Decision

Agreed to the recommendations detailed in the Executive Director's report.

(Councillor Dance, having moved an amendment which failed to find a seconder required her dissent from the decision to be recorded.)

(Reference: Report by Executive Director – Development Services dated 23 September 2010, tabled)

This page is intentionally left blank

LEADER'S REPORT: 13th September to 20th October 2010

ARGYLL AND BUTE COUNCIL EXECUTIVE MEETING: 4th November 2010**1.0 Video Conference with Richard Lochhead - Cabinet Secretary for Rural Affairs and the Environment, Highland and Western Isles Councils, UHI and Others regarding The Crown Estate, Monday 13th September 2010**

The above meeting confirmed that there was currently a new window of opportunity for working more closely with The Crown Estate to the benefit of local communities; in particular those adjacent to developments involving The Crown Estate. This would be of particular benefit at this time, given the likelihood of new projects resulting from renewable energy innovations around our coastlines. It was reported that this window of opportunity existed as a result of the new UK political will; in particular, the new coalition government's commitment to "The Big Society" and resulting interest in people taking responsibility for their own communities.

It was agreed at the meeting that these potential benefits would need to be acted on quickly to ensure that our communities have an opportunity to secure real monetary benefits rather than token gestures, such as football strips etc.

It was agreed that it would be important for all parties involved in these negotiations to reach consensus on a way of working together in a coordinated way to apply the right sort of pressure to ensure that funds raised remain in the Highlands and Islands area and, in particular, the communities involved.

To this end it was important not to sign The Crown Estates Commissioner's Memorandum of Understanding as it contained too many vagaries with the potential, if signed, to affect stakeholders' future influence/leverage.

It was agreed that sound consideration should be given now on the best ways in which to invest any monies acquired to ensure that communities derived lasting and meaningful benefit.

All present agreed to look at the development of an action plan to take account of all of the above.

Members will be up-dated of any further developments in this regard.

2.0 Launch of the CPD Framework for Elected Members, Rosebery House, Edinburgh, 21st September 2010.

The purpose of the above launch which I attended on 21st September, was to reveal and explain the Continuing Professional Development Framework for Members which has been developed by the Improvement Service in consultation with local authorities and piloted in six Scottish Councils.

The seminar discussed the background and the underpinning principles of the framework, the processes involved and the potential benefits to elected members.

In addition to the above, the costs of adopting the process were explained; there would be a £2k initial payment to cover programme development costs and this would be matched by £2k from the Improvement Service. Annually, there would be a further £2k charge for the use of the “Brightwave” platform upon which the CPD software sits.

The Councils which were involved in the pilot all agreed that the CPD Framework was a very beneficial and interesting system and I noted that it seemed to be a very good product, an on-line tool, that could lend itself well to the geographic circumstances of members in Argyll and Bute and allowing them a greater involvement in their own personal development.

At the seminar, members were also up-dated on the development of the LAGGAN Members’ Portal and it was most gratifying to hear how Argyll and Bute Council had taken such central role helping to drive this project forward.

3.0 COSLA Leaders Meeting, 24th September 2010

The Agenda of the above meeting was as follows:-

Items Taken in Private Session

1. Spending Review
 - a) Update
 - b) COSLA Media Work
 - c) Police & Fire
2. Secure Care
3. European Structural Funds Employability
4. Councillor’s Remuneration
5. Universal Home Insulation Scheme

Items Taken in Public Session

6. Welfare Reform
7. Self Directed Support
8. LUPS Programme Monitoring Committee – Nominations

I am, unfortunately, unable to report on above items marked “Items taken in private session” although detailed information is contained within the Leader’s Report Pack. I have however reported on items 6 – 8. Please see below.

3.1 Item 6 - Welfare Reform (21st Century Welfare)

Purpose

The purpose of this paper was to gain Leader’s endorsement for the COSLA response to the UK Government consultation on welfare reform, called 21st Century Welfare.

Recommendations

Leaders were recommended to:-

- i. Endorse the main principles of the COSLA consultation response outlined in the paper.
- ii. Approve the development of a COSLA position on the wider issue of welfare benefit cuts through elected members short-life Tackling Poverty Working Group which reports to the Community wellbeing and Safety Executive Group; and
- iii. Seek a further report to Leaders on welfare reform and benefit changes.

Outcome

Leaders agreed to the recommendations in the report.

3.2 Item 7 – Self Directed Support*

Purpose

The purpose of this paper was to inform Leaders about the development of a national strategy on Self Directed Support (SDS).

Recommendations

Leaders were invited to :-

- i. Note the position on the Independent Living Fund.
- ii. Comment on an issue relating to and arising from the Draft National SDS Strategy.
- iii. Endorse the view that the pace of change will be dependent on resource constraints and Councils' capacity to develop an infrastructure that can accommodate SDS; and
- iv. In the absence of any proposed amendments, endorse the Strategy as a joint publication with the Scottish Government.

Outcome

Leaders agreed to the above recommendations

**Self Directed Support is an expression of the principles of personalisation and the term is used to describe how people with social care needs can exercise choice and control over the support mechanisms in their lives.*

3.3 Item 8 – LUPS (Lowlands and Uplands Scotland) Programme Monitoring Committee – Nominations

Purpose

The purpose of this paper was to note and respond to the invitation from Scottish Government to refresh the COSLA representation committee

Recommendations

Leaders were asked to agree one of the following:-

- i. To agree to re-nominate members to this impartial arrangement as we currently do, with Group Leaders confirming or changing their nominations; or
- ii. To agree to establish different governance arrangements based on the concordat style of working with the Scottish Government.

Outcome

Leaders agreed to i. above; to re-nominate the following members; David O'Neill, David Berry and Kate Dean.

4.0 Meeting with MPs/MSPs; 28th September 2010.

The Chief Executive and I invited MPs and MSPs to join us for briefings on the above date; Jamie McGrigor – MSP and Alan Reid – MP accepted the invitation and were each met on a one to one basis.

The main purpose of these arranged meetings with MPs/MSPs was to share with them information detailed in the Council's leaflet "Difficult Choices for Difficult Times" and discuss with them the proactive steps the Council is already taking to mitigate the impacts of predicted funding reductions through the work of the Transformation Board

and Modernisation Programme.

It is hoped that having had open and constructive discussions, that this will enable Messrs McGrigor and Reid to be aware of some of the difficult decisions facing our Council.

5.0 Up-dates

5.1 Local Tax Collection

Collections of Council Tax to 30 September 2010 are 57.41%; up by 0.29% on last year's at this time. This is better than at end of August which was up by 0.14%. The improvement is due in part to better Sheriff Officer collections (0.10%) and higher overpays (0.03%) It is also partly due to September being a 5 week period for weekly payers whereas last year there were only 4 weeks (with 5 weeks falling in October) so some of this "improvement" will disappear next month. Collections of Council Tax for 2009/10 year are 96.74% which is up 0.31% on the previous year's at this time.

Collections of Non-Domestic Rates to 30 September 2010 are 68.59% - down 0.51% on last year at this time which is very similar to last month's position which was down by 0.53%. Collections for the 2009/10 year are 98.97% - up 0.72% on the previous year at this time, which is an improvement on last month's position.

5.2 Revenues and Benefits update

The Housing Benefit and Council Tax Benefit Subsidy 2009/10 Audit is still in progress, and is due for completion by end of November. So far one error has been found where a service charge cost element was wrongly treated as eligible for Housing Benefit when it should have been ineligible. All claims for that service provider have been reviewed and will be corrected. Other similar claims will also be checked.

The announcements in the Spending Review have significant implications for the future of Housing and Council Tax Benefit. The proposals are to start to replace Housing Benefit from April 2013 with universal credit administered by HMRC/DWP, and for Council Tax Benefit to become a local scheme administered by local authorities. These proposals undoubtedly will have major impacts on local authority benefits staff, as well as on benefit claimants.

5.3 Exchequer Services update

The annual Procurement Capability Assessment was carried out on 4th October 2010 and our provisional score has increased from 21% last year to 36% which is a big improvement. We are awaiting the full assessment results and will then put in place a further improvement plan.

We have been short-listed for two "Government Opportunities (GO) Procurement Award" categories – The "GO Innovation or Initiative of the Year Award", which celebrate original and innovative concepts that have made a genuine difference within Scotland's commissioning and procurement sector. The Council's graduate recruitment and training programme for Procurement Officers has been short listed for this category. This project emerged as part of the Process for Change programme. Five Trainee Purchasing Officers, who each have a specific remit and role across the Council, are now in post. The second category we have been short-listed for is the "GO Sustainability/Corporate Social Responsibility initiative of the Year" for the Bute Food Contract Project. The key innovation was to link the supply of food into the educational curriculum, involving teachers as well as catering staff from the Council in development of the sourcing strategy

for butchery, meat, eggs and cheese. The pilot resulted in a number of achievements including: a 25% increase in school meals take up; a reported 30% increase in pupil satisfaction with school meals; overall economic benefit to the catering service (despite additional food costs from the pilot contracts); high levels of sustainability – taking into account social, environmental and economic factors. Winners will be announced at the Excellence in Public Procurement Awards event on 26 October.

The next tranche of the Cycle to Work scheme has been completed. Employees have the option to extend the hire period at no additional cost in order to reduce termination values – this change was made in the light of new guidance from HMRC.

A contract for two single-manned jet patchers has been awarded – single manned equipment proved to have better whole of life costs than the double manned equipment from alternative suppliers. We are leading on a contract across the Highlands and Islands for civil engineering consultancy. PQQs (pre-qualification questionnaires) are being evaluated and the full tender documents are being finalised.

Local three year contracts have been awarded for fruit and vegetables split between East and West Argyll, fresh meat contracts for Bute and Tiree (which were not covered by the Scotland Excel contracts), and for inspection and maintenance of mobility equipment (hoists, stair lifts etc).

5.4 Commissioning

The review of all the direct payment contracts has been concluded and findings reported to Adult Services. An action plan is being agreed to put improvements in place by April 2011. This has been done to ensure that we are well prepared, should volumes of such contracts increase in the future.

Following evaluation of tender responses, a 2 year contract for overnight response services has been awarded to Carr Gomm.

5.5 Customer Services

Nearly 89% of enquiries were dealt with at first point of contact through the Customer Service Centre in September and the percentage of abandoned calls was 5.8%. 32 complaints were recorded through the customer service centre using the new complaints process which went live on the 1st September. The percentage of abandoned calls was about double the usual number, due to a telephone fault which commenced on 4th August and was not fully resolved until 12th August. This was due to a tree having been planted which interfered with the radio-based transmissions. The tree was removed which resolved the fault.

Good progress is being made on business process re-engineering for social work enquiries and blue badges. However the go-live for these has been put back to January as the immediate priority is to complete the upgrade to Lagan version 7.0.

The mystery shopping outcomes have been analysed and are broadly encouraging across most channels, with the main exception being performance in responding to emails. A set of improvement actions has been agreed by the HR/ Process for Change Board and will be progressed. This provides a robust benchmark for future comparison.

5.6 IT

Following the award of the ACHA IT services contract, ACHA has now asked us to

quote for two further services – printing and support for the Academy system.

The Oracle upgrade has had to be postponed until November due to some technical difficulties which should be resolved shortly.

Our new fleet management system went live in September. This is now fully populated with details of the all of the Council's fleet vehicles, including pool cars and should improve the Council's ability to manage its fleet more proactively.

**ARGYLL AND BUTE COUNCIL
COMMUNITY SERVICES - EDUCATION****EXECUTIVE
4 NOVEMBER 2010**

EXAMINATION RESULTS 2010

1. INTRODUCTION

- 1.1** Argyll and Bute schools have continued to perform well in the Scottish Qualifications Authority (SQA) examinations. Despite slight decreases in S5, the authority remains above or equal to the national and 'family' averages in most measures. 38% of S4 pupils gained 5+ level 5 passes, the highest result for five years and well above the national average. Also of note is the maintenance of improved performance at Advanced Higher achieved by pupils at S6. It should be noted that the 2010 results are 'pre-appeal' and may increase up to one percentage point following the appeals process.
- 1.2** The comparison of Argyll and Bute with its family of five similar authorities is shown in table 3.4. These families of similar authorities have been developed by Her Majesty's Inspectorate of Education (HMIE), using statistical methodology, to compare those with similar characteristics. The authorities compared with Argyll and Bute are: Angus, Dumfries and Galloway, Highland, Scottish Borders and South Ayrshire.

2. RECOMMENDATIONS

- 2.1** The Executive Committee is asked to note the results for 2010 and to continue to support the work of schools in securing continuous improvement.

3. DETAIL

- 3.1** Scottish Credit and Qualifications Framework (SCQF) levels:

Level 7	Advanced Higher @ A-C
Level 6	Higher @ A-C
Level 5	Standard Grade @ 1-2 plus Intermediate 2 @ A-C
Level 4	Standard Grade @ 3-4 plus Intermediate 1 @ A-C
Level 3	Standard Grade @ 5-6 plus Access 3

3.2 The results for the five years 2006-2010 are shown in the following table. All results are above or well above the national average with the exception of 5+ Level 6 (Highers). This is partly explained by a significant number of pupils studying up to four Highers in S5 and adding additional Highers in S6. Universities normally require four good Higher passes so there is less reason to take five Highers in S5.

	2006		2007		2008		2009		2010	
	A&B	Scot	A&B	Scot	A&B	Scot	A&B	Scot	A&B	Scot
By the end of S4										
5+ @ level 5	37.1	34.3	35.2	32.3	35.6	33.8	36.0	33.0	38.0	33.0
5+ @ level 4	79.7	76.5	82.0	75.0	83.3	75.7	82.1	74.0	82.0	73.0
5+ @ level 3	93.6	90.6	95.4	90.5	94.0	90.5	93.7	88.0	94.0	88.0
By the end of S5										
1+ @ level 6	44.9	37.6	40.5	38.1	44.1	38.2	43.9	40.0	47.0	43.0
3+ @ level 6	24.9	21.1	20.9	21.6	24.2	21.9	23.0	23.0	23.0	24.0
5+ @ level 6	11.4	09.3	11.7	09.7	09.6	09.5	09.5	10.0	08.0	11.0
By the end of S6										
1+ @ level 7	12.6	12.2	15.8	11.9	12.1	12.3	16.0	13.0	15.0	12.0

3.3 Performance in SQA examinations is also shown as a percentage of the S4 roll achieving certain levels by the end of S6. This allows schools to report on the total achievement of pupils up to and including their S6 year. If pupils leave before S6 their achievement is reported for the year that they would have been in S6.

By the end of S6, the percentage of pupils gaining 5+ Highers has risen to 22% and over half of all pupils achieve at least one Higher. These cumulative S6 results are some of the best results over the five years 2006 – 2010.

The following table shows the authority compared with the national figures (%):

	2006		2007		2008		2009		2010	
	A&B	Scot	A&B	Scot	A&B	Scot	A&B	Scot	A&B	Scot
By the end of S6										
5+ @ level 5	49.6	47.5	57.2	47.2	52.0	47.9	54.5	48.0	56.0	50.0
English and Maths	94.4	91.7	95.6	91.4	95.4	92.3	95.5	92.0	95.0	93.0
1+ @ level 6	45.7	42.9	50.1	42.4	47.8	43.0	49.9	43.0	54.0	46.0
3+ @ level 6	28.4	29.8	34.6	29.2	30.2	29.8	34.1	30.0	32.0	33.0
5+ @ level 6	17.9	19.4	21.9	18.9	19.3	19.4	22.2	20.0	22.0	22.0
1+ @ level 7	12.6	12.2	15.8	11.9	12.1	12.3	16.0	13.0	15.0	14.0

3.4 Argyll and Bute performs comparatively very well at Standard Grade/Intermediate 1 and 2, and at 1+ Higher but less well in the other Higher categories and at Advanced Higher. Improving Higher performance will be a target for the 2011 examination diet.

Family comparisons (%):

	Angus	D&G	Highland	S. Borders	S Ayrshire	Argyll&Bute
By the end of S4						
5+ @ level 5	34	28	38	41	41	38
5+ @ level 4	74	62	80	79	82	82
5+ @ level 3	91	75	90	91	94	94
By the end of S5						
1+ @ level 6	41	43	45	44	46	47
3+ @ level 6	22	24	26	26	29	23
5+ @ level 6	08	10	11	11	13	08
By the end of S6						
1+ @ level 7	16	13	15	17	17	15

3.5 The process for authority monitoring of examination results is as follows:

- i. Head teachers send their initial analysis of their school's results to the Quality Standards Manager following the initial release of results by the SQA in August
- ii. These reports and the authority performance are discussed at the September head teacher meeting.
- iii. Internal school discussions take place with departments focusing on individual subject performance.

- iv. Following this Executive Committee report, reports on achievement, including examination results, for individual secondary schools/joint campuses are presented by head teachers/principals at their appropriate area committee meeting.
- v. Officers visit schools to discuss detailed analysis and predictions for the next examination period. Actions at subject level are agreed.

4. CONCLUSION

- 4.1 Argyll and Bute schools continue to demonstrate strong performance across most of the national qualification measures. These results will now be incorporated into improvement objectives and targets for 2011.

5. IMPLICATIONS

- 5.1 **Policy:** None
- 5.2 **Financial:** None
- 5.3 **Personnel:** None
- 5.4 **Equal Opportunities:** None
- 5.5 **Legal:** None

Cleland Sneddon
Executive Director of Community Services
Argyll and Bute Council
4th November 2010

For further information contact: Chris Shirley, Quality Standards Manager,
Argyll House, Alexandra Parade, Dunoon, PA23 8AJ.

 ARGYLL AND BUTE COUNCIL

EXECUTIVE

COMMUNITY SERVICES

4 NOVEMBER 2010

 EXTERNAL INSPECTION / AUDIT REPORTING: JULY - SEPTEMBER 2010

1.0 SUMMARY

- 1.1 This report provides details of all external inspection / audit reports received during the period 1st July 2010 to 31st September 2010.

2.0 RECOMMENDATION

- 2.1 The Executive are asked to note the contents of this report and appendix 1 attached.

3.0 DETAIL

- 3.1 A detailed summary of all external inspection / audit reports received for the period July to September 2010 are provided in **appendix 1**.
- 3.2 The number of external audit reports received for period July to September for 2010 can be compared on a service basis as follows;

Service	Jul – Sep 2010
Adult Services	4
Children and Families	0
Community and Culture	0
Education	3
TOTAL	7

4.0 CONCLUSION/SUMMARY

- 4.1 In summary, a total of 7 external inspection reports were received for the period July to September 2010, with the majority of these reports concerning Adult Services and the remaining 3 concerning Education.

5.0 IMPLICATIONS

5.1 Policy: None

5.2 Equal Opportunities: None

5.3 Personnel: None

5.4 Financial: None

Cleland Sneddon
Executive Director of Community Services

28th September 2010

For further information contact:
Helen Thornton
Management Trainee
Community Services
01546 604127

Appendix 1 – Summary Reports

ADULT SERVICES

External Inspection / Audit Summary Report for Adult Services Period July – Sep 2010 Report Title: Ardfenaig Residential Home – Care Home Service Adults		
Inspection Agency: Care Commission		
Overall Ratings:		
Quality of Care and Support	Very Good	5
Quality of Environment	N/A	N/A
Quality of Staffing	Very Good	5
Quality of Management and Leadership	Very Good	5
Key Findings		
<ul style="list-style-type: none"> • Service users are involved in planning their care and support; individual care is reviewed with each person consistently and effectively • Very positive working relationships was evident with highly motivated staff • Some aspects of the way medication is administered were not in line with best practice guidance • Staffing and dependency levels continue to be an area of concern for staff • Overall – Ardfenaig continues to provide very good care to service users and has a very committed and well trained staff team 		
Date of Inspection: 8 July 2010		
Lead Officer to take forward improvement: Eleanor Cameron – Unit Manager		

External Inspection / Audit Summary Report for Adult Services Period July – Sept 2010 Report Title: Lochgilphead Resource Centre		
Inspection Agency: Care Commission		
Overall Ratings:		
Quality of Care and Support	N/A	
Quality of Environment	Good	4
Quality of Staffing	N/A	
Quality of Management and Leadership	Very Good	5
Key Findings		
<ul style="list-style-type: none"> • There are many meaningful systems in place which encourage colleagues who use the centre to have a full say in its running, the service is graded “excellent” in respect to participation and the positive outcomes this has for colleagues who use the centre • There are some areas of fire safety checks and flooring which require improvement 		
Date of Inspection: 15 July 2010		

Lead Officer to take forward improvement: Cathy Robertson – Unit Manager		
External Inspection / Audit Summary Report for Adult Services		
Period July – Sept 2010		
Report Title: Mull Resource Centre		
Inspection Agency: Care Commission		
Overall Ratings:		
Quality of Care and Support	Adequate	3
Quality of Environment	Good	4
Quality of Staffing	Good	4
Quality of Management and Leadership	Weak	2
Key Findings		
<ul style="list-style-type: none"> • All staff working at the centre are extremely dedicated and committed to their work • Service users spoke very highly of the relationships they have with staff • Concerns regarding the absence of an adequate management structure in place • Service users continue to be happy with the service they received and reported that they were involved in decisions relating to the day to day running of the service • New Area Manager Learning Disability recently appointed to Service which will add capacity to management team and improve both management and leadership within the service. 		
Date of Inspection: 14 July 2010		
Lead Officer to take forward improvement: Angela Gilchrist – Unit Manager		

External Inspection / Audit Summary Report for Adult Services		
Period July – Sept 2010		
Report Title: Thomson Court Day Care		
Inspection Agency: Care Commission		
Overall Ratings:		
Quality of Care and Support	Adequate	3
Quality of Environment	Adequate	3
Quality of Staffing	N/A	N/A
Quality of Management and Leadership	Adequate	3
Key Findings		
<ul style="list-style-type: none"> • Staff interact well with residents and were found to be very good at following through on health needs of residents in an effective and sensitive manner • Staff need to be clearer on what documentation they were required to complete for incidents • The service provided was adequate, however this could be improved on by the staff team working more consistently and closely together 		

- Managers from the services will benefit from work from Improvement and HR in relation to core competences work and improvement in PDR process which will be launched at the end of 2010.
- There was clear improvement since the last inspection

Date of Inspection: **18 August 2010**

Lead Officer to take forward improvement: **Sheila Scott – Unit Manager**

EDUCATION

External Inspection / Audit Summary Report for **Education**

Period **July – Sept 2010**

Report Title: **John Logie Baird Primary School and Pre-5 Unit**

Inspection Agency: **HMIE**

Overall Ratings:

Primary School

Improvements in performance	Good
Learners' experiences	Good
Meeting learning needs	Good

Pre-5 Unit

Improvements in performance	Weak
Children's experiences	Weak
Meeting learning needs	Weak
The curriculum	Satisfactory
Improvement through self-evaluation	Good

Key Findings

- Particular strengths of the school – Staff's development of interdisciplinary learning, use of the outside area to enhance learning and the head teacher's impact on partnerships, improving the learning environment and promoting inclusion
- Areas for improvement – children's experiences in the pre-5 unit to meet the needs of all, development of further consistent learning and teaching approaches, apply positive behaviour strategies consistently and improve the leadership and quality of learning in the pre-5 unit
- The Quality Improvement Manager for early years has met with the Head Teacher at the school and identified an action plan to address the areas for improvement. The implementation of this plan will be supported by one day per week additional teaching time provided by the early years team

Date of Inspection: **24 August 2010**

Lead Officer to take forward improvement: **Alan Shields - Head Teacher**

External Inspection / Audit Summary Report for Education Period July – Sept 2010 Report Title: Hermitage Academy	
Inspection Agency: HMIE	
Overall Ratings:	
Improvements in performance	Good
Learners' experiences	Very good
Meeting learning needs	Good
The curriculum	Very good
Improvement through self evaluation	Very good
Key Findings	
<ul style="list-style-type: none"> Particular strengths of the school – young people's very positive attitudes to their learning and the sense of pride in the school and its achievements, the high quality of engagements with an extensive range of partners, the ways in which staff are taking a lead in developing the curriculum and improving learning and the culture of self-evaluation and commitment to improvement Area for improvement – continue to develop clear roles and responsibilities for young people, parents, staff and partners in monitoring the quality of the school's work and helping to plan further improvements. 	
Date of Inspection: 24 August 2010	
Lead Officer to take forward improvement: Geoff Urie - Head Teacher	

External Inspection / Audit Summary Report for Education Period July – Sept 2010 Report Title: Castlehill Primary School	
Inspection Agency: HMIE	
Overall Ratings:	
Improvements in performance	Good
Learners' experiences	Very good
Meeting learning needs	Good
The curriculum	Good
Improvement through self evaluation	Good
Key Findings	
<ul style="list-style-type: none"> Particular strengths of the school – confident and well-behaved children, the way children are actively involved in their learning, children's wider achievements, strong and caring relationships across the school and the way all children are enabled to succeed Areas for improvement – attainment in writing, further development of Curriculum for Excellence and development of tasks and activities to provide all children with sufficient challenge 	
Date of Inspection: 14 September 2010	
Lead Officer to take forward improvement: Anne Littleson - Head Teacher	

ANNUAL PERFORMANCE REVIEWS

1 INTRODUCTION

- 1.1 As the Council continues on its journey of improvement, the way that we manage and monitor our business is set out in the Council's Planning and Performance Management Framework. A key element of this process is the preparation and approval of service plans when the budget is set and the subsequent monitoring of performance in Annual Performance Reviews. This report informs members of the Annual Performance Reviews carried out by Chief Officers for 2009/10.

2 RECOMMENDATION

- 2.1 Members note the performance achieved by services in these reviews and the improvement actions that are in place.

3 DETAIL

- 3.1 The Council's Planning and Performance Management Framework sets out the context for senior management to plan service delivery throughout the financial year and set out performance targets. Annual Performance Reviews, which are carried out on an annual basis capture the progress made by services in delivering the outcomes identified in service plans and also identify areas for improvement.
- 3.2 As members will be aware, the Council is committed to developing self assessment, as recommended by the Crerar review on scrutiny, and has adopted the Public Service improvement Framework (PSIF). A Corporate assessment has been carried out, involving senior members, and pilots have taken place in Education and Planning Services. SMT has recently considered a timetable for the rollout of PSIF to all other services and this will be complete by May 2012.
- 3.3 In order to embed the approach to PSIF as we move towards 2011, the guidance for annual service reviews this year was developed to follow the principles set out in PSIF. This enables the Annual Performance Review to set a framework of self assessment that identifies areas of improvement for each service, and this is captured in the service reports.
- 3.4 The Annual Performance Reviews contained within this paper contain the service areas that Heads of Service are now responsible for, following the implementation of Modernisation Phase Two and the

appointment of new Heads of Service. All service areas identified in the service plans for 2010/11 have been allocated to a new Service Head, so that the commitment to the Council for service delivery as agreed at the budget remains the same.

- 3.5 The identified areas for improvement in the Annual Service Reviews will be discussed and agreed with Executive Directors and actioned by Heads of Service in order to deliver on our corporate commitment to continuous improvement.

4 CONCLUSION

- 4.1 The Annual Performance Reviews, informed by the PSIF framework, are an important element of the Council's improvement journey, recording achievement and identifying improvement needs as part of our Planning and Performance Management Framework.

5 IMPLICATIONS

5.1

Policy	None
Legal	None
Financial	Financial outcomes for each service are recorded as a key element in the APR
Personnel	People resources for each service are identified as a key element of the APR
Equal Opportunities	Each service has a programme of Equality Impact Assessments planned throughout the year

For further information please contact
Jane Fowler
Head of Improvement and HR
01546 604466

Annual Performance Review – Strategic Finance 2009-10

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions																											
<p>Key Performance Results</p> <p>The service outcomes for 2009-10 were as follows:</p> <p>Quality reports to stakeholders on stewardship of the council financial resources.</p> <p>Sound planning of the Councils financial resources that aligns resources with priorities that support and enable performance</p>	<p>What has your service achieved in relation to your Performance Indicators?</p>	<p>The key performance indicator from the March 2010 performance scorecard are as follows:</p> <p>4 outcomes were achieved against target of 4. A total number of 38 actions are on track or completed against a total number of 42</p> <table border="1" data-bbox="465 517 1014 1174"> <thead> <tr> <th>KPI/Success Measure</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Preparation of unaudited accounts</td> <td>By 30 June</td> <td>30 June</td> </tr> <tr> <td>Audited accounts complete by</td> <td>30 September</td> <td>30 September</td> </tr> <tr> <td>Number of audit qualifications in accounts</td> <td>None</td> <td>None</td> </tr> <tr> <td>Preparation for International Financial Reporting Standards</td> <td colspan="2">Action plan prepared and generally on track</td> </tr> <tr> <td colspan="3">Performance targets for stewardship reporting have been achieved</td> </tr> </tbody> </table> <table border="1" data-bbox="465 1241 1014 1554"> <thead> <tr> <th>KPI/Success Measure</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Revenue and capital budgets preparation</td> <td colspan="2">Revenue and capital budgets prepared in accordance with agreed timescales</td> </tr> <tr> <td>Revenue and capital budget monitoring</td> <td>Reports prepared monthly</td> <td>Reports prepared monthly</td> </tr> </tbody> </table>	KPI/Success Measure	Target	Actual	Preparation of unaudited accounts	By 30 June	30 June	Audited accounts complete by	30 September	30 September	Number of audit qualifications in accounts	None	None	Preparation for International Financial Reporting Standards	Action plan prepared and generally on track		Performance targets for stewardship reporting have been achieved			KPI/Success Measure	Target	Actual	Revenue and capital budgets preparation	Revenue and capital budgets prepared in accordance with agreed timescales		Revenue and capital budget monitoring	Reports prepared monthly	Reports prepared monthly	<p>30 June & 30 Sept</p> <p>July, Oct, Jan and June</p> <p>July, Oct, Jan and June</p> <p>February</p> <p>February</p> <p>Monthly</p> <p>Assessment to be completed by 31 March each year.</p> <p>Assessment to be completed by 31 March each year.</p>	<p>Finance Manager – Corp Accountg</p> <p>Head of Strategic Finance</p> <p>Head of Strategic Finance</p> <p>Head of Strategic Finance</p> <p>Head of Strategic Finance</p> <p>Finance Managers</p> <p>Finance Manager – Service Dev</p> <p>Finance Manager – Service Dev</p> <p>Finance Manager – Service Dev</p>	<p>Service plan commitments and performance targets for 201-11 are as follows:</p> <p>Sound financial governance and performance through financial planning, financial reporting, financial monitoring, financial control and support for decision making.</p> <p>Accounts prepared on time and without audit qualification.</p> <p>Comprehensive financial reporting pack prepared 4 times each year - quarterly.</p> <p>Medium Term Financial Strategy reviewed and updated 4 times during the year.</p> <p>Revenue and capital budget prepared</p> <p>80% of direct expenditure has fully costed outputs and performance measures.</p> <p>Average timescale of no more than 4 working days after period end for distribution of routine reports to budget holders.</p> <p>A rating of at least good on 90% in areas of public audit forum customer and user satisfaction index based on annual assessment.</p> <p>Score Improvement of 0.5pa on average using CIPFA Financial Management Model based on annual assessment</p> <p>Compliance with 75% of areas in Public audit forum management practice indicator for finance based on annual assessment</p>
KPI/Success Measure	Target	Actual																														
Preparation of unaudited accounts	By 30 June	30 June																														
Audited accounts complete by	30 September	30 September																														
Number of audit qualifications in accounts	None	None																														
Preparation for International Financial Reporting Standards	Action plan prepared and generally on track																															
Performance targets for stewardship reporting have been achieved																																
KPI/Success Measure	Target	Actual																														
Revenue and capital budgets preparation	Revenue and capital budgets prepared in accordance with agreed timescales																															
Revenue and capital budget monitoring	Reports prepared monthly	Reports prepared monthly																														

improvement and efficient and effective use of resources.	Efficiency savings plan prepared and 2% efficiency savings achieved	Annual efficiency plan prepared	Annual efficiency statement confirms 2% efficiency savings achieved	Assessment to be completed by 31 March each year.		
	Implementation of BV Action Plan for Strategic Finance	Some slippage against plan but overall expected to complete all actions by March 2011				
An appropriate balance between risk and return and cost in managing the Councils cash flow, borrowing and surplus funds.	This is the key area for improvement on developing the Councils arrangements for financial management			<p>Monitored monthly but target is for 31 March each year.</p> <p>Monitored monthly but target is for 31 March each year.</p> <p>Monitored monthly but target is for 31 March each year.</p> <p>Assessment to be completed by 31 March each year.</p>	Development Services Finance Manager	<p>Effective management of the risks and performance associated with the Council's cash flows, banking, money market and capital market transactions.</p> <p>A return that is at least equal to the 7 day money market rate.</p> <p>An average loans fund interest rate of 5.5%.</p> <p>An average rate for new borrowing of no more than 4.5%.</p> <p>Annual assessment against good practice carried out and score is at least 90%.</p>
	KPI/Success Measure	Target	Actual			
	Compliance with CIPFA Treasury Management Code of Practice	The Council is nearly fully compliant with CIPFA Code				
	Submission of annual strategy, annual report and quarterly reports on treasury management to Council	Strategy agreed before 31 March 2009 Annual report submitted to Council Treasury monitoring reports submitted quarterly to Executive	Approved Council in March 2009 Annual report to Council in June 2010. Treasury monitoring reports submitted quarterly to Executive			
	Overall loans fund rate	6%	4.9%			
	New long term borrowing rate	4.5%	No new long term borrowing			

<p>A fit for purpose system of internal controls that support the delivery of the Councils objectives.</p>	<table border="1"> <tr> <td>Return for investment returns</td> <td>0.421%</td> <td>0.721%</td> </tr> <tr> <td colspan="3"> <p>The Council complied with regulatory requirements. The overall loans fund rate was below the budget . Early repayment of long terms loans and avoidance of new long term borrowing reduced exposure to counterparty risk and mitigated the reduction investment returns compared to previous years. Investment returns still exceed benchmark.</p> </td> </tr> </table>	Return for investment returns	0.421%	0.721%	<p>The Council complied with regulatory requirements. The overall loans fund rate was below the budget . Early repayment of long terms loans and avoidance of new long term borrowing reduced exposure to counterparty risk and mitigated the reduction investment returns compared to previous years. Investment returns still exceed benchmark.</p>			<p>Rolling 12 month position reviewed monthly.</p> <p>Monitored monthly but target is for 31 March each year. Monitored monthly but target is for 31 March each year. Assessment to be completed by 31 March each year. Monitored monthly but target is for 31 March each year.</p>	<p>Development Services Finance Manager</p> <p>Internal Audit Manager</p> <p>Internal Audit Manager</p> <p>Internal Audit Manager</p> <p>Internal Audit Manager</p>	<p>100% of treasury management practice statements reviewed within last 12 months.</p> <p>Assurance that financial and operational controls and arrangements for Best Value are functioning efficiently and effectively and that the significant risks to the organisation are being managed.</p> <p>Completion of 100% of the audits in the agreed audit plan.</p> <p>Actual productive audit days at least 90% of planned productive audit days .</p> <p>Annual assessment against good practice carried out and score is at least 90%.</p> <p>A mean score of 3 or more in management feedback on audits.</p>															
	Return for investment returns	0.421%	0.721%																						
	<p>The Council complied with regulatory requirements. The overall loans fund rate was below the budget . Early repayment of long terms loans and avoidance of new long term borrowing reduced exposure to counterparty risk and mitigated the reduction investment returns compared to previous years. Investment returns still exceed benchmark.</p>																								
	<table border="1"> <thead> <tr> <th>KPI/Success Measure</th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>Audit planned approved before start of year</td> <td>Before 31 March 2009</td> <td>Agreed at March 2009 Audit Committee</td> </tr> <tr> <td>% audits completed compared to planned</td> <td>100%</td> <td>93.75%</td> </tr> <tr> <td>% audits completed within allocated time</td> <td>90%</td> <td>81.25%</td> </tr> <tr> <td>% audit reports completed with agreed timescales</td> <td>Draft Report 100% Final Report 100%</td> <td>Draft Report 94% Final Report 100%</td> </tr> <tr> <td>% of audit recommendations accepted by management</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>Compliance with CIPFA Code pr Practice</td> <td colspan="2">Assessed as nearly fully compliant with CIPFA Code</td> </tr> </tbody> </table>	KPI/Success Measure	Target	Actual	Audit planned approved before start of year	Before 31 March 2009	Agreed at March 2009 Audit Committee				% audits completed compared to planned	100%	93.75%	% audits completed within allocated time	90%	81.25%	% audit reports completed with agreed timescales	Draft Report 100% Final Report 100%	Draft Report 94% Final Report 100%	% of audit recommendations accepted by management	100%	100%	Compliance with CIPFA Code pr Practice	Assessed as nearly fully compliant with CIPFA Code	
	KPI/Success Measure	Target	Actual																						
	Audit planned approved before start of year	Before 31 March 2009	Agreed at March 2009 Audit Committee																						
	% audits completed compared to planned	100%	93.75%																						
	% audits completed within allocated time	90%	81.25%																						
	% audit reports completed with agreed timescales	Draft Report 100% Final Report 100%	Draft Report 94% Final Report 100%																						
	% of audit recommendations accepted by management	100%	100%																						
Compliance with CIPFA Code pr Practice	Assessed as nearly fully compliant with CIPFA Code																								
<p>In broad terms Internal Audit has delivered the outcome in the service plan although some success measures fell short of target.</p>																									

			Monitored monthly but target is for 31 March each year.	Internal Audit Manager	100 % of audit recommendations accepted by management.
Customer Results	How well has your service met the needs and expectations of customers	<p>CIPFA/KPMG - Public Sector Corporate Services VfM Indicators: Section 3 Satisfaction examines the effectiveness of the finance function by assessing the perception of its commissioners and users.</p> <ul style="list-style-type: none"> Commissioner satisfaction average score: the Commissioner Survey revealed that A&B Council scored 3.69 against the Average of 3.85. The lower quartile being 3.69 and the upper quartile being 4.04. User satisfaction average score: the user survey revealed that A&B Council scored 3.89 against an average of 3.60. The lower quartile was 3.40 and the upper quartile was 3.86. User satisfaction is in the upper quartile but commissioner satisfaction is below average and on the threshold for lower quartile. The BV Action Plan for Strategic Finance should improve both these scores in the long term. <p>Internal Audit issues a customer satisfaction questionnaire following the conclusion of each audit. The target is to achieve an average score of 3.4 out of 4. The average score for 2009-10 was 3.7 out of 4. This would suggest a high level of satisfaction with internal audit.</p>	March 2011	Finance Manager Service Dev	Completion of Strategic Finance BV Action Plan
Community Results	How sustainable is your service?	<p>Sustainability impact assessments:</p> <p>N/A</p>			
Resources					
People resources	What people resources are used by	<p>Staffing levels in Strategic Finance over the last 3 years are as follows:</p> <p>2007-08 61.50</p>	Ongoing	Head of Strategic	Review operational and staffing requirements

	your service and how they are managed and motivated?	<p>2008-09 60.57</p> <p>2009-10 68.67</p> <p>86.04% of PDR 's were completed in 2009-10. This compares to 69% for 2008. Monthly Finance Managers Meetings take place. Information from these meetings is cascaded to staff as appropriate 4.24 FTE days were lost due to sickness absence in 2009-10. This compares to 4.6 FTE days for 2008-09.</p>	March 2011	Finance Head of Strategic Finance	<p>through Strategic Finance BV Action Plan to reduce costs in light of current budgetary outlook - service review due in year 3.</p> <p>Increase completion rate for PDRs to 90%.</p>																
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	A target of 3 CPD events is set in each Financial year. Support for staff to undertake professional training.																			
Financial resources	Did your service achieve its target budget outturn?	<p>Budget outturn</p> <table border="1"> <thead> <tr> <th></th> <th>Actual £m</th> <th>Budget £m</th> <th>Variance £m</th> </tr> </thead> <tbody> <tr> <td>2007/08</td> <td>1.090</td> <td>1.043</td> <td>0.047</td> </tr> <tr> <td>2008/09</td> <td>1.231</td> <td>1.210</td> <td>0.021</td> </tr> <tr> <td>2009/10</td> <td>1.322</td> <td>1.313</td> <td>0.009</td> </tr> </tbody> </table>		Actual £m	Budget £m	Variance £m	2007/08	1.090	1.043	0.047	2008/09	1.231	1.210	0.021	2009/10	1.322	1.313	0.009			
	Actual £m	Budget £m	Variance £m																		
2007/08	1.090	1.043	0.047																		
2008/09	1.231	1.210	0.021																		
2009/10	1.322	1.313	0.009																		
Improvement																					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and	The service plan is based around meeting key professional and regulatory requirements in a way that minimises costs and supports the strategic direction of the Council. It seeks to move financial management in the Council from a focus on stewardship to supporting performance improvement and enabling change.																			

	involving stakeholders and people?																												
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	<p>Member of CIPFA VFM Indicators Benchmarking Club. VFM Indicators are produced each year, in 2008-09 (latest year available) A&B Council produced the following results:</p> <table border="1"> <thead> <tr> <th>VFM Indicator</th> <th>ABC</th> <th>Average</th> </tr> </thead> <tbody> <tr> <td>Cost of the Finance function as a percentage of organisational running costs (expenditure)</td> <td>1.4%</td> <td>1.0%</td> </tr> <tr> <td>Cost of business decision support as a proportion of the cost of the finance function</td> <td>27%</td> <td>33%</td> </tr> <tr> <td>Cost of reporting and control as a proportion of the cost of the finance function</td> <td>47%</td> <td>35%</td> </tr> <tr> <td>Cycle time in working days from period-end closure to the distribution of routine financial reports to all budget managers and overseeing boards and committees</td> <td>20 days</td> <td>11 days</td> </tr> <tr> <td>% variation between the forecast outturn and the actual outturn at month 12</td> <td>1.7%</td> <td>2.4%</td> </tr> <tr> <td>Percentage of public sector organisations spend for which there are fully costed outputs which are measured by key performance metrics and for which a named individual is accountable</td> <td>53%</td> <td>88%</td> </tr> <tr> <td>Professionally qualified finance staff as a</td> <td>28.9%</td> <td>29.6%</td> </tr> </tbody> </table>	VFM Indicator	ABC	Average	Cost of the Finance function as a percentage of organisational running costs (expenditure)	1.4%	1.0%	Cost of business decision support as a proportion of the cost of the finance function	27%	33%	Cost of reporting and control as a proportion of the cost of the finance function	47%	35%	Cycle time in working days from period-end closure to the distribution of routine financial reports to all budget managers and overseeing boards and committees	20 days	11 days	% variation between the forecast outturn and the actual outturn at month 12	1.7%	2.4%	Percentage of public sector organisations spend for which there are fully costed outputs which are measured by key performance metrics and for which a named individual is accountable	53%	88%	Professionally qualified finance staff as a	28.9%	29.6%	March 2011	Finance Manager – Service Dev	<p>Complete 2009-10 VFM benchmarking exercise and analyse results.</p> <p>Strategic Finance BV Action Plan should improve results shown here but it may take until 2010-11 before there is a real impact.</p>
VFM Indicator	ABC	Average																											
Cost of the Finance function as a percentage of organisational running costs (expenditure)	1.4%	1.0%																											
Cost of business decision support as a proportion of the cost of the finance function	27%	33%																											
Cost of reporting and control as a proportion of the cost of the finance function	47%	35%																											
Cycle time in working days from period-end closure to the distribution of routine financial reports to all budget managers and overseeing boards and committees	20 days	11 days																											
% variation between the forecast outturn and the actual outturn at month 12	1.7%	2.4%																											
Percentage of public sector organisations spend for which there are fully costed outputs which are measured by key performance metrics and for which a named individual is accountable	53%	88%																											
Professionally qualified finance staff as a	28.9%	29.6%																											

		<table border="1"> <tr> <td>percentage of total finance staff (FTEs)</td> <td></td> <td></td> </tr> <tr> <td>Cycle time in days from date of year-end to submission of audited accounts</td> <td>65 days</td> <td>51 days</td> </tr> <tr> <td colspan="3"> <p>Overall costs are around 30% higher than average on a pro rata basis. Less resource is directed to decision support and more is directed to reporting and control than the average council. We take longer to complete budget monitoring reports and the annual accounts. Our professional staff mix is in line with the average. In 2008-09 we had a much lower level of fully costed outputs – this has been addressed in 2009-10 and 2010-11 budgets. Our actual expenditure was closer to forecasts than the average council.</p> </td> </tr> </table>	percentage of total finance staff (FTEs)			Cycle time in days from date of year-end to submission of audited accounts	65 days	51 days	<p>Overall costs are around 30% higher than average on a pro rata basis. Less resource is directed to decision support and more is directed to reporting and control than the average council. We take longer to complete budget monitoring reports and the annual accounts. Our professional staff mix is in line with the average. In 2008-09 we had a much lower level of fully costed outputs – this has been addressed in 2009-10 and 2010-11 budgets. Our actual expenditure was closer to forecasts than the average council.</p>					
percentage of total finance staff (FTEs)														
Cycle time in days from date of year-end to submission of audited accounts	65 days	51 days												
<p>Overall costs are around 30% higher than average on a pro rata basis. Less resource is directed to decision support and more is directed to reporting and control than the average council. We take longer to complete budget monitoring reports and the annual accounts. Our professional staff mix is in line with the average. In 2008-09 we had a much lower level of fully costed outputs – this has been addressed in 2009-10 and 2010-11 budgets. Our actual expenditure was closer to forecasts than the average council.</p>														
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<p>Best Value Review of Strategic Finance - working through action plan</p> <p>Best Value Review of Internal Audit: underway</p>												
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they													

	managed?																			
Risk Management	<p>What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?</p>	<p>Summary of risk register</p> <table border="1" data-bbox="465 178 1010 359"> <thead> <tr> <th></th> <th>2008-09</th> <th>2009-10</th> </tr> </thead> <tbody> <tr> <td>Red</td> <td>1</td> <td>1</td> </tr> <tr> <td>Amber</td> <td>21</td> <td>15</td> </tr> <tr> <td>Green</td> <td>4</td> <td>10</td> </tr> <tr> <td>% Exposure</td> <td>34.92%</td> <td>28.92%</td> </tr> </tbody> </table>		2008-09	2009-10	Red	1	1	Amber	21	15	Green	4	10	% Exposure	34.92%	28.92%			<p>Actions and commitments in Service Plan and BV Action Plan are aimed at managing and reducing key risks.</p>
	2008-09	2009-10																		
Red	1	1																		
Amber	21	15																		
Green	4	10																		
% Exposure	34.92%	28.92%																		

Improvement and HR Annual Performance Review 2009/10

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes:			
Improvement and OD	Clear Corporate Planning processes	Planning and Performance Management Framework reviewed and Updated. SOA is clearly linked to outcomes throughout the Council and Community Planning Partnership	June 2009, September 2009	Policy and Strategy Manager	Further review of PPMF to reflect new Council Structure and improved guidance for managers linked to performance management skills development
		Corporate Plan reviewed	Feb 2010	Policy and Strategy Manager	Review and simplify Corporate Plan to reflect revised Council vision
		Community Plan reviewed	May 2009	Policy and Strategy Manager	Review Community Plan to reflect new partnership vision and changes to public sector
		Community Engagement Strategy and Action Plan developed	June 2009	Policy and Strategy Manager/Community Planning Manager	Community Engagement Actions to be completed. Review roles and responsibilities following Council restructure, roll out community engagement skills development through Better Community Engagement project.
	Partnership development to clarify structures and improve effectiveness	Partnership review completed, including the development and implementation of local community planning groups. 3 rd sector Partnership interface agreed.	June 2009, March 2010	Policy and Strategy Manager	Improve strategic coordination of Community Planning Groups and review areas of responsibility following reorganisation.
		3rd sector demonstration project developed jointly with the Carnegie	November 09	Policy and Strategy Manager	

		Trust and 3 rd sector representatives. Plan in place and project being taken forward by Development Services after 1 April 10			
	Major bids and developments are able to access external funding	Match funding for Campbeltown THI, Rothesay THI and Arrochar Pier all supported and delivered. Funding Officer transferred to Development Services at 1 April 2010.	Mar 2010	Policy and Strategy Manager	
	Supporting the Council's culture change to one focussed on performance	SOA scorecard developed as part of PPMF and measured in Council scorecard. Performance reviewed at bi monthly Community Planning Management Committee meetings.	Sep 09	Policy and Strategy Manager	Review SOA and improve performance indicators to enable effective performance management.
		Pyramid system upgraded to enable scorecard development	Mar 09	Policy and Strategy Manager	Continued review and simplification of performance information held.
		Publicly available performance information not yet enabled	Sep 09	Policy and Strategy Manager	Prioritise availability of Council's performance information on the new website.
		PPMF in place with scorecards are for CPP, Council, Departments and Services. Chief Officer performance and skill is measured through Scorecards, Annual Service Reviews, appointments process and Personal Development Plans. Development training and support to enable culture change and performance improvement is underway for managers	March 2010	Head of IHR	Develop and implement Organisational Development Strategy including core competencies and key performance management skills, to cascade from Chief Officer leadership competencies and Council's revised Vision and Values.
	Best Value	Improvement Plan actions completed. Best Value follow up facilitated. PSIF Corporate Assessment implemented. Best	March 2010	Head of IHR	Updated Improvement Plan to be approved incorporating actions from the Assurance and Improvement Plan, BV2 Gap

		Value 2 gap analysis undertaken.			analysis and PSIF Corporate Assessment.
	Targeted Business Improvement Activities to support process change and improved customer satisfaction in specific services	Process for Change detailed design approved and implementation on track.	2011	Head of IHR/Business improvement Team Manager	Implement Programme communications and skills development related to Pfc. Identify further areas for business improvement in consultation with internal audit and in support of Transformation Programme.
	Effective corporate policy support for SMT, Members and Senior Managers	Action plans completed on Climate Change, Gaelic language and Equality	Quarterly reviews	Policy and Strategy Manager	Refresh guidance on corporate policy areas and link to Organisational Development Framework
	Clear Leadership and development standards and programme	Competencies developed for Chief Officers and implementation for senior managers on track. COSO meetings held 3 per year.	Dec 10	Head of IHR	Complete Manager competencies and develop as part of OD strategy. Develop key skill set for staff at all levels as part of OD Framework. Continue regular programme of COSO meetings.
	Support change in organisational culture	HR Strategy revised and updated.	Oct 10	Head of IHR	Review 2009/10 Strategy and prepare new action plan to reflect changing Council.
		Employee Engagement Strategy developed. Employee Survey carried out, results reported.	Sep 10 Nov 10	Head of IHR	Review and update EES action plan. Further publicise findings, report on actions and rerun survey early 2011.
		Management of Chief Officer reappointment process completed based on core leadership competencies.	Mar 10	Head of IHR	Ensure all HoS and Directors complete Personal Development Plans and hold reviews with manager. Finalise management competencies.
	HR management skills improved to improve organisational efficiency	Training undertaken for all managers in absence management (Community Services). Absence reporting	Mar 10	HR Manager (Operations)	Extend effective absence management training across Council

		increased.			
		Disciplinary policy and guidance notes for managers issued and monitored (Community Services) and training undertaken.	Mar 10	HR Manager (Operations)	Extend effective disciplinary procedure training across Council
		Workforce Planning Strategy developed for SWIA	Mar 10	HR Manager (Operations)	Extend across Council to develop comprehensive workforce planning strategy.
	Promote Argyll and Bute as a tourist destination	Homecoming Marketing Strategy developed and implemented with successful outcome of increased revenue to A&B businesses.	Mar 10	Communications Manager	
	Improve internal and external communications	Communications Strategy and Action Plan developed and part implemented.	Nov 10	Communications Manager	Review and update Communications Strategy and Action Plan.
	Employees of the Council are safe and healthy	Regular liaison meetings took place throughout the year. 100% target of Fire Risk Assessments, training requests and contractor vetting were achieved throughout the year.	Mar 10	Health and Safety Manager	Review and update Health and Safety Plan in consultation with new DMTs. Review targets for Health and Safety training. Implement Health Working Lives programme.
Customer Results	How well has your service met the needs and expectations of customers?	Feedback from employee surveys, a range of consultation and COSO meetings identified internal communication as a weakness. This is being addressed in the Communications Strategy and Action Plan. Learning and Development received overall positive feedback (>90% satisfaction) on training courses. The HR Strategy service carried out regular customer feedback surveys and achieved good overall responses. Feedback surveys	Mar 10	All Managers	Extend and improve customer feedback surveys creating effective baseline data for the new services and plan measureable target improvements. Ensure comprehensive feedback systems in place across the service.

		were not comprehensive across the service.			
Community Results	How sustainable is your service?	The service will be reviewed in 2011/12 as part of the service review programme. The sustainability of the service will be related directly to the shape of the organisation in the future.	Mar 10	Head of IHR/All Managers	Identify opportunities for shared resources with partners in OD, H&S and HR. Reduce travel by more flexible working and use of VC/telephone conferencing.
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	<p>On average 51 FTE were employed in the service to March 2010.</p> <p>3 Managers left the service as a result of change and restructure to the service.</p> <p>Levels of attendance averaged 1.76 days absence throughout the year, below target. Return to work interviews are held with all staff after sickness absence. Contact maintained if absence is long term.</p> <p>PDR completions - 82%</p> <p>The service management team meets monthly and team briefings are held regularly throughout service on a cascade basis. Frequency increases to fortnightly when high</p>		All managers	<p>The service has had a significant amount of change during the year, with the Head of Service appointed in July 2009 to create a new service combining 5 Management Teams that had not previously been joined. This happened at a time of significant change for the organisation and resulted in periods of uncertainty for the staff.</p> <p>A restructure to streamline performance and organisational development has formed an Improvement and OD team from the former Policy and Strategy/ Learning and Development teams.</p> <p>PDRs are monitored to ensure these are carried out. These are programmed to follow on from manager PDRs and the development of Team workplans.</p>

		<p>priority programmes are underway.</p> <p>An open relationship between staff members and managers is encouraged to enable good communication.</p>			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	The development of a new service has been challenging for the team members during a period of significant change. Involvement of HR team representatives was a core element in planning the centralisation of the HR service. Consultation took place with managers on the reorganisation of the service.	Mar 10	Head of IHR/ Managers	Hold 2 team days with all team members and provide feedback. Suggestions for improvement to be encouraged across the service. Regular team meetings to be held by managers.
Financial resources	Did your service achieve its target budget outturn?	The service underspent by £63,282 due to spending restrictions in the Business Improvement Team and Performance Team. Some savings were generated by non filling of vacancies.	Monthly	Caroline Whyte	All budget holders input into monthly budget monitoring reports. The budget is a standing item on monthly IHR management team meetings.
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process has involved Managers in their areas of responsibility. This is informed by the Corporate requirements set out in the Corporate Plan and Improvement Plan. Service targets are informed by customer feedback (internal and external)	In accordance with corporate timescale	All Managers and Head of IHR	Review and discuss corporate guidance at management team meetings. Third tier managers then to draft with their teams involving all key stakeholders

		4 weekly meetings of management team. Cascade to staff teams. Regular whole service team days introduced.	Monthly	Head of IHR	Regular and open forum for discussing corporate issues, service priorities, performance progress. Feedback from whole staff team encouraged and involvement in team days.
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	The service has clear objectives set by the Community Plan, Corporate Plan, Best Value guidance, Improvement Plan, HR Strategy, Communications Strategy, Health and Safety Plan and Community Engagement Strategy. Delivery on the associated actions plans is measurable and recorded in the performance management system. These are influenced in a a strategic context by close monitoring that identifies developments in national policy that is relevant to the organisation's priorities.	Annually		Review and update service strategies and action plans. Revised Corporate Plan to reflect changing organisation and new vision and values. New Improvement Plan to reflect AIP, PSIF and BV2 Gap Analysis.
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	Service plan targets are set taking into account the overall corporate needs of the organisation as identified by the Executive Committee and SMT. National performance levels and local/regional partnerships inform measures. Research and customer feedback, such as the Employee Survey provide further intelligence and baseline measures for measureable improvement.	Targets set with managers during the course of agreeing service plan and team plans		Review as part of the development of annual service plan, preparation of team plans and in light of further planned customer feedback (internal and external) and baselining. Use output from internal audits to improve targets and processes.

Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<p>Consultation with Community Planning Partners in the preparation of the Community Plan and Single Outcome Agreement takes place at bi-monthly CPP Management Committee, Full Partnership, Thematic Group and LACPG meetings. The Community Plan was prepared following significant consultation at a series of events.</p> <p>Health and Safety quarterly liaison meetings assess the progress on the Health and Safety Plan, which is developed in consultation with services.</p> <p>HR Operations and HR Business Partner liaison carried out at regular meetings between Departments and HR Strategy.</p> <p>Pyramid Users meet regularly to discuss issues relating to the performance management system.</p> <p>Partnership working with CIPD, SPDS, HSE, Scottish Government, COSLA, CIPFA, EHRC, CnG is ongoing and a key part of managing improvement in the service.</p> <p>Regular monthly liaison meetings</p>	<p>2 monthly</p> <p>Quarterly</p> <p>Quarterly</p> <p>Ongoing</p> <p>Ongoing</p> <p>Monthly</p>	<p>Head of IHR, Community Planning Manager</p> <p>Health and Safety Manager</p> <p>HR Managers (Operations and Strategy)</p> <p>Improvement and OD Manager</p> <p>Head of IHR/All Managers</p> <p>Head of IHR/ HR</p>	<p>Improve partnership liaison on the Community Plan and SOA to monitor and improve performance through more focussed CPP Management Committee meetings.</p> <p>Continue to monitor progress at LACPGs and Thematic Groups for effective delivery of measureable target outcomes.</p> <p>Review delivery of Health and Safety advice and support in consultation with new DMTs. Refresh Health and Safety Plan.</p> <p>Centralisation of entire HR function has made the need for these meetings obsolete. Close liaison between HR Managers (Strategy and Operations), the HR Board and new DMTs will inform the customer focus of the service.</p> <p>Improve partnership liaison across the whole service.</p>

		<p>take place with the Trade Union representatives. EJCC takes place twice yearly.</p> <p>Cross departmental working groups are developed on an ad-hoc basis to consult and deliver on corporate improvements.</p>	<p>Twice yearly</p> <p>Ongoing</p>	<p>Managers (Operations and Strategy)</p> <p>All managers</p>	<p>Continue with regular liaison meetings, review effectiveness of EJCC, arrange regular liaison meetings between TU representatives and SMT during period of significant change.</p>
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	<p>Risk registers</p> <p>Key risks for service in 2009/10 were as follows:</p> <p>Staff absence: lower risk as absence was below target.</p> <p>Recruitment and retention: good response to vacancies in the service, with appropriate appointments made. However difficulties in recruiting in some services highlights the wider economic position.</p> <p>Demotivated workforce: At a time of significant change, communication with staff is important and identified in the Communications Strategy. Delivery of COSO events has kept senior officers involved. Employee survey and suggestion scheme also improve involvement across the organisation.</p>		<p>Head of IHR</p>	<p>Recruitment and retention strategy to be updated as part of HR Action Plan refresh.</p> <p>Implement programme of information cascades, publicise employee suggestion scheme, implement communications training for managers.</p>

		<p>Poor employee relations: improved regularity of meetings with employee representatives is contributing to a more positive relationship.</p> <p>Equal Pay claims: deliver of single status programme on track.</p> <p>Adverse media coverage: proactive approach to media releases and regular meetings with editors has resulted in an improvement in positive media coverage.</p> <p>Website to achieve AA rating: Process for change web team are making progress as planned on implementation of website upgrade.</p>			<p>Continue regular liaison and consultation with TUs.</p> <p>Regular meetings with media representatives and proactive press statements to continue to improve coverage, particularly during a period of significant change.</p> <p>Continue to ensure PfC outputs on track.</p>
--	--	---	--	--	---

Annual Performance Review

Guidance 2010

Adult Care



Contact:

James D M Robb

Head of Adult Care Services

Argyll and Bute Council
Annual Performance Review 2010
Adult Care

Introduction

This initial annual performance review document sets out the key elements of our improvement journey in Adult Care during 2009 and includes the period up 31st March 2010.

The report includes the following three sections:

Section 1

High level strategic overview of the improvement secured across Adult Care during 2009/2010. This includes key milestones achieved in the redesign of older people services, Learning Disability and Mental Health. Key operational objectives detailed in Pyramid and the development of the new Adult Protection agenda are also considered.

Section 2

This section of the report relates to Appendix 1 as per guidance note. This details the main key performance indicators as detailed on the Adult Care scorecard. These key performance indicators are detailed and achievements are noted along with improvement actions. This report is split into Outcomes, Resources and Improvement.

Section 3

This section includes financial data relating to 2008 to 2010.

Section 1 Background

Key Milestones- Modernisation and Redesign of Services

Older Peoples Services

The redesign and modernisation of older peoples services continues to build momentum and the project management framework and process has facilitated the development of key recommendations to be considered at the forthcoming Project board in August 2010.

Learning Disability

The redesign and modernisation of the Learning Disability service continues to make progress with a long list of options being developed by the project team. Key dates in relation to the next steps include the forthcoming project board in August 2010.

Mental Health

The re-design and modernisation of mental health services continues to make progress. The project board received sign off from the Scottish Government at the start of February 2010 and the new service including Acute facility to be completed by May 2013.

Key Operational Improvements

The performance of Adult Care staff in relation to shifting the balance of care and delayed discharge has improved during 2009 and the start of 2010. The delayed discharge agenda is one of the main priorities for assessment and care management staff and the assessment timescale for the completion of assessment has over the past three years reduced from 56 days in 2008, 2009 to 42 days then 28 days on 1st April 2010. This has allowed staff and managers the opportunity to speed up the process of assessment and final care/support plan implementation.

The number of unallocated cases dropped significantly during 2009 and this improvement has continued during 2010 to the current performance which is currently on target- Green RAG status on Pyramid.

Adult Services have also successfully introduced a new set of Adult at Risk procedures which have been developed by a West of Scotland group which included 12 Council, Strathclyde Police and a number of aligned Health Boards.

Adult Care managers have made a significant contribution to the new Social Work Service Plan 2009/2012 and are actively involved in the preparation for the forthcoming SWIA follow up inspection planned for October 2010.

Budget Management

Adult Services have managed the budget allocation in a robust way and having started 2009 in a negative position have secured significant improvement in the majority of budget lines. This improvement has been secured by the efforts of all managers in Adult Care contributing to this agenda. Further detail is included in section three of this report.

Conclusion

The combined efforts of all managers in Adult Care have contributed to the good news story in relation to Adult Care performance in 2009/10. Managers have contributed to better budget management and improvement in key tasks in relation to assessment and care management. The re-design of services mentioned above continues to build momentum and timescales are being met.

Ambitious targets have been set in relation to key strategic and operational objectives. The use of the PPMF framework and in particular Pyramid sits at the centre of our improvement journey. Pyramid continues to play an increasing role in all levels of the management structure and plans are in place to roll out additional training to managers and practitioners in Adult Care.

Managers and staff move into 2010 with ever increasing confidence concerning key strategic and operational objectives clearly set out in the vision for the re-design of services and as detailed in the Social Work Service plan.

	<p>2/ The % attending alternative day ops only.</p> <p>Promoting the personalisation agenda across all services in Adult Care</p> <p>March 2009:67.55</p> <p>March 2010:58.69</p> <p>3/ The %AC Carer Assessment accepted.</p> <p>June 2009:33.33</p> <p>March 2010:23.08</p> <p>Performance simply reflects the uptake of assessments offered.</p> <p>4/ Outstanding assessments over 28 days.</p> <p>Note that target date has fallen from 56 days (April 2008) to 42 (April 2009) to the present 28 days (April 2010)</p>	<p>** March 2009 figures not considered to be an accurate benchmark. Improved quality of data collection from January 2010.</p>	<p>January 2011</p> <p>October 2010</p> <p>October 2010</p>	<p>Susan Spicer</p> <p>Allen Stevenson</p> <p>Allen Stevenson</p>	<p>2/ Promote and develop the personalisation agenda across all aspects of service delivery and secure a direction of travel away from traditional forms of day care support to day opportunities.</p> <p>Agenda will be progressed via both the Re-design of Learning Disability Services and the promotion of the Personalisation agenda.</p> <p>3/This indicator will be supplemented with indicator that confirms that all carers are offered a Carers Assessment with a target of 100% offered.</p> <p>Thereafter there will be greater clarity as to the targets we should set for uptake. Timescale for new indicator: October 2010 and revised targets for uptake: April 2011.</p> <p>4/ Improve performance within assessment and care planning cycle to ensure turnover/ workload management is maintained in all teams. Specific Targets and timescales to complement general progress to be confirmed</p>
--	---	---	---	---	---

	<p>April 2008:236</p> <p>April 2009:182</p> <p>April 2010:35</p> <p>Significantly improved performance both in terms of reduced numbers and decreasing target date</p> <p>5/ Average days between investigation& AP case conferences. Procedures Confirms a maximum of 5 days</p> <p>October 2008:6.33 days</p> <p>March 2009:No Investigations</p> <p>April 2009:3.5</p> <p>March 2010:2.40</p> <p>Performance significantly improved and well within the maximum timescale</p>		<p>October 2010</p>	<p>Allen Stevenson</p>	<p>5/ Ensure managers adhere to AP procedures, standards and that timescales are monitored centrally and action taken to secure timelines. Timescale will change to 10 days in October 2010 as per West of Scotland Adult Protection Procedures which introduces the “Duty to Enquire” process hence the additional timescale.</p>
--	---	--	---------------------	------------------------	--

	<p>6/ASW2 Residential Accommodation staff Qualifications-other adults.</p> <p>Met minimum standards as per care commission standards. Performance is a ranking within National Performance. To be removed in future as tells us nothing in relation to actual quality of the service.</p> <p>08/09: 5th in Scotland (most recent national figure issued)</p> <p>7/Personal care-% of home care service.</p> <p>April 2008:82.21</p> <p>March 2009:87.94</p> <p>March 2010:93.81</p> <p>Confirms targeting of services at high dependency personal care services as against lower dependency domestic home care as per the Council's agreed Prioritisation Framework</p> <p>8/ ASW5 % of overnights respite nights not in a care home 18-64.</p> <p>This is a national ranking and does not tell us anything about the quality of the service. To be</p>		<p>October 2010</p> <p>October 2010</p> <p>October 2010</p>	<p>Anne Austin</p> <p>Allen Stevenson/Anne Austin</p> <p>Allen Stevenson</p>	<p>6/ Target training opportunities for residential staff within the training plan. Linked to PDR process. Will be removed from list of indicators.</p> <p>7/ Improve rate of personal care uptake across each locality within the Council area. Confirm specific targets and timescales to complement general progress.</p> <p>Present target is 90%. To be amended to 95% at October 2010.</p> <p>8/ Increase use of alternative methods of respite which is more flexible and increases choice</p>
--	---	--	---	--	---

	<p>replaced in future.</p> <p>2007/08:6th</p> <p>2008/09: 4th(Most up to date figure)</p> <p>9/ ASW5 % of day time respite not in a day care centre 18-64.</p> <p>This is a national ranking and does not tell us anything about the quality of the service. To be replaced</p> <p>2006/07: 16th</p> <p>2007/08:15th</p> <p>2008/09:16th</p> <p>10/ ASO3M11 - % of older people receiving care in the community. Present target is 65%</p> <p>March 2008:59.41</p> <p>March 2009:62.03</p> <p>March 2010:64.25</p> <p>Performance is improving and shifting the Balance of Care towards care in the community</p>		<p>October 2010</p> <p>October 2010</p>	<p>Susan Spicer</p> <p>Pat Trehan</p>	<p>through personalisation agenda in all aspects of support plans. We will confirm specific % targets for non care home based respite in October 2010.</p> <p>9/ Increase use of respite and short breaks through the personalisation agenda. By increasing choice and improving flexibility of approach by staff and respite bureau. Confirm specific targets and timescales that confirm % respite in day centres/alternatives in October 2010.</p> <p>10/ Improve performance in relation to shifting the balance of care across teams in all areas. Confirm specific targets and timescales to complement general progress.</p> <p>Target will change to 70% at October 2010 to reflect further investment in community services; overnight home care, extra- care housing pilots</p>
--	---	--	---	---------------------------------------	---

	<p>.11/ ILF ranking within the UK.</p> <p>National ranking which tells us nothing about the quality of the service. Indicator will be removed in future</p> <p>2008 /09: 8th</p> <p>2009/10:8th</p> <p>.12/Direct payment Ranking within Scotland.</p> <p>National Ranking which does not tell us anything about the quality of the service or the target numbers we should be setting</p> <p>2008/09: 9th</p> <p>2009/10:9th</p> <p>2010/11:9th</p> <p>13/Adult Care- Unallocated Work.</p> <p>Present Target is 45</p> <p>March 2008:318</p> <p>March 2009:178</p> <p>March 2010:90</p> <p>Significantly improved performance sustained</p>		<p>October 2010</p> <p>October 2010</p> <p>October 2010</p>	<p>Allen Stevenson</p> <p>Allen Stevenson</p> <p>Allen Stevenson</p>	<p>and re-launch of Telecare during the autumn of 2010.</p> <p>Indicator will be removed and not replaced in October 2010.</p> <p>12/ Promote uptake of Direct payments with those able to care manage their own support. Confirm specific targets and timescales and move away from general reference to national ranking in October 2010.</p> <p>13/ Sustain current performance and target teams not performing and achieving target by modelling good performance behaviours across all teams. Target to be reduced to 30 in October 2010..</p>
--	---	--	---	--	---

	<p>over the two previous financial years</p> <p>14/ No of Delayed Discharge over 6 weeks.</p> <p>March 2008:1</p> <p>March 2009:4</p> <p>March 2010:0</p> <p>Achieved consistent performance in achieving low numbers of people delayed in hospital over 6 weeks. Achieved zero targets for April, May, June & July 2010.</p> <p>15/ Number of Compulsory Treatment Orders.</p> <p>March 2009:13</p> <p>March 2010:1</p> <p>Secured low numbers of individuals detained under compulsory measures under mental health care and treatment Scotland Act ensuring best practice in line with guiding principles of the act. However indicator will provide variable numbers due to the individual requirements of the patients involved and</p>		Ongoing	<p>Allen Stevenson</p> <p>Allen Stevenson</p>	<p>14/ Ensure all adults are discharged from hospital when medically fit and return home with initial package of care and assessed at home. Update Delayed Discharge performance by linking existing targets with “the number of Beds Days Lost” and the Total Number of Delayed Discharges in October 2010.</p> <p>15/ Roll out access to early intervention through re-design of mental health services and ensure least restrictive option is always pursued when possible. Remove this from the list and replace with a new indicator that confirms the Balance of Care between care in the community and care within institutional settings</p>
--	--	--	---------	---	--

	therefore should be removed in future.				
Customer Results	<p>How well has your service met the needs and expectations of customers</p> <p>Adult Care are improving the way it gathers information and interrogates the findings of data collected to improve the customer satisfaction levels.</p>	Customer feedback		J Robb	There is a rolling programme of customer satisfaction questionnaires sent out across all Adult Care teams which are facilitated by the Commissioning Team. These results are collated and presented in a report which allows service managers to take appropriate actions to improve performance. Customer complaints are also studied to identify any patterns of poor service delivery.
Community Results	<p>How sustainable is your service?</p> <p>Redesign work currently underway in older peoples services, Mental Health and Learning Disability to ensure long term sustainability</p>	Sustainability impact assessments		J Robb	Redesign of services in Older people, learning disability and mental health to ensure sustainability and affordability over medium to long term.
Resources					
People resources	<p>What people resources are used by your service and how they are managed and motivated?</p> <p>Adult Care employs a significant workforce in care homes, homecare, day care and fieldwork services.</p>	Employee numbers, Employee turnover, PDR completions, Team meetings, levels of attendance			Promote the uptake of PDR from Q4 results of 83.66%. Roll out training session to managers who have responsibility for the completion of staff PDR to ensure improvement of the quality of the process. These training sessions are currently under way.
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	Number of leavers, PDR completions, staff surveys		J Robb	83.66% of PDR completed for by Q4 2009/2010. Target was 80%.

	<p>The uptake of PDR is regarded as a high priority within Adult Care and further training is currently underway to develop the skills of those who have responsibility for the completion of PDR with staff. A one day training/ coaching event is underway currently within the social work service to look at quality issues in relation to the desired outcomes of PDR process.</p>				
Financial resources	<p>Did your service achieve its target budget outturn?</p> <p>Refer to Appendix 2</p>	Budget outturn			Please refer to Appendix 2
Improvement					
Leadership	<p>How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?</p> <p>The aims of Adult Care service are clearly set out within the Adult Care scorecard, the Social Work Improvement plan 2009/2012 and service scorecards by ensuring reporting of the key performance indicators.</p> <p>The re-design of services within Adult Care has</p>	Service plan preparation process			The modernisation programme within the Council will provide opportunity to re-design the current management arrangements within Adult Care to ensure a more robust structure which will improve local ownership of the operational and key strategic objectives of the service. Plans to be progressed and presented by summer time.

	at the centre a robust consultation strategy which has involved a range of stakeholders in the three main re-designs currently underway in Older people's services, Learning Disability and Mental Health services. The project management approach to re-design has ensured representation of users and carers as an integral part of the re-design process.				
Service planning	How do you monitor performance against the strategic and policy context that your service operates in? The Adult Care scorecard is used to ensure improvement in performance against key strategic priorities which includes the balance of care, delayed discharge, respite, etc. This approach work effectively as data is inputted onto system by the 8 th of every month to ensure the Director, Head of Service, and elected members have access to up to date information. A number of the KPI are monthly and a number are quarterly. This provides robust information and is open to scrutiny through audit.	Benchmarking, external partner working	Allen Stevenson	September 2010	Increase the understanding and use of the Pyramid data by all managers and staff over the next 12 months to ensure increased understanding of how the PPMF and pyramid will ensure focus on key operational and strategic objectives. Briefing meeting planned quarterly with Area Managers for 2010/11.
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets? Service targets and benchmarking has been taken from national data (where available) and other targets have been set with the aim of	Rationale for service plan targets	Allen Stevenson	September 2010	Roll out further training for 3 rd and 4 th Tier managers in relation to pyramid. This will allow managers to understand and evidence their growing understanding of the key operational and strategic aims of the Council and Adult Services role in delivering an ambitious agenda through our Single Outcome Agreement and Corporate plan.

	achieving best practice and performance in all aspects of service delivery. The Adult Care scorecard was designed to ensure reporting of operational duties and responsibilities matched the strategic priorities of the service. This ensures the scorecard on Pyramid sets out the main priority areas for the future direction of improvement within the service.				All managers will then be able to work with staff at the point of service delivery as well as being confident in their ability to articulate the direction of travel to outside inspection agencies which include SWIA and the Care Commission.
Partners and other resources	<p>What relations are there between your service and partners, what other resources are used and how are they managed?</p> <p>The main partnership link is ensured through the Strategic Health and Care partnership body. This chief officer group includes the most senior officers of the Council and Argyll and Bute CHP and others which ensures clear strategic links to all aspects of partnership working. Other strategic groups include the Lead officers group (LOG) in relation to substance misuse and the Chief Officers group (GOC) in relation to adult and child protection.</p>	Consultation with partners, shared services/joint working			Increase the involvement of service managers and area managers in strategic groups to ensure the vision of the Council is understood as well as improving the opportunities to work more closely with partners operationally on service delivery. Improving 3 rd and 4 th tier managers understanding of key directions of travel will secure a better fit between strategic goals and operational service delivery priorities.
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	Risk registers	Allen Stevenson	September 2010	Ensure managers are fully aware of the current strategic risk register and operational risk register (ORR) within Adult Care. Organise future events with 3 rd and 4 th tier managers to ensure a full understanding of a risk based approach to

	<p>Adult Services have an active Operational Risk Register (ORR) live on Pyramid which is updated on a quarterly basis by service managers. Each risk is considered and changed according to current level of risk. This is linked into the strategic risk register also on Pyramid.</p>				<p>management is understood and undertaken.</p>
--	--	--	--	--	---

Service Outcome Narrative	Period Year		Data			2010			
	2008		2009			2010			
	Sum of Actual	Sum of Budget	Sum of Variance	Sum of Actual	Sum of Budget	Sum of Variance	Sum of Actual	Sum of Budget	Sum of Variance
Adult Protection				12,832.83	30,992.00	18,159.17	235,166.05	237,860.00	2,693.95
Central/Management Costs	4,174,487.30	4,206,082.72	31,595.42	896,913.41	920,134.59	23,221.18	607,379.96	650,766.05	43,386.09
Learning Disabilities	4,931,142.38	4,657,706.27	-273,436.11	6,881,699.28	6,423,109.96	-458,589.32	7,116,109.14	7,063,372.09	-52,737.05
Mental Health	882,307.73	1,124,914.68	242,606.95	1,330,201.41	1,364,287.15	34,085.74	1,216,584.43	1,360,319.52	143,735.09
Older People	18,074,490.95	19,042,622.37	968,131.42	23,050,653.21	22,533,575.00	-517,078.21	24,739,054.15	24,586,794.99	-152,259.16
Grand Total	28,062,428.36	29,031,326.04	968,897.68	32,172,300.14	31,272,098.70	-900,201.44	33,914,293.73	33,899,112.65	-15,181.08

Notes

2007/08 the main factors in the underspend are Over recovery of income Council Residential units £145K, underspend on Residential care £252K and the transfer to CFCR of the cost of Garelochhead £486K, but not the transfer of budget.

2008/09 The increase in variance movement can be explained in that overall terms the budget between 07/08 and 08/09 increased by £2,240K and the corresponding actuals have increased by £4,109K a movement of £1,869K

This is mainly due to Older People £1,494K, Mental Health £208k and Learning Disability £185K

2009/10 The reduction in variance movement can be explained in that overall terms the budget allocation for 09/10 increased by £2,627 to reflect the high level of spend in 2008/09 and that the corresponding expenditure increased by £1,742. Thus generating the reduction of £885. This reflects the work undertaking within the service to control costs.

This page is intentionally left blank

(7) The no. and percentage of young people ceasing to be looked after who receive SCQF Level 3 in English and Maths – 74% (*Target 35%*)

Indicators 6)and 7) are subject to significant fluctuation each year given the small number of children involved in any year.

(8) %age of reports submitted to SCRA within 20 days – 52% (*Target 75%*) – *issues related to availability of staff resources addressed and current performance now on track.*

(9) %age of care leavers with a pathways plan – 100% (*Target 100%*)

CF 3

(1) %age of children with a disability who are open cases that receive community based support - 69% (*Target 75%*)

(2) No. of child care places – 2009(*Target 2100*)

3) Number of child care staff holding SSSC approved qualifications. – 77% (*Target 84%*)

4) Percentage of assessments of the needs of children with disabilities completed within 56 days of request. – 100% (*Target 100%*)

5) Percentage of children with a disability over 14 years who are open cases that have a plan addressing transition to adulthood. – 80% (*target 60%*)

6) Percentage of children in need assessments completed within 56 days of receipt. – 100% (*target*

Mark Lines

CF3 Relates to early years, family support and services to children with disability. Key areas to address in 2010/11 will be transition arrangements for vulnerable and disabled young people entering adulthood and the development of the new integrated early years team. The targets for the specific actions relating to this for 2009/10 are highlighted in italics and these will be taken forward in 2010/11 through the children's service planning processes and monitored through the social work development plan.

		<p>100%)</p> <p>7) Implementation of the Integrated Children's Service Plan (ICSP) on track</p> <p>CF 4</p> <p>1) Percentage of reports submitted to the Court by the due date. – 95% (Target 98%)</p> <p>2) Percentage of new probationers seen by a supervising officer within a week. – 84% (Target 75%)</p> <p>3) Average hours for completion of Community Service Orders - 2.98 (Target 3.7)</p> <p>4) Percentage of Community Service Orders successfully completed. 60% (Target 75%)</p> <p>5) Percentage implementation of supervision/intervention/outcome performance action plans. – 100% (Target 100%)</p> <p>6) Percentage implementation of Social Enquiry Reports performance action plan. -100% (Target 100%)</p> <p>An annual social work performance report has been completed and submitted to the social work management team</p>		Jon Belton	<p>CF 4 relates to criminal justice services which are provided as part of the partnership with East and West Dunbartonshire councils. A focus for improvement in 2010/11 will be the effectiveness of community service and probation as part of the implementation of the new Community Payback Orders and an implementation plan for the new order is being drawn up.</p>
Customer Results	How well has your service met the needs and expectations of customers	<p>Customer feedback is obtained through a number of means including: the use of Viewpoint to gain the views of looked after children and children affected by disability and children on the child protection register. At the present time one third of children have completed Viewpoint responses.</p> <p>This is complemented by the use of postal surveys for parents of</p>		David Bain	<p>This area of work is a priority for expansion in 2010/11 with the collation of a more systematic analysis of information obtained from Viewpoint along with an increase of the numbers of young people participating.</p> <p>The range of data obtained from these sources will be collated as part of the service response to our community engagement strategy 'Nothing about you without you'.</p> <p>The aim will be to triangulate customer results from</p>

		<p>children on the register. This is reported annually to the Child Protection Ctte</p> <p>Parental views of children affected by disability are sought through twice yearly liaison meetings</p> <p>Advocacy arrangements are in place through service level agreements with 'Who cares' and 'Children 1st'.</p> <p>The role of the Children's Champion is being developed.</p> <p>There is a well established programme of case file auditing for children's files</p>			<p>case file auditing, customer feedback and performance measures to give a validated evaluation of the extent to which we meet customer needs. This will involve the development of a framework to evaluate and compare performance in each of these areas</p>
Community Results	How sustainable is your service?	<p>Sustainability assessments are undertaken on major capital works. The future of revenue based services is subject to a detailed service review</p>		D Dunlop	<p>The future sustainability of the service is being examined as part of the councils modernisation programme which is due to report in Sept 2010</p>
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	<p>The service currently employs 219 FTE staff and has a turnover rate of 5.2 %</p> <p>92% of PDR's were completed with staff</p> <p>There is a well established programme of team meetings across the whole of the service and these are complemented by direct engagements with staff by senior managers through a number of routes including service specific areas such as child protection and through a well established programme of Head of Service</p>		Management team	<p>The PDR programme will continue in 2010/11 along with a review and reissue of the council's supervision policy for social work staff.</p> <p>Levels of staff absence will be monitored with early measures taken to assist staff where absence is an issue. Specific action is being taken to address outstanding long term absence cases.</p> <p>Recruitment and future succession planning issues will be monitored with particular attention given to high priority posts such as qualified social workers</p>

		<p>visits</p> <p>Annual sickness levels stand at 4.34%</p> <p>The %age of leavers in 2009/10 was 5.2%</p>			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<p>An annual staff survey is undertaken by the council's quality assurance team to gauge staff views in respect of involvement and understanding of strategic priorities. This has shown a positive level of engagement by staff in these strategic issues</p> <p>The service has run two authority wide self evaluation events involving staff at all levels within the organisation as part of planning for future services.</p> <p>92% of PDR's were completed with staff</p> <p>There is a well established programme of team meetings across the whole of the service and these are complemented by direct engagements with staff by senior managers through a number of routes including service specific areas such as child protection and through a well established programme of Head of Service visits</p> <p>The social work service has a training strategy overseen by a training board and well established training programmes are in place</p>		Management team	<p>The engagement of staff in planning for the service priorities will continue to be a key activity in the coming year. This will include staff participation in the Best Value service review in line with the review guidance , along with involvement in specific service reviews such as those relating to children affected by disability and early years. In addition staff will also participate directly in authority wide events such as self evaluation seminars and practice development events such as listening to young people.</p> <p>Training strategies will be formed in relation to feedback from PDR and from staff surveys such as that undertaken in relation to child protection.</p> <p>The future development of the social work training strategy will be discussed and taken forward in conjunction with the new OD manager and with the training board. This will include consideration of the future development of the role of the self directing practitioner and joint training activity with CPP partners.</p>

		<p>for residential staff, child protection, and support staff including secondments on professional social work training.</p> <p>The authority has a newly established local practitioner forum and a child protection practitioner forum.</p>			
Financial resources	Did your service achieve its target budget outturn?	<p>The service had a final outturn figure of £666k overspent.</p> <p>This mainly related to the increase of numbers of children in care particularly external residential placements, contact and welfare arrangements and support to children affected by disability</p>		D Dunlop	Action has been taken to review all expenditure in high cost areas and service strategies developed to address underlying causes of cost pressures, particularly the increase in the numbers of children becoming looked after. This is being taken forward by the Best Value Review of children's services and at an operational level by enhanced arrangements for care planning for looked after children through appointment of a second independent reviewing officer and the creation of ring fenced looked after children's workers.
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	<p>The service plan was established following a self evaluation process that involved staff from all levels within the service. This process involved a detailed self evaluation and the plan follows the performance improvement model established by the social work inspection agency. This process has been followed up by a further self evaluation event.</p> <p>This detailed service plan is complemented by the corporate service plan.</p>		D Dunlop / D Bain	The process of service planning will be extended to more explicitly include wider stakeholder interests
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	<p>The annual performance report compares the service performance against a number of key benchmarking partners.</p> <p>Ongoing liaison with SWIA and HMIE as external scrutiny bodies</p>		D Dunlop / H Kidd	Benchmarking will expand into process issues with key partners as part of service reviews and future service planning

		provides a national perspective through which to monitor performance			
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<p>The key performance indicators for the service are laid out within a thematic context in Pyramid. These were established through consultation and business process analysis with staff. These are reviewed weekly, monthly or in some cases quarterly with staff.</p> <p>The social work development plan is established against the national performance improvement framework and forms a process on continual self evaluation and the framework.</p>		D Dunlop/D Bain	The pyramid system will expand to include further area based reports. More systematic use of the system will be made at area and team level .
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	The service has well established partnership arrangements with the full range of partners. This is overseen by the strategic planning group 'Argyll and Bute's Children' and supported by three thematic groups: The child care partnership (early years); the child protection ctte ; and the children with additional needs planning group. In turn these groups are supported by seven local interagency children's service forums.		Management team	<p>The governance arrangements for integrated children's services will be addressed as part of future partnership developments.</p> <p>The new integrated early years team will become established with a further report on the review available by the end of 2010</p> <p>The final report on integrated approaches to children affected by disability will be completed early in 2010/11</p>
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	The major risks related to non recurring financial expenditure primarily the costs of children in external placements and demographic and societal changes which increase the demand for services such as the increase in demand for support for children affected by disability and the overall increase in numbers of children becoming looked after.		Management team	The key strategy for the service is to increase the capacity to care for more children in the local community thereby reducing the key risks. This is integral to a number of service priorities including the foster care strategy and the development of enhanced care planning arrangements for looked after children along with community based preventative measures.

--	--	--	--	--	--

Appendix 1 – Annual Performance Review

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results	<p>What has your service achieved in relation to your Performance Indicators?</p> <p>Education Scorecard was revised in June 2010 to increase alignment with Service Plan.</p>	<p>Service Plan Outcomes Scorecard Data sets from SEEMIS School Reviews Exam analyses CfE databases (in development)</p>			
1.	<p>Attainment (S4) 5 Level 5 Authority percentage of S4 pupils achieving 5 or more Standard Grade Credits or Intermediate 2 passes.</p>	<p>Fyfe Analysis Standard Tables and Chart (STACS)</p> <p>2009 Results: <u>S4 - 5 Level 5</u> A and B Target Scotland 36% 36% 33%</p>	Oct 2010	C Shirley	<p>Head Teachers provide initial exam analysis in August. Local Authority provides detailed analysis for school discussion at SMT level. Schools ensure tracking and monitoring procedures are in place to continually monitor the progress of individual pupils.</p>
2.	<p>Attainment (S5) 5 Level 6 Authority percentage of S5 pupils achieving 5 or more Highers at Grades A-C.</p>	<p><u>S5 - 5 Level 6</u> A and B Target Scotland 10% 10% 10%</p>			<p>Head Teachers provide initial exam analysis in August. Local Authority provides detailed analysis for school discussion at SMT level. Schools ensure tracking and monitoring procedures are in place to continually monitor the progress of individual pupils.</p>
3.	<p>Attainment (LAC) 5 Level 3 Authority percentage of Looked After Children leaving school with 5 or more Standard Grades or Access 3.</p>	<p>SEEMIS Target was not set as the numbers are small and fluctuate year on year. Some LAAC are outwith the authority</p>	April 2011	C Shirley	<p>Ensure all Looked After and Accommodated children are identified and school procedures are in place to monitor and support these young people.</p>

		and Scotland.			
4.	HMIE positive school evaluations Percentage of HMIE school inspection evaluations graded as good or better.	HMIE Inspection Reports: During session 2009-10, twelve schools were inspected. 42 quality indicators were rated good or better out of a total of 60. Achieved: 70% Target: 75%	Ongoing	C Shirley	Robust School Review programme is in place which supports the HMIE Inspection process. Proportionate support given to schools identified as requiring additional help.
5.	CfE Primary pupil experience % primary pupils experiencing different teachers and other learning specialists.	Outcomes 5-11 are new measures based on the Argyll and Bute's Curriculum for Excellence (CfE) Aspirations and Expectations Document Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid. Target: all schools (100%)	June 2011	E Magor	Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools not meeting CfE requirements.
6.	CfE Interdisciplinary learning % of schools devoting at least 25% of curricular time on interdisciplinary learning by the end of Level 4.	Outcomes 5-11 are new measures based on the Argyll and Bute Curriculum for Excellence (CfE) Aspirations and Expectations Document Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid.	June 2011	D McAllister	Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools not meeting CfE requirements.

		Target: all schools (100%)			
7.	CfE Teacher contacts S1-S3 % of schools meeting their target to reduce the number of teachers in contact with S1-S3 pupils.	Outcomes 5-11 are new measures based on the Argyll and Bute Curriculum for Excellence (CfE) Aspirations and Expectations Document Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid. Target: all schools (100%)	June 2011	F Campbell	Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools not meeting CfE requirements.
8.	CfE Personal support to pupils % of schools where all teachers are providing appropriate personal support to pupils.	Outcomes 5-11 are new measures based on the Argyll and Bute Curriculum for Excellence (CfE) Aspirations and Expectations Document Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid. Target: all schools (100%)	June 2011	A Lee	Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools not meeting CfE requirements.
9.	CfE School wider achievement % of schools with a statement of opportunities for personal achievement.	Outcomes 5-11 are new measures based on the Argyll and Bute Curriculum for Excellence (CfE) Aspirations	June 2011	D Chandler	Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback

		<p>and Expectations Document</p> <p>Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid.</p> <p>Target: all schools (100%)</p>			<p>information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools not meeting CfE requirements</p>
10.	<p>CfE Vocational experience % of schools providing vocationally orientated curricular experiences.</p>	<p>Outcomes 5-11 are new measures based on the Argyll and Bute Curriculum for Excellence (CfE) Aspirations and Expectations Document</p> <p>Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid.</p> <p>Target: all schools (100%)</p>	<p>June 2011</p>	<p>D Chandler</p>	<p>Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools not meeting CfE requirements.</p>
11.	<p>CfE Decision making % of schools with a pupil council.</p>	<p>Outcomes 5-11 are new measures based on the Argyll and Bute Curriculum for Excellence (CfE) Aspirations and Expectations Document</p> <p>Baseline measure will be established when first data collection is made in September 2010. The data will then be made available through pyramid.</p>	<p>June 2011</p>	<p>E Magor</p>	<p>Evaluate measures 5-11 against the authority's Expectations and Aspirations, on an annual basis. The analysis of cluster feedback information is a priority for session 2010/2011 to ensure the needs of the Service are identified in a more collaborative and systematic fashion. This will identify state of readiness and support required by each individual school and cluster. Appropriate support will then be given to schools</p>

		Target: all schools (100%)			not meeting CfE requirements.
12.	Primary schools % attendance Primary school pupil attendance.	In 2009-10 the attendance for Primary schools within A&B was 95.54%. The Scottish average for primary attendance currently stands at 94.68%		S Tyre	Monitoring through SEEMIS.
13.	School reviews Number of school reviews completed.	Argyll & Bute School Reviews: During session 2009-10 there were 12 school reviews carried out. Target: 12 Achieved: 12	Ongoing	F Johnston	Ensure the school review process supports attainment and achievement in schools through analysis of results and classroom observation. This also prepares establishments for HMIE Inspections.
14.	Children educated outwith Argyll and Bute. Number of children placed in schools outwith Argyll and Bute.	40 children were educated outside A&B during 2009-10 and this was for a variety of reasons but mainly due to the specialist schools available elsewhere that are not available within the Authority. This provision is reviewed constantly and the target is to achieve fewer children education outwith Argyll & Bute.	Ongoing	E Jefferies	Cost of placement is monitored on an individual basis and the price per place for service delivery will be challenged to ensure Best Value.
15.	Health Promoting Schools Percentage of schools achieving Health Promoting Schools status.	89% of our schools have achieved the top level 3 for Health Promoting Schools and the other 11% have achieved level 2. There is no national results for HPS Target: 85% Achieved: 89%	June 2011	C Dobbie	Increase the number of Level 2 to Level 3 status. This will be achieved by supporting schools on an individual basis and disseminating good practice.

16.	Eco Schools Percentage of schools achieving an Eco Schools award.	Eco School levels sit at the end of 2009-10 as: <table border="1" data-bbox="842 288 1267 563"> <thead> <tr> <th>Level</th> <th>A&B</th> <th>National</th> </tr> </thead> <tbody> <tr> <td>Registered</td> <td>100%</td> <td>98%</td> </tr> <tr> <td>Bronze</td> <td>70%</td> <td>68%</td> </tr> <tr> <td>Silver</td> <td>82%</td> <td>61%</td> </tr> <tr> <td>1st Green</td> <td>39%</td> <td>32%</td> </tr> <tr> <td>2nd Green</td> <td>25%</td> <td>17%</td> </tr> <tr> <td>3rd Green</td> <td>13%</td> <td>6%</td> </tr> <tr> <td>Permanent</td> <td>2%</td> <td>2%</td> </tr> </tbody> </table>	Level	A&B	National	Registered	100%	98%	Bronze	70%	68%	Silver	82%	61%	1 st Green	39%	32%	2 nd Green	25%	17%	3 rd Green	13%	6%	Permanent	2%	2%	June 2011		To increase the number of schools achieving their second and third Green Flags and encouraging those with 3 Green Flags to join the two schools with a 4th and permanent Green Flag. This will be achieved by providing annual in-service training and disseminating effective practice.
Level	A&B	National																											
Registered	100%	98%																											
Bronze	70%	68%																											
Silver	82%	61%																											
1 st Green	39%	32%																											
2 nd Green	25%	17%																											
3 rd Green	13%	6%																											
Permanent	2%	2%																											
17.	School leavers % positive destinations. Percentage of school leavers going to positive destinations (further/higher education, training or work).	Scottish Government Statistics Publications: <table border="1" data-bbox="842 632 1267 863"> <thead> <tr> <th></th> <th>A&B</th> <th>Scot.</th> </tr> </thead> <tbody> <tr> <td>2009 data:</td> <td></td> <td></td> </tr> <tr> <td>Higher Ed.</td> <td>39%</td> <td>35%</td> </tr> <tr> <td>Further Ed.</td> <td>20%</td> <td>27%</td> </tr> <tr> <td>Training</td> <td>03%</td> <td>05%</td> </tr> <tr> <td>Employment</td> <td>25%</td> <td>18%</td> </tr> <tr> <td>Total</td> <td>87%</td> <td>85%</td> </tr> </tbody> </table>		A&B	Scot.	2009 data:			Higher Ed.	39%	35%	Further Ed.	20%	27%	Training	03%	05%	Employment	25%	18%	Total	87%	85%	Nov 2010	C Shirley	Liaison with Careers Scotland and other partners to provide quality careers advice to pupils.			
	A&B	Scot.																											
2009 data:																													
Higher Ed.	39%	35%																											
Further Ed.	20%	27%																											
Training	03%	05%																											
Employment	25%	18%																											
Total	87%	85%																											
Customer Results	Feedback from customers is obtained through: <ul style="list-style-type: none"> ▪ HMIE Inspections ▪ Annual questionnaires to parents (from schools) ▪ Biennial questionnaire on the performance of the Quality Improvement Team ▪ Head teachers meetings – collaborative enquiries ▪ Focus groups ▪ Senior Pupil Forum ▪ Education Budget Review consultation ▪ CfE Cluster Management Meetings/Days. 	HMIE Reports and Questionnaires School-bases Surveys Minutes of Meetings	Session 2010 - 2011	C Walker	The future sustainability of the Service is being examined as part of the Council's modernisation programme which is due to report in Autumn 2010.																								

Community Results	<p>The Service is currently conducting the service review which will have a direct impact on the sustainability of the service. The Key Areas under review are:</p> <ol style="list-style-type: none"> 1. School Estate 2. Non-Estate <ul style="list-style-type: none"> ▪ Quality Improvement Team ▪ Classroom and Pupil Support Assistant Provision ▪ Curriculum Innovation using GLOW ▪ Arts, Culture and Music in Schools ▪ AFAs in schools ▪ Staffing Standards (Secondary) 	Service Review Reports	Autumn 2010	<p>Review Groups Chairpersons</p> <p>Carol Walker</p> <p>Chris Shirley SMacQuarrie</p> <p>J McPhee</p> <p>K Wilkie K Anderson E Cunningham</p>	Conclude service reviews and report by October 2010.
Resources					
People resources	<p>The Service currently employs 1,152 teachers (415.09 FTE) and 1,179 APT & C staff.</p> <p>77% of PDRs/PRDs were completed for teaching and non teaching staff.</p> <p>Absence rates for teachers currently stand at x% and for APT & C staff at y% (data to be added for Q2)</p>	<p>Service Databases including SEEMIS and Resourcelink</p> <p>Resourcelink</p> <p>HR to produce this information at the moment until we can extract from SEEMIS. Waiting for update of figures from HR.</p>	<p>School Census Sept. 2011</p> <p>March 2011</p> <p>Quarterly</p>	C Shirley	<p>Continue to promote the uptake of PDRs and PRDs across the Service.</p> <p>Roll out training to managers who have responsibility for the completion of staff reviews to ensure the quality of the process.</p> <p>Levels of staff absence will be monitored with early measures taken to assist staff where absence is an issue.</p> <p>Recruitment and future succession planning issues will be monitored with particular attention given to high priority posts such as:</p> <ul style="list-style-type: none"> ▪ head teachers ▪ depute head teachers ▪ principal teachers.

People results	A number of high profile staff development activities have been undertaken by staff at all levels within the Service: <ul style="list-style-type: none"> ▪ Cooperative Learning ▪ Teacher Learning Communities ▪ Coaching and Mentoring ▪ Leadership ▪ Curriculum for Excellence Cluster Days ▪ Assessment ▪ Area In-Service Days 	CPD documentation 70% staff trained Final figure to be confirmed Sept 2010 Figures not available at this time Figures not available at this time All staff All staff All staff All staff	June 2011	Quality Improvement Team	Continue to support the development of pedagogical change through the implementation of quality staff development. This will be assessed through the school review programme (classroom observation) and HMIE school inspection reports.
Financial resources	Refer to Appendix 2.				Refer to Appendix 2.
Improvement					
Leadership	An effective leadership programme is in place in the authority which maximises the impact of the Council's 'Growing Our Own' strategy.	Council's 'Growing Our Own Strategy' Target for number of staff participating in coaching and mentoring still to be set (dependent on available funding) Four SQH candidates per annum. Target for graduates entering distance learning route still to be set.	June 2011	M Boyle F Johnston	Maximise the number of staff participating in coaching and mentoring training. Ensuring the maximum number of staff enter and complete the SQH programme. Increase the number of local graduates entering the distance learning route to teaching.
	A policy to encourage distributed leadership is promoted within all educational establishments in Argyll and Bute.	Teaching for Effective Learning Policy	Ongoing	Quality Improvement Team	Encourage unpromoted staff to take on additional responsibilities in a school setting.

Service planning	Pyramid and SEEMIS is used to ensure improvement in performance through: <ul style="list-style-type: none"> ▪ Examination results analysis ▪ 5-14 assessments ▪ Pupil attendance and absence ▪ Exclusions all of which are benchmarked with other authorities.	Pyramid SEEMIS Fyfe Analysis STACS STACS Assessed through discussion with senior management teams and records of senior staff attending results analysis sessions.	Jan 2011	C Shirley F Campbell	Increase the use and understanding of Pyramid and SEEMIS data by all establishment management teams over the next twelve months. Increase the use and understanding of the Fyfe Analysis and Standard Tables and Charts (STACS) in the annual review of examination results.
Service processes	Service targets and benchmarking are derived from national data as reported above. The education scorecard notes the high level measures, together with an analysis of progress in Curriculum for Excellence.	National Statistics Publications Pyramid	Ongoing	S Tyre	Implement further Pyramid training for head teachers and other senior managers in schools.
Partners and other resources	The Service has well-established partnership arrangements with a number of partners. This is monitored by: <ul style="list-style-type: none"> ▪ CfE Strategic Planning Group ▪ Argyll and Bute Children ▪ Argyll and Bute Parent Forum 	Minutes and Reports of consultation meetings Views of parents taken through evaluation sheets at meetings.	April 2010	S Tyre	All future developments in CfE will be planned and monitored by this group. The new integrated early years team will become established with a further report on the review available by the end of 2010. Encourage the uptake of parents attending the Parent Forum meetings by ensuring relevance of meeting content.

Risk Management	The Education Service has an active Operational Risk Register which is updated on a quarterly basis by the School Support Service Manager and QSM. Each risk is considered and changed according to current level of risk. This is linked into the strategic risk register also on Pyramid.	Risk Register	Quarterly	S Tyre	Review the operational risk register each quarter and amend as necessary. Develop the risk based approach to management ensuring that it is fully understood and implemented by all senior staff.
-----------------	---	---------------	-----------	--------	--

Director/HOS Description	Service Outcome Narrative	Sum of Actual	Sum of Budget	Sum of Variance	Sum of Actual	Sum of Budget	Sum of Variance	Sum of Actual	Sum of Budget	Sum of Variance
Education	Central Managements Costs	2,586,371	2,236,176	350,196	4,579,876	4,766,494	-186,618	4,568,886	5,054,695	-485,810
	Early Years	3,335,499	3,374,306	-38,807	3,747,742	3,892,825	-145,083	3,857,878	4,054,951	-197,073
	Primary Education	24,906,577	24,898,556	8,021	26,824,551	26,698,627	125,924	27,244,446	26,957,843	286,603
	Secondary Education	27,185,406	26,936,400	249,006	29,169,254	29,583,902	-414,648	30,125,685	30,360,392	-234,707
	Additional Support Needs	6,908,028	6,891,981	16,047	8,017,385	8,067,397	-50,012	8,395,448	8,141,014	254,434
		64,921,882	64,337,419	584,463	72,338,808	73,009,246	-670,437	74,192,343	74,568,896	-376,553

NB

Increase from Year 1 to Year 2 relates to re-classification of Specific Grants. (Expenditure is now part of Authority's overall settlement.)

Where applicable underspends are partly attributable to Devolved Scheme of Delegation whereby Schools can carry forward budget between years and actively plan to do so each year.

Departmental

1. Primary attainment 5-14 attainment results will not be collected after this year. Still awaiting government guidance on this but a CfE measure will replace 5-14 data.
2. HMIE inspections Outcome 4 in Annual Performance Review.
3. Secondary attainment Outcomes 1 and 2 in Annual Performance Review. More detail given in annual Executive Committee Report on Examination Results (attached).
4. Positive destinations Outcome 17 in Annual Performance Review.

This page is intentionally left blank

Community & Culture Annual Performance Review

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results Leisure & Youth Services	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes			
		Achieved 70% target of places filled in outdoor sports programme		N Urquhart	Transferred to Social Enterprise – now monitored through SLA
		Increased target uptake of 1175 places on Active School Summer Programmes by 3% to 1212		N Hackett	Poor exposure on Council's website in 2009 leading to drop in numbers – also using paper and email flyers for 2010 programme
		25% reduction in participation in Football Festivals due to vacancy in post		W Young	New Football Development Officer appointed, extensive programme in place for 2010
		14% increase , 490 coaching qualifications achieved in community through courses delivered by Community Sport Service		W Young	Continue to increase scope and quality of courses and increase partners input
		Develop and implement a model for a sustainable community enterprise to deliver outdoor sports through Stramash		M Kupris	Social Enterprise is operating successfully - now monitoring and supporting through SLA
		Swimming pool usage SPI ranks Argyll & Bute 3 rd out of 32 Local Authorities		J Anderson	Increase marketing of Helensburgh Pool for re-opening
		ABC Leisure Membership Scheme uptake increased by 22% in 09/10 to 1531		J Anderson	Continue to provide value for money schemes and target non users to increase service uptake
		Number of young people accessing learning opportunities through Youth Services increased by 7% to 5938		M Turnbull	Service redesign following BV review will result in increased delivery and measurement of achievement based outcomes through involvement in HMle and CLD Benchmarking Group
Key Performance Results Housing Services	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes			
		87% of Local Housing Strategy targets met		M MacVicar	LHS currently being re-drafted for next 5 year period
		Number of people supported by telecare increased by 405		M MacVicar	Integrate management with Social Work Area Teams
		Increased priority need determinations to 82% by December 2010	Dec 2010	M MacVicar	Review criteria for determination of priority need
		Repeat homelessness reduced to 1.57% against a target of 3.5%		D Whyte	Implement action plan agreed by Scottish Housing Regulator
100% spend achieved on Private Sector grants		I Davidson	Implement Section 72 Private Sector Housing policy statement		
Key Performance Results	What has your service achieved in relation to your Performance	Service plan outcomes			
		0.5% increase in the number of active library		P McCann	Further develop Reader Development initiatives and

Culture, Libraries & Community Development	Indicators?	borrowers – 16.87% of population in 09/10			ensure greater exploitation of current book stock, possibly adopting EBSM methodology
		555 primary school children started the Summer Reading Challenge in 2009 with 62.88% finishing it. This has been our most successful year		P McCann	2010 SRC now in all libraries and improvement on 2009 expected
		Book supply contract agreed as part of a national consortium (28 Scottish Authorities). This will provide a higher discount rate, improved book deliveries and better servicing - greater value for library book fund	Dec 2010	P McCann	Ensure all procurement is through the contract by December 2010
		Move away from print based references resources to electronic resources		M Davies	Greater promotion of resources will help increase usage. Planned introduction of E-Books will further boost online access of services
		On average, outside agencies provide activities in libraries 39 times per month	Annual	P McCann	Libraries are increasingly being used by outside agencies as a venue to host events. This will continue to increase in 10/11
		182,388 visits were made to Council funded/part funded museums, including 36,689 visits in person	March 2011	P McCann	Work with partners in Service Level Agreement to increase visitor numbers.
		Campbeltown Museum was awarded provisional museums accreditation by MGS in April 2010	March 2011	P McCann	An action plan has now been drafted to achieve full accreditation by March 2011
		The Homecoming 2009 arts and cultural programme exceeded all expectations - £7.6 million was generated for the local economy and over 37,000 visitors stayed overnight when attending events. Argyll & Bute was singled out for praise by Event Scotland	June 2010	P McCann	Produced impact report for Economy PPG by June 2010
		27 projects supported by Fairer Scotland Fund to address poverty, deprivation and health inequalities		M Fyfe	Review of project sustainability and streamlining of funding to be carried out.
		Demonstration project action plan produced to harness the potential of the Third Sector		M Fyfe	Implement findings to ensure co-ordinated approach to support the third sector
Customer Results Leisure & Youth Services	How well has your service met the needs and expectations of customers	Customer feedback High levels of customer satisfaction with all aspects of Leisure & Youth Services	Dec 2010	M Kupris	Continue to develop innovative methods of customer engagement and consultation. Roll out electronic surveying to all areas of service by December 2010

		activities/facilities. 92% in Sport Development 80% target exceeded in Leisure Operations by 5%			
Customer Results Housing Services	How well has your service met the needs and expectations of customers	Customer feedback 100% customer satisfaction achieved High levels of customer satisfaction with all aspects of Community Support service		M MacVicar	Review methods of customer engagement and involvement in service development Implement Scottish Housing Regulator improvement plan
Customer Results Culture, Libraries & Community Development	How well has your service met the needs and expectations of customers	Customer feedback The last user satisfaction survey was carried out in 2007 Carried out third sector survey as part of demonstration project		P McCann M Fyfe	User survey to be carried out as part of the Leisure Services Review Survey outcomes informing partnership approach to third sector interface
Community Results	How sustainable is your service?	Sustainability impact assessments Sustainability assessments undertaken on all investment projects		D MacVicar	The sustainability of each service area is being examined within the service categories set out in the Modernisation programme.
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	Employee numbers, Employee turnover, PDR completions, Team meetings, levels of attendance All sections have regular team meetings and cascade relevant information. High level of PDR's completed – 95.25% 1.53% of total staff left employment with the service within the last year		Management team	Monthly newsletters supplied to all staff during service reviews and focus groups convened
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	Number of leavers, PDR completions, staff surveys Figures relate to Planning & Performance as new hierarchy not complete, therefore accurate reporting cannot be guaranteed. Average days sick – 2.83 days PDR's complete – 95.25% Leavers – 1.53%		Management team	The PDR programme will continue on an annual basis and staff absence management will be a regular item on team meetings. Staff will be fully engaged and informed as part of the service review process and service self evaluation frameworks. Head of Service staff meetings will be programmed.
Financial resources	Did your service achieve its target budget outturn?	Budget outturn The Planning & Performance budgets all achieved their target outcomes		D MacVicar	There will continue to be a keen focus and training on budget management, including income generation in the Leisure Services.
Improvement					

Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process			
		All Leisure and Youth Services staff meet annually to review progress and set priorities for following year. Customer surveys and evaluations ask what additional services our customers want		M Kupris	The service planning and review process will be systematically recorded to ensure staff and external stakeholder views are captured.
		All Housing staff meet annually to review progress and set priorities for following year		M MacVicar	
Libraries & Community Development priorities/targets are agreed through regular staff meetings		P McCann M Fyfe			
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	Benchmarking, external partner working		Management team	There will be an increased focus on process and cost benchmarking in undertaking all service reviews.
		Involvement in Sportscotland network meetings, membership of APSE, liaise with HMle and participate in Inspections, and partner working. Attend Scottish Housing Best Value Network meetings and complete Annual Benchmarking return. Benchmark nationally through SLIC and locally through Libraries Link Group			
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	Rationale for service plan targets		Management team	The performance information will continue to be reviewed within the context of the Corporate PPMF.
		Targets are established by reference to national strategies and targets, funding requirements or determined by resources available. All the service performance information is scrutinised and reviewed to ensure its relevance to service planning and demonstrate a golden thread approach. The information is managed within the service MIS and key data migrated into Pyramid for consideration by appropriate levels of management and members.			
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	Consultation with partners, shared services/joint working		Management Team	We will build on the wide range of partnerships currently in place to maximise the available leverage of funds and develop a comprehensive menu of service delivery options during the downsizing of
		The service has well established partner arrangements with its full range of partners.			

		<p>These include the Housing & Communities Forum, FAB partnership, Scottish Library Information Network and Sportscotland partnership.</p> <p>Consultation with partners, shared services/joint working including Partnership working through Strategic and Operational Forums and joint funding of posts</p> <p>Partnership working with Adult Learning, Argyll College and local health forums</p> <p>SLA in place with Kilmartin House Museum and Auchindrain Museum to provide curatorial support to Campbeltown Museum and Independent Museums</p>			local government resources.
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	<p>Risk registers</p> <p>Risk of failure to deliver strategic aims of service addressed by monthly meetings with staff and relevant partners to review progress towards outcomes and instigate corrective action where required. This complements the management of the risk registers set out for the services.</p> <p>Projected overspends were dealt by review and analysis of performance</p>		Management Team	<p>Risk management is an integral element of service management which is reviewed at a strategic level by the Community & Culture management team. The higher level risks are reviewed on a monthly basis and future sustainability issues, such as the Leisure Facilities Assets will be addressed during the service reviews.</p>

This page is intentionally left blank

Development and Infrastructure Services
Annual Performance Review 2009/2010

Economic Development
Planning and Regulatory Services
Roads and Amenity Services



Annual Performance reviews and improvement actions:

SERVICE AREA	PAGE
<u>Economic Development</u>	4
<u>Planning and Regulatory Services</u>	12
<u>Roads and Amenity Services</u>	27

Economic Development

OUTCOMES	Criteria	Evidence sources	Key Dates	Lead Officer	Improvement Actions
Key Performance Results					
	Encourage a growing and sustainable economy.	<ul style="list-style-type: none"> Actively increased partnership working during 2009 with new partners such as the National Park, Strathclyde Fire and Rescue to assist in the delivery of the LTS. Through proactively bidding £375K was secured for the C46 upgrade Mull from Strategic Timber Transport Scheme, £43K for A818 upgrade; & £20K for A814 upgrade from Strathclyde Partnership for Transport and £50K from Sustrans. Monitored the LTS Action Plan and reported progress to the Planning Performance Group. 	Annually (March)	Head of Economic Development	<ul style="list-style-type: none"> Update and review the Transportation Plan in line with Corporate/Community Plan, SOA, EDAP and REAP. Assess delivery programme against Asset Management Plan criteria and whole life cycle costs.
	Improve journey safety and personal security for everyone in Argyll and Bute.	<ul style="list-style-type: none"> The Road Safety Unit visited and promoted road safety to 80 primary and 11 secondary schools across Argyll and Bute covering over 11,000 pupils. Argyll and Bute is on target to meet national Road Safety Casualty targets set for 2010. 	Annually (Dec)	Strategic Transportation Manager	<ul style="list-style-type: none"> Partnership working agreement with Emergency Service/ Community Planning Partners for Drivesafe campaign Targeted pedestrian training for primary school pupils in light of changes to school transport walking distance criteria
	Implementation and delivery of Business Gateway.	<ul style="list-style-type: none"> Business Gateway operational in Argyll and Bute in April 2009, with a formal launch in July 2009. Business start-up and support targets were achieved: <ul style="list-style-type: none"> Business start-ups: <ul style="list-style-type: none"> ➢ 352 start-up enquiries; ➢ 264 start-up adviser appointments; ➢ 72 business start ups supported, of which 6 were VAT+; 	April 2009	Economic Development Manager	<ul style="list-style-type: none"> funding applications for the Competitive Business Growth Programme pilot submitted to both ERDF (European Regional Development Fund) and LEADER. Successfully secured LEADER funding in October 2010. The soft launch of the Pilot in July 2010, with a promotional launch road show planned for FQ2/3 2010 to include key towns and islands. series of internal staff briefings/meetings, to

		<ul style="list-style-type: none"> ➤ 43 business start-up workshops/events delivered; and ➤ 37% of new starts in the area engaged with Business Gateway (target was 35% as a new service). ○ Existing businesses: <ul style="list-style-type: none"> ➤ 256 existing business enquiries; ➤ 206 existing businesses supported; ➤ 128 existing business adviser appointments; and ➤ 16 existing business workshops/events delivered. ○ Growth Pipeline businesses: 12 clients entered the Growth Pipeline although none have yet been accepted into Highlands and Islands Enterprise account management. 			ensure alignment with the EDAP and raise awareness of Business Gateway activities.
	LEADER project:	<ul style="list-style-type: none"> • a cumulative target of £3,412,000 was surpassed by a commitment to spend £4,014,000 on approved projects. 		Economic Development Manager	<ul style="list-style-type: none"> • Revision of guidance notes for claimants • Introducing claims workshop for LAG members.
	Position Employability Service to achieve optimum service delivery in Flexible New Deal.	<ul style="list-style-type: none"> • develop position for implementation of Flexible New Deal • develop partner relationships • submit tender for service contract, implement new programme. • We did not tender for Flexible New Deal and hoped to become a Prime Contractor. Employability Team aligned itself with five potential Prime Contractors who submitted proposals to DWP • Job outcomes: 45% job outcomes target with an actual of 27.38% (inc West Dunbartonshire area). 		Employability Manager	<ul style="list-style-type: none"> • Confirmed in June 2010 that Flexible New Deal will not be advanced by the new UK Coalition Government. The current New Deal programme will run to June 2011. Clarity over what is proposed to replace Flexible New Deal further to attendance at two Welfare to Work conferences (one a strategic overview and one with an operational focus) during July 2010. • During 09/10 in terms of job outcomes the Argyll and Bute Employability Team was sitting at fifth position in Scotland and eighth nationally in the league tables of Welfare to Work providers. The current national average is 25% - which we now use as a benchmark in Pyramid.

		<ul style="list-style-type: none"> ○ Job outcomes: 45% job outcomes target with an actual of 30.09% for the Argyll and Bute area only. 			<ul style="list-style-type: none"> ● It should also be noted that during 09/10 while the Employability service managed to roughly retain the percentage job outcomes for the whole contract area compared with Argyll and Bute, partners tended to let the team down, particularly throughout the recession period of autumn, 2009. The arrangement with the West Dunbartonshire office is currently being reviewed.
	The creation of more vibrant and sustainable communities through waterfront and town centre regeneration.	<ul style="list-style-type: none"> ● 7a: town centre/waterfront regeneration full business plans. ● Two Full Business Cases for priority projects were approved during 2009/10, namely Campbeltown Townscape Heritage Initiative and Oban Bay. 	Dec 2009	CHORD Programme Manager	<ul style="list-style-type: none"> ● The creation of more vibrant and sustainable communities through waterfront and town centre regeneration.
	Improve accessibility for all our communities.	<ul style="list-style-type: none"> ● Provided subsidised bus services throughout Argyll and Bute. ● During 2009 1,139,847 passengers were carried on Council funded bus services compared with 1,096,196 for 2008, an increase of 3.99%. ● Provided statutory school transport throughout Argyll and Bute (the safe transport of 4,560 pupils to 93 educational establishments on a daily basis). ● During 2009 only 7 complaints were received in relation to the provision of school transport. ● Distribution of enhanced demand responsive transport initiative funds to community transport operators. ● Based on 2008 against 2009 we have achieved an increase of 0.27% increase in 		Head of Economic Development	<ul style="list-style-type: none"> ● The public transport function transferred to Customer Services, April 2010.

		annual passenger numbers on community based transport. The total passengers for 2009 was 17,542.			
Customer Results	How well has your service met the needs and expectations of customers	<ul style="list-style-type: none"> During 2009 only 7 complaints were received regarding School Transport – this equates to approximately one complaint for every 250,000 pupil journeys indicating that our contractors maintain a high satisfaction level on our behalf. 		Head of Economic Development	<ul style="list-style-type: none"> Customer satisfaction results will be collated for all Economic Development Service's functions during 2010/11.
Community Results	How sustainable is your service?	The development of the EDAP, REAP and implementation of the LTS were all guided by the principles of sustainable economic development.		Head of Economic Development	
People resources	Staff FTE 2009/2010	<p>Overall total Economic Development and Strategic Transportation: 66 broken down as follows:</p> <p>Economic Development (inc Head of Service and Economic Development Manager): 47</p> <ul style="list-style-type: none"> Business Gateway – 6 European Team (inc LEADER funded externally) – 7 Employability Team (funded externally)– 32 <p>Development Projects and Regeneration (inc Development Projects and Regeneration Manager): 7</p> <p>Strategic Transportation (inc Strategic Transportation Manager): 11 staff</p> <ul style="list-style-type: none"> Public Transport – 4 Transport Planning – 3 Road Safety – 3 		Head of Economic Development	<ul style="list-style-type: none"> Consider in context of Service Review

		CHORD – CHORD Programme Manager: 1			
	PDR Completions	<ul style="list-style-type: none"> 94% completed overall against a target of 80%. 		Head of Economic Development	
	Team Meetings	<ul style="list-style-type: none"> Meetings are held at all levels within the service including: Head of Service meets fortnightly with 3rd Managers plus one-to-one fortnightly meetings between 3rd Managers and Head of Service; regular staff team meetings; one-to-one meetings with 3rd Managers with Senior Development Officers within discrete teams. 		Head of Economic Development	
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<ul style="list-style-type: none"> Pro-active approach to staff development and growing our own. High performance development reviews (PDR) returns within Economic Development and Strategic Transportation allows for a proper and considered link between staff performance issues and co-ordinated staff training and development (staff training is based on PDR returns). Staff turnover - 3 leavers during this period Number of grievances – none Number of disciplinary processes – one Absence monitoring – 1.90 actual, 1.30 Target 		Head of Economic Development	<ul style="list-style-type: none"> Establish Economic Development Officers Group Introduce suggestion and improvement scheme Formalise corporate / directorate/ service information cascade
Financial resources	Budget Out-turn Economic Development	<ul style="list-style-type: none"> £515,377.55 		Head of Economic Development	<ul style="list-style-type: none"> Considered in context of Service Review
	Budget Out-turn Development Projects and Regeneration	<ul style="list-style-type: none"> £639,337.25 		Head of Economic Development	
	Budget Out-turn Strategic Transportation	<ul style="list-style-type: none"> £320,381.26 		Head of Economic Development	

Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	<ul style="list-style-type: none"> Economic Development and Strategic Transportation has exhibited strong commitment and leadership. The annual service plan outlines the objectives and priorities of the service including key outcomes and sets standards and targets against which performance can be measured. The overall aims of the service have been influenced by strategic documents (Single Outcomes Agreement/Corporate Plan/Community Plan) and by the preparation of the EDAP and REAP during 2009/2010. 		Head of Economic Development	<ul style="list-style-type: none"> Consult on and implement findings of Service Review Establish Economic Development Officers Group
y Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	<ul style="list-style-type: none"> The Council's Planning and Performance Management Framework sets out quarterly timescales for reporting service performance to elected members through the Executive Committee. Key success measures are tracked against set targets and benchmarked accordingly. Pyramid provides an ongoing mechanism for review. 		Head of Economic Development	<ul style="list-style-type: none"> Ensure Service Plan is reviewed in accordance with Corporate Plan, Community Plan, SOA and EDAP and REAP
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<ul style="list-style-type: none"> Service delivery in Economic Development and Strategic Transportation is planned and managed in a way to ensure that service aims have measurable targets which meet customers' needs. 		Head of Economic Development	<ul style="list-style-type: none"> Develop measurement system for REAP
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<ul style="list-style-type: none"> The Economic Development and Strategic Transportation team has developed proactive working relationships with our Community Planning Partners, including elected members and key external partners, such as HIE, SDI, SE, VS, SDS, Argyll College, ABSEN, Strathclyde Fire and Rescue, Strathclyde Police, Transport 		Head of Economic Development	<ul style="list-style-type: none"> Further embed Economy Thematic Group activities Establish Argyll and Bute Renewables Alliance

		Scotland, Calmac, SPT, HITRANS, Scottish Power Renewables, Crown Estate, Scottish & Southern Energy. Such relationships are managed through the Local Area Community Planning Groups and on a project-by-project basis.			
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	<p>The main risks identified with Economic Development and Strategic Transportation relate to the following:</p> <ul style="list-style-type: none"> • Recruitment and retention of high quality staff. This was addressed by implementing remote and home working, staff development and growing our own, student placements and targeting graduates. • Changes to Scottish, UK and European Government policy. We proactively addressed this through our continued membership of key partnership bodies such as Highlands & Islands European Partnership (HIEP - includes a rep in Brussels); West of Scotland European Forum (WOSEF); Conference of Peripheral Maritime Regions (CPMR); European Small Islands Federation (ESIF). • Failure to attract external funding to assist Council's strategic projects. The Economic Development and Strategic Transportation team has and continues to place a significant emphasis on leveraging maximum resource and support from all sources of European funding. • Late implementation of Business Gateway damages Council's reputation. This did not occur. • Failure to effectively manage CHORD 	Ongoing	Head of Economic Development	<ul style="list-style-type: none"> • Ongoing monitoring and review of risk register. • Ongoing assessment of priorities, capacity and workloads.

		<p>Programme. The CHORD Programme has a dedicated Manager who manages the various projects through close adherence to PRINCE2 project management.</p> <ul style="list-style-type: none"> • Fuel cost uncertainty. This risk that has and continues to be difficult to mitigate as it is dependent on external decisions outwith direct control of Argyll and Bute Council. • Grant spending is not in accordance with conditions of offer. We have devised clear good practice compliance procedures and processes with a particular focus on European and LEADER funding. • Failure of the Employability Team to secure appropriate Flexible New Deal sub-contract. This was not realised during 2009/2010, but it is now (24/6/10) no longer an issue as the new UK Coalition Government will not be progressing with the current Flexible New Deal Welfare to Work programme. 			<p>The risk of fuel cost uncertainty has now transferred to Customer Services.</p>
--	--	---	--	--	--

Planning and Regulatory Services

Outcomes	Criteria	Evidence sources	Key Dates	Lead Officer	Improvement Actions
Key Performance Results					
	1. More efficient and speedier processing of planning applications	<ul style="list-style-type: none"> Main actions of centralising the planning registration function, reviewing the Council's scheme of delegation and governance arrangements (as they effect the processing of planning applications) and implementing the e-planning compact (online planning information, online processing) have all been successfully completed. Key Success Measure – target (65%) of processing all applications within 2 months, (64.53% for 2009/2010) and are currently on an upward trend. 	FQ2/3 – 2010/11	Development Manager	<ul style="list-style-type: none"> Implement e-planning consultation regime with external and internal consultees Develop pro-forma and registration system for dealing with pre-application enquiries Revise consultation requirements with internal and external consultees Service improvement Project for Development Management Update and standardise model planning conditions and Section 75 legal agreements Align planning application forms and guidance with Scottish Government model and review with focus on accessibility
	2. More efficient and speedier processing of building warrants	<ul style="list-style-type: none"> Through implementation of the Building Standards Balanced Scorecard we have exceeded our targets of percentage of building warrant applications responded to within 20 days – 88.76% set against a target of 80%. 	Dec 10	Building Standards Manager	<ul style="list-style-type: none"> Implement Building Standards Balanced Scorecard Implement online delivery of Building Standards applications
	3. Adoption of the Argyll and Bute Local Plan	<ul style="list-style-type: none"> With the adoption of the Argyll and Bute Local Plan in August 2009 we have reached our 100% performance target/indicator for percentage of population covered by an adopted local plan. 	Dec 10	Development Policy Manager	<ul style="list-style-type: none"> Publish Local Development Plan Main Issues Report Publish Local Development Plan Environmental Report

	<p>4. Approval of Integrated Coastal Zone Management Plan for Loch Fyne</p>	<ul style="list-style-type: none"> The approval of the Integrated Coastal Zone Management for Loch Fyne in November 2009 assisted in the delivery of the following service outcome: “agreement by all stakeholders of sustainable management and development plans for economically and environmentally important in shore marine areas”. 	<p>Oct 10</p>	<p>Development Policy Manager</p>	<ul style="list-style-type: none"> Approve Integrated Coastal Zone Management Plan for Loch Etive
	<p>5. Local Businesses are broadly compliant with statutory controls and evidence good practice in relation to animal health, environmental health and trading standards</p>	<ul style="list-style-type: none"> Main action here is to deliver a risk based programme of visits for each of the component services (Animal Health, Environmental Health, Trading Standards); see Service Plan for Protective Services 2009-10 + individual service plans for each function Animal Health – <ul style="list-style-type: none"> 100% of all high risk visits completed, against target of 100% (trend is neutral, 1st year of risk rated visits for AH) Environmental Health – <ul style="list-style-type: none"> 97% of high risk food safety visits completed, against a target of 100% (trend – neutral), performance of 100% in 2008-9); 100% of high risk Health & Safety visits completed, against a target of 100% (trend – neutral), performance of 100% in 2008-9); 89% service requests resolved < 20 days, against target of 85% Trading Standards – <ul style="list-style-type: none"> 79% of high risk visits due for inspection, against a target of 65% (upward trend – 63% for 2008-9). 	<p>Sep 2010</p> <p>Sep 2010</p> <p>Sep 2010</p>	<p>Operations Manager – Environmental Health</p> <p>Operations Manager – Environmental Health</p> <p>Operations Manager – Trading Standards</p>	<ul style="list-style-type: none"> Consolidate systems for programmed visits for Animal Health Maintain targets across functions Slight increase, to 70%, in target for high risk Trading Standards visits, reflecting recruitment following staff vacancies, but conscious of potential demands on field staff in participating in service review

	6. Developing our Area	<ul style="list-style-type: none"> Providing advice to business on legislative requirements for Trading Standards <p>Key Success Measures:</p> <ul style="list-style-type: none"> 90% of requests resolved within 14 days, against target of 80% (neutral trend – 80% for 2008-9) 	Sep 2010	Operations Manager – Trading Standards	<ul style="list-style-type: none"> Slight increase in target for business advice, to 85%, reflecting recruitment following staff vacancies, but conscious of potential demands on field staff in participating in service review
	7. Protecting the Public	<ul style="list-style-type: none"> The main actions are to assist members of the public in relation to accessing their rights in relation to the legislative remit of the service and investigate instances of consumer fraud. <p>Key Success Measures:</p> <p>Environmental Health – Resolving 89% of service requests within 20 working days, against a target of 85% (upward trend, 84% for 2008/09)</p> <p>Trading Standards – 82% resolution of criminal consumer complaints within 14 days, against target of 65% (upwards trend – 79% for 2008-9)</p> <ul style="list-style-type: none"> Target; 2 fraud investigations, 6 undertaken (counterfeiting x3, illegal money lending, monopoly pricing, false description). Upwards trend – 4 investigations 2008-9) 	Sep 2010	Operations Manager – Environmental Health	<ul style="list-style-type: none"> Maintain target
		<p>Trading Standards – 82% resolution of criminal consumer complaints within 14 days, against target of 65% (upwards trend – 79% for 2008-9)</p> <ul style="list-style-type: none"> Target; 2 fraud investigations, 6 undertaken (counterfeiting x3, illegal money lending, monopoly pricing, false description). Upwards trend – 4 investigations 2008-9) 	Sep 2010	Operations Manager – Trading Standards	<ul style="list-style-type: none"> Slight increase in target for criminal consumer complaints, to 70%, reflecting recruitment following staff vacancies, but conscious of potential demands on field staff in participating in service review
	8. Caring Communities & Protecting Young People	<ul style="list-style-type: none"> These actions currently relate to activities within Trading Standards, Debt Counselling and Home Safety. 			

		<p>Key Success Measures:</p> <p>Trading Standards – underage sales of tobacco; target of 2 test purchase exercises, 2 completed (vending machines and retailers). Upward trend, no test purchasing in 2008-9 due to staff shortages)</p> <p>Debt Counselling - deliver individual repayment programmes for clients, 275 completed against a target of 300, total debt involved in cases - £3.6m</p> <p>Home Safety - Deliver home safety visits to vulnerable; 587 visits against a target of 600 (downward trend, 602 in 2008-9, due to training of new staff).</p>	<p>Sep 2010</p> <p>Sep 2010</p> <p>Sep 2010</p>	<p>Operations Manager – Trading Standards</p> <p>Operations Manager – Trading Standards</p> <p>Operations Manager – Trading Standards</p>	<ul style="list-style-type: none"> • Undertake series of trader support sessions following negative outcomes of previous test purchasing. • Undertake 2 new test purchasing exercises using formal enforcement action if appropriate • Maintain targets but improve quality of reporting • Maintain targets but improve response times and prioritising of service
Customer Results	How well has your service met the needs and expectations of customers	<ul style="list-style-type: none"> • Last year most engagement with local stakeholders has been preparing them for the changes resulting from the planning reform agenda and new Development Management regulations. In this regard we have held a series of seminars and User Forums with Elected Members, Community Councils and local architects, agents and developers. <p>The main feedback from our customers on service user issues has been through a web based questionnaire and through the exit questionnaire attached to every decision notice. Despite a relatively low return of questionnaires on the Development Management side (less than 10% return out of 300) it was shown that:</p> <ul style="list-style-type: none"> ▪ 41% of Customers felt the overall service was above average of 	March 2011	Head Services	<ul style="list-style-type: none"> • Hold strategic and local level workshops with stakeholders on Local Development Plan. • Publish Quarterly Local Development Plan newsletter and conducted two consultations on Local Plan performance and Local Development Plan issues with 400 responses received • Promotion of Development Management User Forums • Publication of Development Management newsletters, website development, review guidance notes to better inform stakeholders • Hold annual/regular user group and user forum meetings on Building Standards performance and service issues • Review and augment Building Standards guidance documents

		<p>excellent</p> <ul style="list-style-type: none"> ▪ 42% of Customers felt the time taken to deal with applications was average or above ▪ 65% Customers felt quality of correspondence from Officers was above average or excellent ▪ Qualitative comments were also received - A number of them raising concerns regarding the efficiency and processes utilised in the Central Validation Team - in response resource levels were bolstered immediately (Dec / Jan) and we now seek further improvements in performance through ongoing Improvement Project. <p>Last year in accordance with our Building Standards Balanced Scorecard we held annual User Forums and regular User group meetings in the four areas at which customer satisfaction sheets were provided. On top of this there is a web based customer questionnaire and an exit questionnaire was provided with every Building Warrant Approval and Completion Certificate acceptance and in December 09 a customer satisfaction survey was mailed/e-mailed to all our regular users.</p> <p>Despite the relatively low return it was shown that 93% of customers felt the overall service was either good or excellent 92% of customers felt the time taken to deal with their application was either good or excellent 93%of customers felt that the attitude of the case officer was either good or excellent. Qualitative comments were also received - a few regular users raised concerns over the fact that applications may not necessarily be processed by their local office due to resource issues. All users who</p>		<ul style="list-style-type: none"> • Review and update Planning and Building Standards Charters • Continue to publish Building Standards quarterly performance figures on the website and at area offices • Implement Regulatory Services Customer Engagement Strategy for 2010-2011
--	--	---	--	---

returned a questionnaire and included their contact details were contacted by the Building Standards Manager to further discuss how the service could be improved. This policy will continue.

In Development Policy the following actions have been undertaken:

- Pilot Community Settlement Plan for the Craignish Peninsula. Written by local community and guided by planning staff
Establishment of an on-line/paper community survey requesting customer feedback on past development plan performance and identification of main planning issues and potential development sites affecting local communities.
Establishment of the Design and Construction Forum to champion the needs of good sustainable design and the local development industry in Argyll and Bute. The establishment of a local design award to promote sustainable design in Argyll and Bute. 5 stakeholder meetings to help identify main issues associated with new Local Development Plan.
- Regulatory Services have undertaken a number of customer engagement surveys in 2009-10. These have focused on businesses and also service users for each of the services separately (ie environmental health, trading standards and animal health). The outcomes were reported to PPSL Committee.

Key Success Measures:

Delivered 3 surveys, against target of 2 surveys (trend – neutral, 2 surveys 2008-2009)

		<ul style="list-style-type: none"> • Animal Health - 77% satisfied with service • Environmental Health – 100% satisfied with service • Trading Standards – 90% satisfied with service 			
Community Results	How sustainable is your service?	<ul style="list-style-type: none"> • Delivery of sustainable economic growth through the production, adoption and implementation of an up to date local plan (which has been tested through the Strategic Environmental Assessment framework) and an holistic approach to sustainable design and construction through the Sustainable Design Guides and associated Action Plan. • Local Development Plan Scheme, in particular Main Issues Report (community views on environment, economy, transport etc.) • Local Development Plan Action Plan – monitoring effectiveness of planning gain (affordable housing, LDP allocations, policies, environmental actions). • Publication of draft Strategic Environmental Assessment (SEA) for LDP • Monitoring progress on Local Development Plan sustainability indicators. • Assist in the delivery of the Governments aims to further the conservation of fuel and power and further the achievement of sustainable development by applying the Building (Scotland) Act 2003 	<p>Dec 2010</p> <p>Sept 2010</p> <p>Mar 2011</p>	<p>Development Manager</p> <p>Head of Service</p> <p>Building Standards Manager</p>	<ul style="list-style-type: none"> • Improving performance indicators from quantitative to qualitative indicators e.g. gaining community perceptions on key planning decisions post implementation; measuring outcomes where the Planning Service has given added value to the determination process and the quality of outcome on the ground. • Service Reviews including equalities and sustainability impact assessments. • Continue to process Building Warrant applications using a ‘risk assessment’ protocol which includes a ‘fast track’ policy permitting speedier processing of applications which have disabled, economic and or environmental aspects.

Resources					
People resources	Staff FTE 2009/2010	<ul style="list-style-type: none"> Planning Services = 66 staff Development Management - 34 Development Policy – 14 Building Standards – 18 Regulatory Services = 56.5 Staff Trading Standards – 19 Environmental Health – 37.5 	Jan 2011	Head of Service	<ul style="list-style-type: none"> Implementing Workforce Deployment work stream in Oban, Lorn and the Isles area
	PDR Completions	<ul style="list-style-type: none"> Planning Services – 90.63% complete Animal Health – 50 % complete Environmental Health – 70% complete Trading Standards -77% complete 			
	Team Meetings	<ul style="list-style-type: none"> Meetings are held at all levels within the service including: Third Tier Managers meetings, Service Team meetings, Weekly Team briefings at area level, Building Standards Technical meetings, Annual, Bi-Annual team event in both Planning and Building Standards, cross cutting topic related meetings e.g. enforcement officers forum, specific focus groups e.g. private water supplies, food safety, public health 			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<ul style="list-style-type: none"> Pro-active approach to staff development and growing our own. High performance development reviews (PDR) returns within Planning Services allows for a proper and considered link between staff performance issues and co-ordinated staff training and development (staff training is based on PDR returns). It also allows for an efficient and budgeted delivery of training to staff. 	Dec 2010	Head of Service	<ul style="list-style-type: none"> Need to develop a system to obtain better feedback and evaluation of learning and development events and programmes Create a training database and intranet based drive for all staff access Introduce a Planning and Regulatory Services staff suggestion and improvement scheme

		<p>Planning Services has also been at the forefront of “Growing Our Own” through sponsorship of courses/qualifications and mentoring, taking on student placements, enabling staff to develop and aspire into professional and managerial posts/careers.</p> <ul style="list-style-type: none"> • In the last year two Building Standards officers have successfully gained their professional accreditation and one has obtained an Honours degree in Building Standards. One Planning Officer has successfully gained their professional accreditation. • Staff turnover - 2 leavers during this period <ul style="list-style-type: none"> ○ Number of grievances – none ○ Number of disciplinary processes – one, verbal warning given ○ Absence monitoring – 3.43 actual, 1.90 Target • All Environmental Health staff were afforded opportunities to meet the Royal Environmental health Institute of Scotland’s Continuous Professional Development Scheme for Professional Officers. • Regulatory Services Development Programme in place to extend authorisation of staff through training and competency assessments. In 2009, 8 members of staff developed their skills and experience resulting in a greater level of responsibility and enforcement 			<ul style="list-style-type: none"> • Establish training blog to help generate debate on topical professional issues with links to heads of Planning Scotland • Evaluate recruitment process and monitor progress of internal staff in being appointed to more senior positions, feeds into continuity planning • Continued commitment to training of student Environmental Health Officers to meet REHIS Training Programme
--	--	---	--	--	--

		authorisation.			
Financial resources	Budget Out-turn Planning Services	<ul style="list-style-type: none"> Planning Services – Overspent by £460k. The adverse variance is due to Planning income being £120k less than budget, Building Standards income being £74k less than budget. The costs of advertising planning applications were £22k greater than budgets and the cost of consultants to cover for staff absences was £56k. The costs of equipment in respect of the central validation team was £78k; the unbudgeted costs of recruiting staff were £25k. 	Mar 2011	Head of Service	<ul style="list-style-type: none"> Implement new revenue budget monitoring arrangements.
	Budget Out-turn Regulatory Services	<ul style="list-style-type: none"> Regulatory Services - £419k underspend in total. Employee costs in Protective Services Management under spent by £256k due to the non implementation of the Service Review. Supplies and Services overspent by £32k on payments to Regional Chemists. Third party payments overspent by £236k on payments to Other Bodies in respect of Private Water Supplies; this is more than offset by increased income. Income was £425k more than budget in respect of Private Water Supplies additional Shellfish Grant and Private Landlord Registration. 			
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	<ul style="list-style-type: none"> Planning and Regulatory Services have exhibited strong commitment and leadership. The annual service plan outlines the objectives and priorities of the service including key outcomes and sets standards and targets against which performance can be measured. The overall 	Mar 2011 Sept 2010	Head of Service Head of Service	<ul style="list-style-type: none"> Improve manager/staff engagement and ownership of service planning and team planning process including performance management and monitoring. Ensure service plan and associated aims and targets are fully cascaded and embedded throughout all teams. Corporate Service Review Process – Regulatory

		<p>aims of the service have been influenced by strategic documents (Single Outcomes Agreement/Corporate Plan/Community Plan), by internal improvement plans, through staff involvement (team meetings/team plans) and through stakeholder consultation (user forums, workshops). Each of the Services, five units also produce an annual work plan of key tasks to be delivered and measured against performance standards and key milestones. The Service has a handbook (to be updated in 2011) which provides guidance and advice to the public and stakeholders on service functions including what services we provide, contact details, frequently asked questions.</p>			<p>Services Year 2</p> <ul style="list-style-type: none"> • Corporate Service Review Process – Planning Services Year 3 • Implement the Public Sector Improvement Framework self assessment process for Planning Services including the preparation of an associated improvement plan.
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	<ul style="list-style-type: none"> • The Council's Planning and Performance Management Framework sets out quarterly timescales for reporting service performance to elected members through the Executive Committee. Good deployment and reporting indicates measurements for each of the service areas, and action plans are outlined to address challenges. • Benchmarking at different levels across the Planning Service – measuring/auditing/comparing performance and process through: <ul style="list-style-type: none"> a) Building Standards - is a member of the 'Clyde Valley' benchmarking group which meets quarterly. In the last year the group have produced group wide guidance notes and have agreed protocols for accepting each member's application forms. 	<p>Sept 2010</p> <p>Mar 2011</p> <p>Mar 2011</p>	<p>Head of Service</p> <p>Building Standards Manager</p> <p>Building Standards Manager</p>	<ul style="list-style-type: none"> • Ensure Service Plan is reviewed in accordance with most up to date version of Corporate/Community Plan/SOA. • Continue to play an active role in the Clyde Valley benchmarking group. • Look to set up closer relationships with the rural authorities per Development Management. • Continue to participate in the annual peer group reviews

		<p>A 'group' wide customer satisfaction questionnaire is also being developed Group wide training on the updated technical standards which are due to come into force on 1 October 2011 has also been arranged and undertaken Annual Peer Group review undertaken by the members of Consortia 5 to determine that local authority Building Warrant applications are processed in accordance with agreed protocols.</p> <p>b) Development Management – Northern Alliance E-Planning Forum, Heads of Planning Scotland, Membership of North of Scotland Planning Forum, Membership of Aquaculture Taskforce for Scotland.</p> <p>c) Development Policy – Membership of the North of Scotland Planning Forum</p>			
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<ul style="list-style-type: none"> • Service delivery in Planning and Regulatory Services is planned and managed in a way to ensure that service aims have measurable targets which meet customers' needs. Service Plan targets are set having taken account of customer feedback (through user forums, web based and paper questionnaires, focus groups, complaints monitoring); national statutory performance indicator targets; charter statements; project management methodology (PRINCE 2); Corporate Plan/Community Plan targets. <ul style="list-style-type: none"> ○ Environmental Health – service plans are supported by statutory Food Safety Law Service Plan and the 	<p>Dec 2010</p> <p>Sept 2010</p> <p>Sept 2010</p>	<p>Development Policy Manager</p> <p>Head of Service</p> <p>Head of Service</p>	<ul style="list-style-type: none"> • Ensure the Council's standardised approach to project management is applied to the Local Development Plan (and associated documents) production and consultation • Service Reviews/Public Sector Improvement Framework • New Service Plan

		<p>Workplace Health and Safety Planning which are formally approved by Committee annually.</p> <ul style="list-style-type: none"> ○ Trading Standards – the main service plan is supplemented by annual plans for tobacco enforcement, debt counselling and home safety. 			
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<p>The Planning Service has developed productive working relationships with our Community Planning Partners (joint working, joint funding, sharing skills, workshops) to deliver:</p> <ul style="list-style-type: none"> ▪ The production of the Argyll and Bute Local Plan ▪ The production of the first draft Woodland and Forestry Strategy ▪ Delivery of Campbeltown Conservation Area Regeneration Scheme and Townscape Heritage Initiative ▪ Masterplanning at Helensburgh Pierhead and at the Dunbeg Growth Corridor. ▪ Helped to deliver strategic inward investment opportunities at Machrihanish Dunes golf course and the Skycom/Welcon development at the former Machrihanish MOD base. ▪ The production of the Argyll and Bute Sustainable Design Guides and ROA landscape capacity studies ▪ The production of the Helensburgh Greenbelt Landscape capacity study ▪ Building Standards involvement in the 'Clyde Valley' benchmarking group 	<p>Sept 2010</p> <p>Aug 2010</p> <p>Sept 2010</p> <p>Sept 2010</p> <p>Mar 2011</p>	<p>Development Manager</p> <p>Development Policy Manager</p> <p>Development Manager</p> <p>Operations Manager – Environmental Health</p> <p>Building Standards Manager</p>	<ul style="list-style-type: none"> ● Implement Joint Working Agreement with Historic Scotland to improve the efficiency of processing listed building consent applications ● Production of sash and case window construction advice leaflet for Argyll and Bute in association with Historic Scotland Technical Team ● Implement Joint Working Agreement with aquaculture industry to improve efficiency of processing aquaculture applications and to realise sustainable development opportunities ● Produce and implement Joint Working Agreement Communication Strategy with key regulators and MOD regarding Health and Safety issues at Faslane Naval Base. ● Continue to develop cross authority working initiatives with our benchmarking partners

		<p>continues to develop joint working initiatives such as CPD training events and sharing of protocols</p> <ul style="list-style-type: none"> ▪ The Environmental Health service have established working arrangements in place with a wider range of agencies including the Food Standards Agency, Health and Safety Executive, Scottish Environment Protection Agency, NHS, Scottish Water, Strathclyde Police as well as other internal Council services including Trading Standards, Development Management and Licensing. Examples of joint working include the anti-social noise service with Strathclyde Police, the Joint Health Protection Plan with NHS Highland and Highland Council, Community Planning initiatives relating to water safety and anti-social behaviour, and emergency planning exercises. There is ongoing liaison with other local authorities through professional groups (Society of Chief Environmental Health Officers) and formal liaison groups (food, health and safety, public health housing and animal health). These seek to promote consistency, share resources and undertake joint initiatives. • Trading Standards – routine joint working with police, fire and health services as well as other council services in relation to core service delivery, debt counselling and home safety. <ul style="list-style-type: none"> ○ Participate in community Safety Forum, community Planning and Argyll & Bute Advice Network. 			
--	--	--	--	--	--

		<ul style="list-style-type: none"> ○ Work with other TS services via liaison groups for underage sales, fair trading, metrology, safety, petroleum and feeds. 			
Risk Management	<p>What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?</p>	<p>The main risks identified with Planning and Regulatory Services relate to the following:</p> <ul style="list-style-type: none"> ● Recruitment and retention of high quality staff ● Addressed by implementing remote and home working, staff development and growing our own, student placements and targeting graduates. ● Loss of fee income ● Addressed by freezing posts to ensure that budget is aligned to service demand. ● Low take up by applicants/agents of e-planning (online submission of planning applications) ● Addressed by pro-active promotion (on website, flyers, posters), targeted training and promotion with selected agents. ● Loss of Building Standards 'sole verifier' status for the geographical area from May 2011 ● Addressed by - Supporting the Scottish Association of Building Standards Managers (SABSM) in pressing the case for retention of the 'sole verifier' licence to the Building Standards Division and the appropriate Minister 	Ongoing	Head of Service of Planning and Regulatory Services	<ul style="list-style-type: none"> ● Ongoing monitoring and review of risk registers

--	--	--	--	--	--

Roads and Amenity Services

Outcomes	Criteria	Evidence sources	Key Dates	Lead Officer	Improvement Actions
Key Performance Results					
A. Roads Design	1. Delivery of Capital Projects	<ul style="list-style-type: none"> Monthly Capital monitoring returns Performance and progress reporting to Project Boards and D&I DMT Post Project reviews 	May 10	Principal Engineer	<ul style="list-style-type: none"> Engagement of MACE (May 2010) to support review of capital programme and individual projects Introduction of additional project management support to develop performance management systems with a focus on project management, cost management and risk management Monthly capital project performance reporting introduced for monthly R&A Team and D&I DMT meetings D&I Management Team acting as Project Board for all strategic and service development projects to provide challenge and support
	2. Inspection of structures	<ul style="list-style-type: none"> WDM database 67% of inspection of structures completed in 2009/10 	March 10	Principal Engineer	<ul style="list-style-type: none"> 2010/11 structure inspection programme prioritises inspections not completed during 2009/10 with performance reviewed at: <ul style="list-style-type: none"> monthly R&A team and D&I DMT meetings quarterly and annual D&I managers performance group
B. Roads Operations	3. Provide a safe and improving road network through the provision of a high quality Road and Street lighting	<p><u>Roads</u></p> <ul style="list-style-type: none"> Use the Roads Maintenance Management system (WDM) for the recording and issuing of all works instructions. 	Sept 10	Contract Managers	<ul style="list-style-type: none"> Monthly Performance Management System programmed for introduction from 1 October 2010 which will provide visibility of Roads Operations and Street Lighting performance at: <ul style="list-style-type: none"> Service level

	Service.	<ul style="list-style-type: none"> Target - 95% of all instruction completed within timescales. 91% achieved for 2009/10 (from WDM) <p><u>Street Lighting</u></p> <ul style="list-style-type: none"> Target - 90% of dark lamps repaired within 5 working days 87.9% achieved for 2009/10 (from WDM) 			<ul style="list-style-type: none"> Area level Ward level <ul style="list-style-type: none"> Performance will be reviewed at: <ul style="list-style-type: none"> monthly R&A Team and D&I DMT meetings quarterly and annual D&I managers performance group annual D&I managers performance group
	4. Complete Roads Operations capital programme in required timescale	<ul style="list-style-type: none"> Target of completing 90% of the approved "asset sustainability" Roads capital programme by October, and delivery of Street Lighting programme by December of each year. Targets for 2009/10 achieved. 	Oct 10 / Dec 10	Contract Managers	<ul style="list-style-type: none"> Monthly capital project performance reporting introduced for monthly R&A Team and D&I DMT meetings Service Review will scrutinise the "in house" delivery of the "asset sustainability" capital programme. The review will include asset management priorities, capital work planning, cost management, risk management, quality and value for money
	5. Provide a safe Road Network during the winter period through the implementation of the Winter Maintenance plan	<ul style="list-style-type: none"> Winter budget of £1.58M affords 58 winter treatment 'runs' for all routes; due to 2009/20 winter conditions 174% actual to budget was spent, i.e. 101 runs against 87 runs in 2008/09 and 58 runs in 2007/08. 100% of 'priority one routes pre-treated within 2 hours' in accordance with winter maintenance policy. Review the Winter Maintenance policy to ensure efficiency of service. 	Oct 10 Mar 11	Roads Operations Manager	<ul style="list-style-type: none"> Develop Winter Maintenance Performance Reporting systems for : <ul style="list-style-type: none"> Weekly, Monthly and Annual performance reporting (including financial performance) Safety & Accident damage Salt storage and endurance Review of policy is currently being undertaken as part of the Roads Operations Service Review to develop options for service delivery at lower cost.
	6. Increase the	<ul style="list-style-type: none"> Reduce the use of salt through less 	Oct 10	Roads Asset	<ul style="list-style-type: none"> Business case to be provided to D&I

	number of covered salt domes - "spend to save"	wastage and more effective treatment		Manager	Management Team for covered salt storage.
C. Marine and Airports	7. Increase income generation for marine and airports	<ul style="list-style-type: none"> Marine income increased by £267,873 in 2009/10, an overall increase of 11% on 2008/09. Achieved by: <ul style="list-style-type: none"> Piers £418,650 Ferries -£150,077 Airport income increased by £13,687 however the collapse of Highland Airways resulted in a bad debt of £50,000. 	Nov 10	Operations Manager (Marine and Airports)	<ul style="list-style-type: none"> Improve income for marine and airport facilities by 1% per annum. Develop Business Plans for each income generating marine facility Develop Business Plan for Argyll Air Services and Council airports
	8. Implement the Public Service Obligation for Argyll Air Services	<ul style="list-style-type: none"> Continued scheduled service to Coll, Colonsay and Tiree. Achieved in 2009/10 by Highland Airways and by the appointment of Hebridean Air Services 	Oct 10 Oct 10	Operations Manager (Marine and Airports)	<ul style="list-style-type: none"> Appoint new operator of PSO in October with revised fare structure and associated joint marketing and advertising campaign Develop and introduce Performance Management Systems to focus upon: <ul style="list-style-type: none"> Scheduled flights performance, achievement of timetable Income generation Flight movements and passenger numbers Customer satisfaction Safety Develop and approve Airport Business Plan.
D. Network and Environment	9. Timeous processing of planning consultations	<ul style="list-style-type: none"> Service Plan target for 2009/10 - 65% 64.1% of planning applications responded to within the appropriate timescale. Performance for 2009/10 was 73% (drawn from departmental systems). 	April 10 and annually Oct 10	Network and Environment Manager	<ul style="list-style-type: none"> Performance will be reviewed at monthly R&A Team and D&I DMT meetings <ul style="list-style-type: none"> Introduce planning application database to improve management and standardise responses.

					<ul style="list-style-type: none"> ○ Introduce monthly Performance Management Reporting to R&A Team and D&I DMT meetings
	10. Prepare Network Improvement Plans. (RA02d).	<ul style="list-style-type: none"> ● Network Improvement Plan 	<p>April 11 and then each year</p> <p>Nov 10</p> <p>Mar 11</p>	Asset Performance Manager	<ul style="list-style-type: none"> ● Roads Asset Manager appointed through transfer of staff Member from Roads Operations. ● Service Review focussing upon Asset Management and requirement to develop alternative options for asset management prioritisation. ● Develop Service Asset Management Plan and associated Capital and Revenue programmes for 2011/12 for consultation with RTWG and Area Committees in FQ3 2010/11. ● Implement programme of land acquisition for drainage and verge improvements to strategic routes.
E. Streetscene	11. Introduction of food waste recycling collections and the expansion of the co-mingled kerbside collection in the Helensburgh and Lomond area.	<ul style="list-style-type: none"> ● To reduce the quantity of waste being disposed of through landfill, by diverting food waste, paper, cardboard, plastics and cans to recycling. ● Key Success Measure – Achieving the 40% recycling target set out in the government targets for the year 2010. ● Argyll and Bute Council achieved a recycling rate of 40.1% ● Food waste recycling for H&L was averaging at approximately 55 tonnes of food waste per month. 	<p>Mar 10</p> <p>Mar 10</p>	Streetscene Manager	<ul style="list-style-type: none"> ● A full work study to assess the efficiency of refuse collection was completed in 2009/10. ● b) Through Service Review process - developing options for efficiencies through better utilisation of resources, flexible working and increased source segregated collection; to maintain a high standard of service delivery, achieve the European directive of 50% recycling target by 2013, whilst achieving the necessary departmental savings. ● Potential expansion of recycling projects throughout the other areas of the authority.

	12. Introduction of co-mingled recycling collections on the islands of Mull, Islay and Tiree.	<ul style="list-style-type: none"> As above – with the exception of food waste. Argyll and Bute Council achieved national recycling target of 40% for 2009/10 	Mar 10 Mar 10	Fleet and Waste Manager Streetscene Manager	<ul style="list-style-type: none"> As per 11.
	13. Introduction of Local Environment Team (LETS) – Lomond, Mid-Argyll and Cowal areas.	<ul style="list-style-type: none"> Improved deployment of resources resulting in better integration of areas services A score of 79 was achieved against a local target of 80 in accordance with the Litter and Refuse (Scotland) Act which requires a national minimum score of 67. 	April 10	Streetscene Manager	<ul style="list-style-type: none"> The efficiency of LETS operations scheduled for review during FQ2 2010/11; results will inform further development of the LETS teams. Review of street sweeping routes during FQ2 2010/11. Review service performance management focusing on productivity; safety and accident damage; cleanliness index results. Increased involvement of local communities in the delivery of Streetscene activities.
	14. Development and approval of the Grounds Maintenance Asset Management Plan	<ul style="list-style-type: none"> The completion of the data relating to ground maintenance assets. Compiled the necessary data into the WDM asset management/mapping system. Preliminary work completed in relation to the value of the WDM service to the ground maintenance asset plan. (WDM system commence Aug/Sept 2010). 	July 10 Nov 10	Streetscene Manager & Grounds Maintenance Asset Manager	<ul style="list-style-type: none"> 100% completion of data relating to ground maintenance assets by the end of the 2nd Quarter. 100% compilation of necessary data within the WDM asset management system. Develop and approval of Grounds Maintenance Asset Management Plan – which will define and standardise level of service to allocated budget by the end of the FQ3 2010/11 Involve local communities in the delivery of the ground maintenance service.
Customer Results	Customer feedback to improve Service	NB. No structured systems in place to capture Customer Feedback (to be	Ongoing	Head of Service	<ul style="list-style-type: none"> Roads Operations are piloting new system to capture and respond to Members queries for

	Performance and Development	<p>addressed)</p> <ul style="list-style-type: none"> Waste Management undertook helpful Customer Focus Groups to gather feedback on the implementation of additional recycling initiatives in Helensburgh and Lomond in October 2009. Feedback overwhelmingly supportive of initiative with only one complaint received. 		<p>Business & Performance Manager</p> <p>Business & Performance Manager</p> <p>Business & Performance Manager</p>	<p>both council networks and Transerv trunk routes. This system will go live during FQ2 2010/11.</p> <ul style="list-style-type: none"> Oban Airport has introduced Customer Satisfaction Surveys from April 2010. Complaints, FOI and correspondence, as well as the administration of Committee Reports to be centralised during FQ2 2010/11 Customer Management and Care training will be undertaken for 3rd and 4th tier managers and admin staff during FQ2 2010/11 to improve the quality and consistency of response. All the above actions will be swept up within monthly Performance Management and Reporting processes which will be reported through R&A Service Team meeting and monthly D&I Management Team.
Resources					
People resources & results	PDR Completion	<ul style="list-style-type: none"> 88% PDR completion achieved within 2009/10 	Mar 10	<p>Head of Service</p> <p>Business & Performance Manager</p>	<ul style="list-style-type: none"> Service Review will be looking at staffing levels. PDR programme for 2010/11 to be compiled during for 2010/11
	Training	<ul style="list-style-type: none"> Roads Operations - 70% of workforce to gain SVQ level 11 in highway maintenance by 2011. We are at 80% of this target to date. Roads design updates/training courses, extending staff's capabilities such as introducing Euro Codes for design. 	Ongoing	<p>Operations Manager</p> <p>Principal Engineer</p>	<ul style="list-style-type: none"> In-house assessment and Training unit under the Highways & Construction Training Association has been set up using retrained existing staff. Both Eurocodes and road alignment design skills to be introduced.

		General CPD throughout.			
Financial resources	Roads and Amenity Services Financial out-turn	<p>Roads and Amenity Services net expenditure 2009/10 outturn was £15,939,484 against budget of £15,423,124. The budget variance was -£516,360.</p> <p>The reason for the variance: Controllable costs were over by £516k mainly due to the costs of winter maintenance (salt -£408k) due to severe winter weather. An additional grant for tackling the frost damage was received too late to spend. Other contributors were: single status appeals for ferries piers and harbours; street lighting increased its inventory and carried out essential repairs. These expenditures were partially offset elsewhere in the service with lower than budgeted employee costs due to delay in filling posts in the Streetscene budget.</p>			
	Roads Operations	<ul style="list-style-type: none"> The Roads and Street Lighting trading account achieved target rate of return again this year. Turnover of £17.5 million – equating to £140,000 per operative. Over spend on Winter Maintenance of £1.2 Million – due to severe weather conditions in December and January. 	Nov 10	<p>Head of Service</p> <p>Strategic Finance Manager / Roads Operations Manager</p>	<ul style="list-style-type: none"> The Winter Maintenance Budget is founded on the Winter Maintenance Policy and the estimation of the number of days (based upon historical weather data) which treatment will be required. The overspend on Winter Maintenance in 2009/10 was largely balanced by savings from Waste Management. The improvement in Waste Management performance has been taken as an efficiency saving within the 2010/11 budget.

					<ul style="list-style-type: none"> If the “actual” winter is worse than the assumption made on the number of treatment days required within the budget provision, then there will be an overspend. The Service will consider options in the Second Quarter for potential reductions in service for the 3rd and 4th Quarters to offset the risk of an overspend in Winter Maintenance.
		<ul style="list-style-type: none"> The roads reconstruction budget was fully spent and the additional £1.1million Capital advanced in Feb-March to address frost damage due to severe winter was fully spent. 	Mar 10	Roads Operations Manager	
Improvement					
Service Improvement	Service Reviews	<ul style="list-style-type: none"> Roads Operations Service Review. Efficiencies, service reductions and budget savings identified within the Stage 1 Review accepted in part during Budget process. Balance of required savings of circa £1.3M of revenue savings must be identified within Stage 2 Service Review. 	Mar 10	Roads Operations Manager	<ul style="list-style-type: none"> Stage 2 Service Review to be completed by end of September 2010
		<ul style="list-style-type: none"> Waste Management Service Review Efficiencies and budget savings identified within the Stage 1 Review accepted during Budget process Balance of required revenue savings must be identified within Stage 2 Service Review 	Mar 10	Fleet & Waste Manager	<ul style="list-style-type: none"> Stage 2 of Waste Management Service Review to be completed by the end of Sep 2010. Review of Shanks PPP Contract Management (supported by Customer Services Legal and Special Projects) to be completed by end of Sept 2010.

	<p>Improve Project Management & Professional Services</p>	<p>Introduction of OGC Framework Design & Project Management Services, to support improvement programme within Roads Design</p>		<p>Principal Engineer</p>	<ul style="list-style-type: none"> • Engagement of MACE (May 2010) to support review of capital programme and individual projects. • Introduction of additional project management support to develop performance management systems with a focus on project management, cost management and risk management. • Monthly capital project performance reporting introduced for monthly R&A Team and D&I DMT meetings. • D&I Management Team acting as Project Board for all strategic and service development projects to provide challenge and support
--	---	---	--	---------------------------	---

This page is intentionally left blank

Annual Performance Review – Governance and Law

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results	What has your service achieved in relation to your Performance Indicators?	<p>Service plan outcomes:</p> <p>Detailed design of Customer Management Theme of Process for Change completed.</p> <p>12 indicators of performance on scorecards. 9 of 12 are performing at or beyond target.</p> <p>Elections for Community Councils and UK Parliamentary Constituency completed successfully.</p> <p>Licensing admin completed issue of all new liquor licences.</p> <p>Bronze COSLA award for development of Customer Service Centre.</p> <p>Development of local area community planning groups has been achieved on schedule.</p> <p>New planning regime and operation thereof given effect to August 2009. Review in August 2010 of effectiveness.</p> <p>Lead authority for national development of Members' Portal Case Management System.</p>	31 March 2011	Charles Reppke	Service Review will address revision of Performance Indicators
Customer Results	How well has your service met the needs and expectations of customers	<p>Customer Feedback:</p> <p>Survey of elected Members shows general satisfaction with Members and Committee Services.</p>	31 March 2011	Charles Reppke	Review Customer feedback regularly as part of ongoing service delivery.
Community Results	How sustainable is your service?	<p>Sustainability Impact Assessments:</p> <p>Very small service all costs now attributable to staff costs which will make it vulnerable to reducing resources.</p>	April 2011		Service Review will seek to focus service on priority areas of work.

Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	Employee numbers: - 53 Employee turnover: - 0% Sickness: - 2.23%			Monthly meetings are held and Third Tier Managers cascade information to staff.
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	Number of leavers, PDR completions, staff surveys PDR completions:- 79.66% Staff are being motivated to engage in service review process to develop new methods of working to increase productivity and develop performance management arrangements to support the Council's key priorities.	31 December 2010 April 2011	Charles Reppke	Aim for 90% completion of PDRs Service Review will develop new working practices to focus on core business.
Financial resources	Did your service achieve its target budget outturn?	Budget outturn The service underspent on its budget for 2009/2010. The reasons for this are:- <ul style="list-style-type: none"> - Delays in implementing Licensing review gave rise to vacancies. - Moratorium on spend by Council for second half of year. 	31 March 2011	Charles Reppke	Continue to monitor closely.
Improvement					

Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process: <ul style="list-style-type: none"> - Key staff involved in Service Plan preparation and information on objectives circulated to staff. - Service Review Process for year 1 engaged staff in an appraisal of Service Delivery Challenges and brought forward staff ideas for reducing costs. 	31 March 2011	Charles Reppke	Continue to engage staff in developing more efficient processes for service delivery and improve performance management monitoring.
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	Benchmarking, external partner working <ul style="list-style-type: none"> - Awareness of Corporate Plan objectives linked to development of Area Community Planning. - Review of Pyramid scorecards and other performance information required to improve value of measures. - Need to develop more robust and timely case management performance information. 	Ongoing	Charles Reppke	Management Team meeting monthly will review performance information for service and detail improvement actions.
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	Rationale for service plan targets <ul style="list-style-type: none"> - Service Plan targets are developed by staff teams and scrutinised, agreed and monitored by management. They take account of previous years performance and emerging challenges. - Service Plan recognises key priorities and risks from community plan and corporate plan. 			New Service Plan will have new targets aimed at improving customer satisfaction and increased efficiency in handling service resources.
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	Consultation with partners, shared services/ joint working <p>Consultation with Community Councils over review of scheme and regular updates on emerging issues.</p>	31 October 2010	Service Review Team	Benchmarking of Services which have few external customers. Consultation with key internal partners.

Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	Risk registers Risk Register updated quarterly to assess ongoing risk profiles and emerging issues.	Ongoing	Iain Jackson	Risk Register has been reviewed to adjust ratings in light of emerging challenges.
------------------------	---	---	---------	--------------	--

File Ref: Misc 2010 - Annual Performance Review – Governance and Law (revised 19 July 2010)

Annual Performance Review – ICT and Financial Services 2009-10

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results Exchequer Services	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes: Sundry debt aged over 36 months has increased by £101k from £592k to £693k. This is due to lack of action from Legal Services. Activity has recently commenced in identifying accounts for write-off, but no recoveries of old debts have been made. It had been intended to outsource this debt collection but Legal Services advised that they wanted to do this work in-house.	31 Mar 11	Alan Brough	Target to reduce debt aged over 36 months to £400,000, to collect 80% of opening debt plus new accounts raised in year and reduce outstanding debt aged over 3 months by 20%. To do this through development of new debtors system and integrate with outsourced debt management. Dependent on agreement from Legal Services.
		The number of payroll overpayments for the year reduced from 138 to 107. Of these, only 14 were due to errors by the payroll section, the 93 errors were in input from departments. However the value of overpays rose for the year from £47,286 to £64,767	31 Mar 11	Alan Brough	Introduce self service and interface to Resourcelink from TRS to increase electronic payroll processing and reduce errors. Target 99.75% of payroll payments are correct and 80% payroll amendments processed without paper forms.
		154,778 invoices were paid in the year, down from 160,565 in previous year – last quarter lower due to moratorium on spend. The value of duplicate creditor payments rose from £70,425 to £163,222 due to one large payment which went astray in the banking system – of these all bar £2,182 have been recovered to date. 90.22% of invoices paid within 30 days, up from 85.76%. This was above target of 90%. Increase due to now being able to calculate this accurately for Pecos invoices. Previously used an estimate of date received as invoice date + 2 days.	31 Mar 11	Alan Brough	Target to pay 93% of invoices within 30 days through increased use of Pecos for care payments and property maintenance orders, and through use of Purchasing cards for catering spend
		The price savings from Procurement for 2009/10 are £196,500, down from £289,000 in 2008/9. The new PC contract in 2008/9 increased the figure for that year significantly but the replacement contract in 2009/10 largely had unchanged prices. However an additional £142k savings were made on capital construction contracts through widening participation through advertising through the national portal and issuing PQQs. Time releasing savings from eProcurement were largely unchanged @ £105k.	31 Mar 11	Alan Brough	Target savings of £360,750 from new contracts. Have approached consultancies for contingency fee based assistance to ensure target achieved

		Spend with contracted suppliers for 2009/10 excluding the contract with ABC Schools is 65.14% for 2009/10 based on light refresh data from Spikes Cavell. No comparative data is available for 2008/9 as contracts were not loaded for historic time period.	31 Mar 11	Alan Brough	Target to increase % of contracted spend to 80%. Dependent on new contracts being put in place and adhered to. This analysis now allows us to identify the gaps more easily.
Key Performance Results Revenues and Benefits	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes:			
		Gross Benefits admin cost per case increased by 1.2% from £58.90 to £59.59. Lower than expected due to re-allocation of central support service recharges to council tax. Weighted benefit caseload increased by 3.3% from 23520 to 24304.	31 Mar 11	Fergus Walker	Target to increase benefits take-up and overall caseload by 10% through benefits take-up strategy and publicity campaign – mailshots, posters, radio campaign.
		Cost of council tax collection per property increased by 9.7% from £10.24 to £11.23 – higher than expected due to re-allocation of central support service recharges from benefits. The number of properties increased by 165 to 46,593	31 Mar 11	Fergus Walker	Monitor as part of monthly budget monitoring process.
		95.94% of council tax collected in year – a reduction of 0.09% due to reduction in provision for future discounts and exemption of £75,000. On a cash basis, collections improved by 0.10%. This was above target of 95.5% which reflected the economic downturn. The number of payments by direct debit increased by 2.5% to 294,462. DD payments account for over 76% of total council tax income received.	31 Mar 11	Fergus Walker	Maintain collections to at least 95.5% and increase number of DD payers to 70% through promotion at annual billing and via customer service centre. Keep monthly bank reconciliations up to date – sign off within 2 weeks of end of month with differences under £5000.
		97.47% of NDR collected in year, down from 97.69%. Decrease largely due to underperformance by our sheriff officers which affected both commission income and sheriff officer fees paid both of which were well down on expected levels	31 Mar 11	Fergus Walker	Target of 97.5% NDR collections in year. Monitor on monthly basis, review performance with sheriff officers and remove if underperformance continues. Benchmark with other local authorities
		The speed of assessing new benefit claims has been improved significantly from an average of 40.2 days in 2008/9 to 27.0 days in 2009/10. There have been similar improvements in the processing of changes in circumstances from 16.5 days to 10.5 days. This has been achieved through working with DWP's Performance Development Team.	31 Mar 11	Fergus Walker	Targets communicated to individual processors and performance monitored through team leaders. Target to increase accuracy from 95% to 98%.

Key Performance Results ICT	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes: Closed projects achieved an average success score of 86.7% - above 80% target. Cash receipting, debtors replacement and broadband pathfinder projects completed. Roads Costing and Fleet Management systems procured and implementation nearing completion. On-going support of new facilities for Customer Management and workforce deployment projects	31 Mar 11	Gavin Boyd	Target to achieve average score in excess of 80% Complete new projects – GIS, integration of flexi with Resourcelink, fleet management, online booking/ payments for leisure, update of room-based video conferencing, further roll out of Care Assess to Health. Support of Process for Change projects
		Systems availability for a basket of systems dropped to 97.02% in September 09. This was due to an electrical circuit break in Kilmory server room – dual UPS has now been installed to prevent any recurrence. The lowest for any other month was 99.5% in March 10. We exceeded the target of 99.88% in 5 months. All seasonal upgrades were completed on time.	On-going	Gavin Boyd/ Gerry Wilson	Target of less than 1% unscheduled down time, and to complete 100% of seasonal upgrades on time. Target for 85% of applications and databases to be within one version of current to ensure continued support from providers.
		The Broadband Pathfinder roll out was completed before Christmas. We were the first of the partners to complete this and have taken advantage of the new facilities available to progress the rollout of VOIP.	31 Mar 11 31 Oct 11 31 Mar 12	Gerry Wilson	Target of 1400 VOIP users by March 2011 Offer all users access to collaboration facilities by October 2011. Aim for closure of Campbeltown data centre by March 2012 dependent on upgrade/ replacement of consolidated server environment
		The number of PCs supported by each IT support staff has increased from 153 in FQ4 08/09 to 214 in FQ4 09/10.	31 Mar 11	Gerry Wilson	New targets to be set to reflect following move to fully geographic basis with full integration of staff transferred from Community Services and Development Services
Customer Results	How well has your service met the needs and expectations of customers	Customer Feedback: SOCITM user satisfaction survey carried out which gave a score of 5.27 out of 7. Although this was a decrease from a the last survey score of 5.53 the two are not wholly comparable. Scores from external surveys are always lower than scores from internal surveys and the previous survey had been run internally.	31 Mar 11	Gerry Wilson/ Gavin Boyd	Founder member of Scottish SOCITM benchmarking group. Attend benchmarking best practice events and promulgate these. ITIL v3 service management framework is being adopted is founded around formal agreement of service levels with key customers and regular reviews. New Client liaison function set up to lead on this.
		Customer complaints are all carefully scrutinised by manager and head of service and any systematic problems identified and addressed.	On-going	Judy Orr	Continue to review customer complaints for any fundamental issues.

		We received 65 stage 1 complaints in 2009/10 of which 50 were dismissed, 9 upheld in full and 6 completely upheld. We received 9 stage 2 complaints of which 6 were dismissed and 3 upheld in part.			
Community Results	How sustainable is your service?	<p>Sustainability Impact Assessments: Revised Procurement Strategy has a section specifically on Sustainability. This has to be considered in all sourcing strategies. Self assessment completed against the flexible framework developed in response to the Scottish Sustainable Procurement Action Plan</p> <p>Software to power down PCs rolled out corporately as part of Carbon management action plan. Virtualisation of servers reduces power requirements</p>	31 Aug 10	Gemma Kenny	Sourcing strategies to be developed for all key commodities and include sustainability assessments. Action plan agreed by Corporate Resources Board
			31 Mar12	Gerry Wilson	On-going review of potential to reduce IT power consumption through continued virtualisation – will be consideration in development of upgrade/replacement of consolidated server environment
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	<p>Employee numbers, Employee turnover, PDR completions, team meetings, levels of attendance 84.8% of staff received a PDR within the year.</p> <p>On average 159 FTE were employed through the year – slightly higher in the summer due to the inclusion of summer students.</p> <p>The annual leavers % was 7.64%. However this is overstated as it includes summer students and temporary staff members. No permanent members of IT staff left in the year. 3 members of staff retired – all in Benefits – and were not replaced. 3 members of staff from Revs & Bens transferred to the Customer Service Centre as a natural progression. 2 were seconded to other departments and 2 were promoted to other departments. There were no leavers who went outwith the Council.</p> <p>Over the year the average number of days off sick</p>	Monthly	All managers	Team briefings are held regularly throughout service on a cascade basis.
			Monthly	E Anderson	PDRs are monitored to ensure these are carried out on time and managers are reminded as necessary.
			On-going	All staff	Staff are encouraged to speak to managers if they have any issues.
			31 Aug 10	Fergus Walker	Finalising review of benefits legislation team with assistance from DWP's performance development team. This has been an inclusive process.
			31 July 10	Fergus Walker	Individual targets set for revenues and benefits staff where appropriate, and performance discussed.
			ongoing	All managers	Return to work interviews held with staff after sickness absence. Contact maintained if absence is long term.

		per FTE was 8.5 days. 55% of all absence days were medically certified. One employee has been off sick for the full year following an accident and is unlikely to return to work. 6 employees were off with stress in the year. Two were due to family illness/ bereavement and are back at work. One has now retired on ill health, two are back at work in other posts. Only one is still off work.			
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<p>Number of leavers, PDR completions, staff surveys</p> <p>84.8% of staff received a PDR within the year.</p> <p>See above re leavers.</p> <p>Commenced delivery of ITILv3 Foundation training to all ICT staff.</p> <p>Re-organised benefits section with assistance from DWP Performance Development Team. This was done on a fully inclusive basis involving staff as much as possible and performance has improved.</p>	<p>31 Mar 11</p> <p>On-going</p> <p>31 Mar 12</p>	<p>Gerry Wilson</p> <p>Alan Brough</p> <p>Mhairi Renton</p>	<p>All IT staff to receive ITIL training. Formal project board set up to ensure all staff aware of their ITIL roles and able to fulfil these. Training in groups across teams to improve cross team understanding, and across all levels of staff.</p> <p>Procurement trainees working towards CIPS qualifications. Payroll staff all encouraged to do Payroll Foundation qualification.</p> <p>All CSC staff to do customer service certificates following pilot.</p>
Financial resources	Did your service achieve its target budget outturn?	<p>Budget outturn</p> <p>Please see annex. Overall underspend of £40k However after allowing for requested carry forwards of unspent grant and IT topslice for Process for Change, there was an overspend of £85,520. This arose due to a year end correction for HB subsidy which created a loss on that cost centre of £250k offsetting too much income taken in previous years (there is no loss across all years). Underspend of £165k on other costs centres reduced the overspend.</p>	monthly	Margaret Moncur	<p>All budget holders input into monthly budget monitoring reports. Standing item on monthly management team meetings.</p> <p>Commitments are recorded for all supplies and services lines throughout year.</p>
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	<p>Service plan preparation process:</p> <p>Third tier managers all drafted own sections of service plan with discussions with their key people and then reviewed</p>	To corporate timescale	All 3 rd tier managers and Head of Service	Review and discuss corporate guidance at management team meetings. Third tiers then to draft with their teams involving all key stakeholders

		this with head of service			
		3 weekly meetings of IT management team held throughout year. Formal agendas, papers, minutes etc. Used to cascade to all staff.	Monthly	Judy Orr	Open discussion forum at which all service issues can be raised and resolved with assistance from all team members
		Monthly meetings of financial services management team put in place. Formal agendas, papers, minutes etc. Used to cascade to all staff.	Monthly	Judy Orr	Open discussion forum at which all service issues can be raised and resolved with assistance from all team members
		Formal project boards set up according to Prince2 principles for monitoring progress on all projects. Head of Service achieved Prince2 2009 certification in March 2010	At milestones	Project Chairs	All project leaders to keep up Prince 2 qualifications and ensure all project board participants aware of roles and responsibilities
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	<p>Benchmarking, external partner working Cipfa Directors of Finance facilitate annual collating and sharing of a broad range of financial performance indicators and these are closely reviewed.</p> <p>We have participated in SOCITM benchmarking clubs for a number of years and are a founder member of the Scottish Socitm benchmarking group.</p> <p>Participate in IRRV Scottish Forum and user groups</p> <p>Review DWP performance statistics</p> <p>We provide procurement data to national hub operated by Spikes Cavell. Annual Procurement Capability Assessments carried out by Scotland Excel for all 32 Local authorities. Participate in national ePS groups and various other procurement forums</p>	<p>Annually</p> <p>Annually</p> <p>Quarterly</p> <p>Quarterly</p> <p>Monthly Annually</p> <p>Periodically</p>	<p>Campbell Gardner</p> <p>Gavin Boyd/ Douglas Bailey</p> <p>Fergus Walker</p> <p>Maggie Campbell</p> <p>Alan Brough</p>	<p>Continued participation in provision and review of these PIs</p> <p>Continued participation in provision and review of these PIs</p> <p>Continued attendance</p> <p>Quarterly review</p> <p>Light data refreshes every month from Payables. Keep contract data up-to-date on hub. Improvement action plan in place to increase PCA scores. Continued attendance at national procurement forums where relevant</p>
Service processes	What activities and initiatives have you taken to meet the service aims with measurable	Rationale for service plan targets Service plan targets are set taking into account national performance levels as well as historic	To	Campbell Gardner plus	Reviewed annually as part of development of annual service plan

	targets?	performance. IT targets are based on the national Socitm performance quartiles.	corporate timescale	third tier managers Gavin Boyd	
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<p>Consultation with partners, shared services/ joint working Formal quarterly SLA meetings held with ACHA to whom we provide IT services. Contract renewed for 1 year to 20 Nov 10.</p> <p>Formal quarterly SLA meetings held with sheriff officers to review performance</p> <p>Formal liaison with RSLs, DWP, Job Centre Plus over Benefit matters</p> <p>SLA finalised with Scottish Water</p> <p>SLAs in place for 3 islands partnership</p> <p>We were part of the NOSLA proposal for shared revenues and benefits project which has had its bid implementation funding rejected by Scottish Ministers – Moray Council still lobbying on this.</p> <p>We work with the Third Sector Demonstration project to remove barriers to doing business with the Council. We also run meet the buyer events.</p>	<p>31 Mar 11</p> <p>Quarterly</p> <p>Quarterly</p> <p>31 May10</p> <p>31 Dec 10</p> <p>Ongoing</p> <p>ongoing</p>	<p>Gerry Wilson/ Gavin Boyd</p> <p>Fergus Walker</p> <p>Liz Smith</p> <p>Judy Orr</p> <p>Mhairi Renton</p> <p>Fergus Walker /Judy Orr</p> <p>Alan Brough</p>	<p>To extend these principles with creation of new Client Liaison function and agree formal SLAs with council departments Formal tender being submitted to ACHA for period from 21 Nov 10</p> <p>Now comparing performance with other councils as part of a collaborative contract led by this Council New post of Liaison and Audit compliance officer created to provide focus for on-going liaison with these bodies Reviewed in line with statutory order. Covers 2010-12. 3IP SLAs require review as funding from AIE now ended.</p> <p>Continue participation in NOSLA group if funding obtained</p> <p>Continue running “meet the buyer” events and promote national contracts portal and standard PQQs</p>
Risk Management	What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?	<p>Risk registers Key risks for service in 2009/10 were as follows: Risk of loss of ACHA contract for provision of IT services to them affecting financial resources available to the service. We agreed a one year continuation to 20 Nov 10. We put forward a proposal for a separate ACHA domain and worked closely with their consultants. However ACHA Board decided in the end to go out to tender.</p> <p>Risk of delay in restoring SAN in event of disaster was highlighted as a result of disaster recovery test. A second SAN has been purchased for GWITC Helensburgh and plan is to balance the</p>	<p>31 Aug 10</p> <p>31 Mar12</p>	<p>Gerry Wilson</p> <p>Gerry Wilson</p>	<p>PQQ and then full tender submitted. Presentation delivered and supplementary information as requested. Referees briefed. Decision due from ACHA mid August</p> <p>Load balancing to be progressed. Requirements to be built in to project for upgrade/replacement of consolidated server</p>

		<p>load between these 2 data centres in order to mitigate this risk.</p> <p>Risk of delays in delivering Process for Change programme heightened following removal of programme management function – IT provide key input to workforce deployment through unified communications and refresh of PC estate, and facility booking software, and to customer management through replacement of web content management system, and integration facilities. Good progress has been maintained in 2009/10 but these are complex high risk programmes</p> <p>2009/10 was affected by recession/ credit crunch. Although we are technically out of recession, unemployment is still expected to rise, particularly in public sector. This will adversely affect ability to pay local tax and sundry debts as well as increasing the benefits caseload.</p> <p>New risk of potential loss of HB/CTB subsidy due to DWP methodology of extrapolating errors – only extrapolating overpayments and not underpayments across whole of population, and not treating any as isolated errors</p> <p>Risk of failure to deliver shared services opportunities has increased due to lack of government funding to move NOSLA proposals on to implementation stage</p> <p>Delay in putting new contracts in place could put savings targets at risk. Although new trainees are all now in place and new procurement manual has been finalised, we have been slow to develop sourcing strategies for our key commodities and data from procurement hub has only recently become available. Also cut backs in level of expenditure in future make it more difficult to achieve savings in rates as companies will make less profit on smaller contracts</p>	<p>Ongoing</p> <p>Quarterly</p> <p>31 Mar 11</p> <p>30 Nov 10</p> <p>Ongoing</p> <p>30 Sep10</p>	<p>Gavin Boyd</p> <p>Fergus Walker</p> <p>Fergus Walker</p> <p>Fergus Walker</p> <p>Fergus Walker</p> <p>Alan Brough</p>	<p>environment. Purchase of GWITC building planned for Autumn 2010 will mitigate risk.</p> <p>Project leaders allocated to both workstreams. Monitor closely through IT Pfc meetings as well as at project board level.</p> <p>Continued close working with sheriff officers.</p> <p>Carry forward some of DWP one-off admin subsidy grant to continue funding of temporary benefits posts through 2010/11.</p> <p>Work closely with Grant Thornton and agree sub-populations where possible. Monitor this issue at national level through IRRV.</p> <p>Continue to promote shared services opportunities through Cipfa Directors of Finance. Explore outsourcing alternatives as part of service review.</p> <p>Have made approaches to procurement consultancies to help us speed up savings through working on a contingency fee basis. This should assist in achieving savings targets.</p>
--	--	--	--	--	---

ANNEX - Financial Resources

		Actual 2009-10	Budget 2009-10	Variance	Explanation of variance
Exchequer Services	Employee Costs	1,120,525	1,093,379	-27,146	Overspend on staff mainly in creditors section offset by unders on supplies & services
	Premises	1,362	0	-1,362	
	Supplies & Srvcs	120,109	130,902	10,793	
	Transport Costs	24,540	27,035	2,495	
	Third Party Payts	126,036	129,720	3,684	
	Income	-305,508	-299,327	6,181	
		1,087,063	1,081,709	-5,354	
Revenues and Benefits	Employee Costs	1,713,677	1,740,771	27,094	£250k too much income on HB subsidy taken in earlier years resulting in loss this year offset by unders on staffing and supplies & services
	Premises Costs	9,450	9,050	-400	
	Supplies & Srvcs	437,795	481,568	43,773	
	Transport Costs	34,316	34,080	-236	
	Third Party Payments	20,931,484	19,765,676	-1,165,808	
	Income	-21,921,205	-20,999,041	922,164	
		1,205,517	1,032,104	-173,414	
ICT Infrastructure	Employee Costs	860,597	848,638	-11,959	Did not make vacancy savings target – offset by unders on supplies & services. Income above target due to BT credit
	Supplies & Srvcs	667,972	679,512	11,540	
	Transport Costs	21,707	26,564	4,857	
	Third Party Paymnts	54,753	53,526	-1,228	
	Income	-230,044	-205,223	24,821	
		1,374,985	1,403,017	28,032	
ICT Applications & MGF3 & Topslice	Employee Costs	589,831	589,115	-715	Underspend on ICT topslice £76k – to be used for Pfc next year. Underspend on maintenance of £40k
	Supplies & Srvcs	165,330	296,149	130,819	
	Transport Costs	13,488	20,507	7,019	
	Third Party Paynts	19,390	0	19,390	
	Income	-52,106	-52,559	-453	
		735,933	688,928	117,279	
Head of ICT & Fin Srvcs	Employee Costs	220,884	206,971	-13,913	Overspend on single status and benchmarking subs
	Property Costs	4,056	3,925	131	
	Supplies & Srvs	27,951	29,460	-1,509	
	Transport Costs	4,492	5,722	1,230	
	Third Party Payts	75,919	148,006.79	638	
	Income	-175,244	-170,848	4,396	

		158,058	151,787	-6,271	
ICT & Financial Services	Employee Costs	4,505,513	4,478,874	-26,639	Loss on HB subsidy of
TOTAL	Property Costs	14,868	12,975	-1,893	£250,731 as above.
	Supplies & Services	1,419,157	1,617,591	198,434	Underspend on ICT
	Transport Costs	98,544	113,908	15,365	topslice of £77,255
	Third Party Payments	21,207,583	20,025,479	-1,182,104	and on HB Admin of
	Income	-22,684,108	-21,726,997	957,110	£47,311 and £681 on
		4,561,557	4,521,830	-39,727	MGF3 to be C/Fwd as
					earmarked funds

Annual Performance Review – Facility Services

Outcomes	Criteria	Evidence sources (as a minimum)	Key Dates	Lead Officer	Improvement Actions
Key Performance Results Integrated Transport Team	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes: 4750 pupils were successfully transported to and from school, and a further 1417 extra-curricular school trips were administered throughout the year	March 2011	Douglas Blades / Gordon Munro	Implement recommendations of School and Public Transport Review, reducing cost of school and public transport, and generating income through new charge for Privilege Rides Set up on-line service for payment of Privilege Ride Charges Commission road safety assessments for the change in walking to school routes
		148 Warning letters issued to school children regarding poor behaviour on school transport	October 2010	Douglas Blades / Gordon Munro	Review current procedure for dealing with poor behaviour on school transport in conjunction with Customer Services Education
		165 school transport contracts were monitored throughout the year. Patronage of council subsidised bus routes increased by 3.99%	March 2011	Douglas Blades	Review and challenge current procurement and tendering process for school and public transport contracts to increase efficiency and reduce costs
		Council fleet vehicles were utilised at an average of 59% throughout the year	March 2011	Gordon Munro	Scrutinise utilisation of Council's fleet vehicles and relocate if necessary to create efficiencies Centralise the management of council's pool car fleet to increase awareness and utilisation and streamline administration process
Key Performance Results Property Services	What has your service achieved in relation to your Performance Indicators?	Service plan outcomes: Expenditure on improvement works to Education and Social Work properties within 1% of approved budgets	March 2010	A Redpath	Lesson learned from post completion project evaluation
		Emergency and Planned Maintenance Works delivered within 3% of allocated budget	March 2010	C Houston	Review of tender documentation Review policy guidelines
		Helensburgh Office Rationalisation Project progressing in accordance with timeline	Dec 2010	C Houston	Regular reporting to HR Project Board – moving project forward to step D completion
		Annual Core Facts information for School Estates	July	A Redpath	Move to web-based application

		returned to Scottish Government within timescale	2011		
		Performance Management PID and Action Plan approved by Asset Management Board	March 2011	N Allan	Approach to asset management planning to be developed within services
		Delivery of asset management work plan in accordance with schedule set by Project Board	Monthly	Malcolm MacFadyen	Monthly review of progress by Asset Management Board
		Successful graduation from Carbon Trust Local Authority Carbon Management Programme		Paul Gillies	
		Advances made in utility meter surveys and data cleansing		Paul Gillies	Continue to challenge utility suppliers
Key Performance Results Cleaning, Catering and Janitorial Services	What has your service achieved in relation to your Performance Indicators?	<p>Service plan outcomes:</p> <p>FSO1 Sustain uptake of meals above national average</p> <p>Annual Survey Results Feb 09: Primary schools uptake free and paid above Scottish average. Secondary schools free and paid above the Scottish average</p> <p>Position with the upper quartile retained though in the primary sector ranking affected by the pilot exercise in three authorities to extend free meals to all primary children in years 1 to 3 Target primary and secondary free and paid meals per day achieved with increase. NB free meal entitlement increased</p>	Ongoing	J Murphy	Continuous monitoring of performance. Revise targets in line with changes.
Key Performance Results Estate Services	What has your service achieved in relation to your Performance Indicators?	<p>Service plan outcomes:</p> <p>Surplus assets sold, new surplus assets coming forward for disposal</p> <p>Acquisitions concluded on favourable terms</p> <p>Reduction in level of rent arrears</p>		H Blake	Decreasing period of time from asset declared surplus to final sale
				H Blake	Continued liaison with instructing department to ensure holistic approach
				H Blake	Continued monitoring of arrears
Customer Results	How well has your service met the needs and expectations of customers	<p>Customer Feedback:</p> <p>The Integrated Transport Team received 7 school transport complaints, equating to 1 for every 250,000 pupil journey. 28 complaints regarding public transport issues, equating to 1 for every 40,700 passengers</p>	<p>March 2011</p> <p>March</p>	<p>Janne Leckie</p> <p>A Redpath</p>	<p>Ongoing monitoring of complaints with a view to reducing issues of concern</p> <p>Feedback comments to be incorporated into</p>

		<p>100% of Property Services customers at least satisfied with Service Provision in relation to Capital Plan</p> <p>High levels of customer satisfaction rating for Cleaning, Catering and Janitorial Services exceed target and shows continuous improvement of 1+%each year 07/08, 08/09 and 09/10. FS02 Safe Clean Working Environments Unit cost of cleaning per sq m £12.85 above the target £12.00 High levels of customer satisfaction rating exceeded target with continuous improvement evident +3% from 07/08, 08/09 to 09/10</p> <p>100% of Estate Services customers at least satisfied with service provision</p>	<p>2010</p> <p>March 2010</p>	<p>J Murphy</p> <p>A Redpath</p>	<p>future projects</p> <p>Investigate web based system to assess customer feedback for Maintenance / EBST activity</p> <p>Extend current reporting system to external and non school clients</p> <p>Service Review will explore options to increase productivity</p> <p>Continue to monitor on monthly basis</p> <p>Feedback comments to be incorporated into future projects</p> <p>Need to consider system to assess customer feedback for Maintenance/EBST activity. Initial discussions with IT suggest a web based assessment may be possible</p>
Community Results	How sustainable is your service?	<p>Sustainability Impact Assessments:</p> <p>Integrated Transport Team School and Public Transport Review carried out</p> <p>Cleaning, Catering and Janitorial Services Sustainability issues addressed through procurement</p> <p>Bute Pilot and the extension of the Bute contract format to other fresh food contracts let through the Council's procurement section</p>	<p>September 2010</p>	<p>J Leckie</p> <p>J Murphy</p> <p>J Murphy</p>	<p>Recommendations and associated risks will be reviewed and presented as savings options</p> <p>Review of Pilot with report to Economy PPG</p>
Resources					
People resources	What people resources are used by your service and how they are managed and motivated?	Employee numbers, Employee turnover, PDR completions, team meetings, levels of attendance			

		<p>There are 11 members of staff employed in Integrated Transport, in addition there are 180 part-time driver/escorts. During the past year the staff were employed in Community Services, Development Services and Operational Services. No significant sickness absence</p> <p>There are 43.75 fte staff within Property Services. No significant sickness absence</p> <p>Cleaning, Catering and Janitorial Services staff provided to the council and to external clients is Catering 260 Cleaning 250 Janitorial 113</p> <p>The majority of staff are part time and are managed as a single service by four area managers. Employees may undertake more than one role within the organisation and have individual contracts per role. An additional post of Nutrition Officer is funded by Education but managed by Catering Services</p> <p>There are 5.25 fte staff within Estates. Exemplary staff attendance</p>		<p>J Murphy</p> <p>H Blake</p>	<p>The team will become fully integrated, attending regular team meetings where issues will be discussed. Areas of service will be scrutinised to ensure efficient service delivery and savings identified</p> <p>Service review will consider options for management of all or part of the service and appropriate levels of supervision</p> <p>Formal team meetings on a monthly basis</p>
People results	What has your service achieved in terms of motivating, involving, developing and valuing staff?	<p>Number of leavers, PDR completions, staff surveys</p> <p>Last year within the Integrated Transport Team there were no leavers and PDRs were completed 100%</p> <p>Within Property Services there has been 1 redundancy and 1 leaver. PDRs completed 100%</p> <p>During the year within Cleaning, Catering and Janitorial Services self managed induction packs (passports) were developed and rolled out for all grades of Catering and Cleaning staff. Other training for staff included Child Protection, Manual Handling, Electrical Awareness, Basic Nutrition and Janitorial training. EatSafe awards achieved by staff in 30 kitchens. PDRs completed 100%</p>		<p>Area Managers</p>	<p>PDRs will continue to be completed within timescale</p> <p>Evaluate the effectiveness of Passports and develop further if necessary. Maintain the programme of training for all staff</p>

		Within Estates there have been no leavers. PDRs completed 100%			
Financial resources	Did your service achieve its target budget outturn?	Budget outturn Please see annex.			
Improvement					
Leadership	How have you set the overall aims of the service, managed and implemented this through planning and involving stakeholders and people?	Service plan preparation process:			
		Senior staff within the Integrated Transport Team meet to discuss resources, review targets, set priorities	December 2010	Janne Leckie	Monthly meetings to monitor progress
		Property Services hold an annual meeting with all staff to review progress and learn lessons from previous year and to set priorities for new year.	Annually May	A Redpath / C Houston	Annual review including post completion evaluations of major projects
		Asset management aims have been set out in the Corporate Asset Management Plan and Strategy	Annually March	M MacFadyen	Monthly monitoring or progress by Asset Management Board
		Cleaning, Catering and Janitorial Services collate feedback from customers, clients and managers which shape the aims of the service, finances/resources direct the final plan		J Murphy	Establish regular formal forum with clients. Re-establish marketing plan
		The overall aims for Estates are set by Corporate Asset Management Plan and by senior management. Approved minutes	Ongoing	H Blake	Subject to annual review via the Asset Management Board
Service planning	How do you monitor performance against the strategic and policy context that your service operates in?	Benchmarking, external partner working Integrated Transport Team - Membership of Association of Chief Transport Officers, Education Transport Subgroup, Clyde Ferry User Group, SPT User Group Property Services - attend at various benchmarking groups, development of benchmarking indicators and submission of benchmarking data - Monitoring of progress undertaking at the meetings of the Board - Published national reports - The Strategic Asset Manager represents the	Quarterly throughout year	Douglas Blades A Redpath Malcolm MacFadyen Nick Allen	Monthly review of performance at Facility Services Management meeting

		<p>Council on a number of national bodies - Networking with other Councils inc: SEON; development of benchmarking indicators</p> <p>Cleaning, Catering and Janitorial Services – benchmarking of services, internal and external audit. Regular team review meetings</p>		<p>C Houston / P Gillies</p> <p>Area Managers</p>	
Service processes	What activities and initiatives have you taken to meet the service aims with measurable targets?	<p>Rationale for service plan targets</p> <p>Targets for the Integrated Transport Team are set taking into account review recommendations, legislative requirements and resources available</p> <p>Targets for Property Services established by reference to legislation or determined by available resources/funding</p> <p>Legislative framework and financial imperatives are the basis from which the measurable targets for the Cleaning, Catering and Janitorial Services are derived</p>	<p>March 2012</p> <p>Ongoing</p>	<p>Janne Leckie</p> <p>C Houston / P Gillies</p> <p>J Murphy</p>	<p>Monthly review of performance at Facility Services Management meeting</p>
Partners and other resources	What relations are there between your service and partners, what other resources are used and how are they managed?	<p>Consultation with partners, shared services/ joint working</p> <p>Integrated Transport Team Attendance at Community Transport Forum Bute and Cowal. Working with Development and Infrastructure Services staff – road safety assessments, road safety information, fleet management</p> <p>Property Services Mull and Iona Progressive Care Unit, working with Health and Housing Association Partners and development of sports pitch in Dunoon with ACHA</p> <p>Council is a participating member of the Northern hub Territory, a collaboration of 18 public sector organisations around the areas of strategic asset planning and procurement</p> <p>The Council through its Third Sector Demonstration Project is developing processes to support the</p>	<p>Ongoing</p>	<p>Janne Leckie</p> <p>A Redpath</p> <p>N Allan</p> <p>N Allan</p>	<p>External partnerships are reviewed on an ongoing basis to determine future actions. Service input is reviewed at Facility Services Management meetings</p>

		<p>Third Sector through the potential transfer of assets</p> <p>Engagement with all Community Planning Partners for Helensburgh Office Rationalisation Project</p> <p>Key external partners include Carbon Trust, Energy Savings Trust, Procurement Scotland (Scottish Government), CARES, Climate Challenge Funded organisations, Islay Energy Trust, Strathclyde University, Highland Joint Working Group, Scottish Energy Officers Networks</p> <p>Cleaning, Catering and Janitorial Services Key resource is a supplier network. Contract monitoring through the submission of management information and regular meetings</p>		<p>C Houston</p> <p>C Houston</p> <p>J Murphy</p>	<p>Develop contract monitoring regime for Argyll based contracts</p>
Risk Management	<p>What major risks were identified for your service? How were they addressed? Were there any emergent risks during the period and if so how were they addressed?</p>	<p>Risk registers Integrated Transport Team Projected budget overspend was highlighted and flagged as a cost pressure</p> <p>Property Services Risks identified included inadequate financial resources; poor contractor performance; failure to deliver improvements resulting in building being unfit for purpose. This was addressed through prudent financial and contract management and through appropriate allocation of limited resources</p> <p>Failure to meet statutory maintenance obligations and expose staff etc to health and safety deficiencies is a major risk</p> <p>New management structure and staff reorganisation engaged in February 2010 to address shortfalls in this area – issues include poor contractor performance, lack of specification, policy</p>	<p>Ongoing</p> <p>March 2010</p>	<p>Janne Leckie</p> <p>A Redpath</p> <p>M MacFadyen / C Houston</p>	<p>Risks are identified on an ongoing basis and the Service response is determined via monthly Facility Services Management meetings</p>

		<p>management guidelines etc.</p> <p>Emergent risk is failure to deliver carbon/energy reductions – one staff member made redundant and remaining staff focus stated to be statutory maintenance performance – ever increasing government reduction targets with subsequent tightening of legislation and poor public perception all conceivable outcomes. Continued utility data quality problems affect ability to monitor performance accurately and determine priorities.</p> <p>Cleaning, Catering and Janitorial Services Food safety and costs are the major risks. Food safety is managed through a quality assured HACCP, internal and external audit</p> <p>Costs are controlled through the procurement system and monitored via budget monitoring and management information</p>		<p>M MacFadyen / C Houston / P Gillies</p> <p>J Murphy</p> <p>Nutrition Officer</p>	<p>Maintain and continue to develop quality assurance system</p> <p>Contribute to development of contract monitoring system. Continue development of menu costing</p>
--	--	--	--	---	---

ANNEX - Financial Resources

		Actual 2009-10	Budget 2009-10	Variance	Explanation of variance
Asset Management	Employee Costs	53,695.65	53,658.00	-37.65	Outwith reporting criteria
	Supplies & Services	1,096.91	653.87	-443.04	
	Transport Costs	2,550.02	633.67	-1,916.35	
		57,342.58	54,945.54	-2,397.04	
Catering, Cleaning & Janitorial	Employee Costs	5,917,864.50	5,878,102.47	-39,762.03	Contributed to surplus on CCJ Trading Account
	Property Costs	2,200.60	814.56	-1,386.04	
	Supplies & Services	1,478,986.99	1,478,094.67	-892.32	
	Transport Costs	71,612.81	48,293.35	-23,319.46	
	Third Party Payments	1,038.15	0.00	-1,038.15	
	Income	-8,470,296.36	-8,323,808.96	146,487.40	
		-998,593.31	-918,503.91	80,089.40	
Integrated Transport	Employee Costs	799,289.81	766,469.00	-32,820.81	Underbudgeting of inflation for bus contracts
	Property Costs	5,843.82	0.00	-5,843.82	
	Supplies & Services	35,594.58	34,582.00	-1,012.58	
	Transport Costs	5,992,877.15	5,984,101.97	-8,775.18	
	Third Party Payments	7,926,650.36	7,054,802.61	-871,847.75	
	Income	-5,902,630.06	-5,199,260.63	703,369.43	
		8,857,625.66	8,640,694.95	-216,930.71	
Estates	Employee Costs	224,145.28	257,674.00	33,528.72	Outwith reporting criteria
	Supplies & Services	3,358.86	1,025.00	-2,333.86	
	Transport Costs	9,554.97	10,625.14	1,070.17	
	Income	-37,834.51	-66,000.00	-28,165.49	
	199,224.60	203,324.14	4,099.54		
Property Services (including Shared Offices & Depots)	Employee Costs	1,625,088.43	1,575,283.98	-49,804.45	Underspend mainly within Shared Offices due to the moratorium on spend.
	Property Costs	2,487,483.37	2,612,635.85	125,152.48	
	Supplies & Services	161,454.85	156,796.65	-4,658.20	
	Transport Costs	111,471.12	115,363.93	3,892.81	
	Third Party Payments	212,181.79	148,006.79	-64,175.00	
	Income	-2,750,137.41	-2,460,194.74	289,942.67	

		1,847,542.15	2,147,892.46	300,350.31
--	--	--------------	--------------	------------

REVENUE BUDGET MONITORING REPORT – SEPTEMBER 2010
CORPORATE OVERVIEW

FORECAST OUTTURN – UNDERSPEND £245,845

This Corporate Overview and the attached Departmental financial reports summarise the revenue budget position of the Council as at 30 September 2010. The overall outturn variance is forecast to be an underspend of £246k based on the September monitoring exercise.

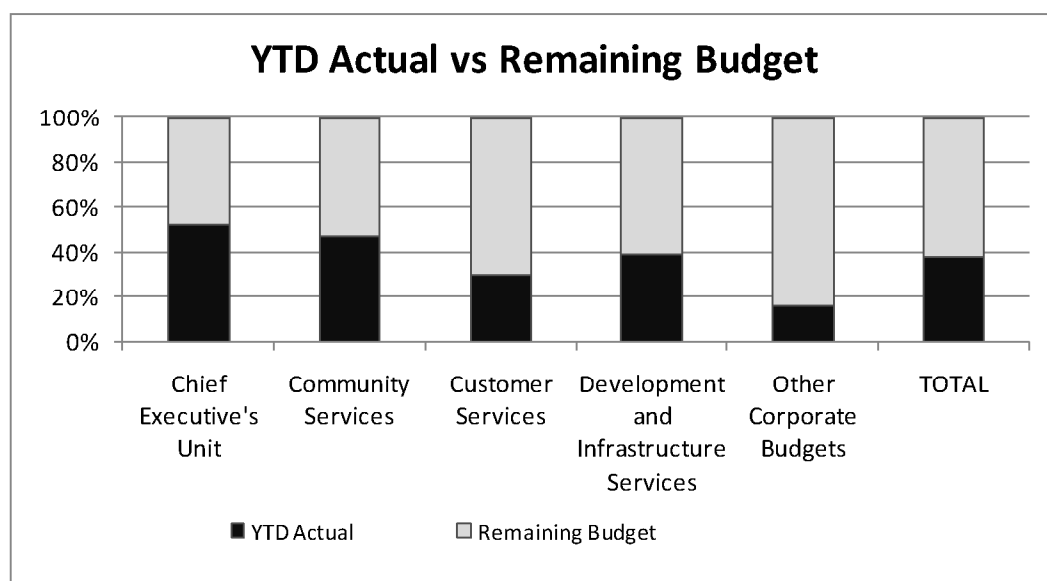
1. CURRENT FINANCIAL POSITION

The overall Council financial statements are included as appendices to this report. An overall Objective Summary is included in Appendix 1 and the overall Subjective Summary for the Council is included as Appendix 2.

YEAR TO DATE POSITION

As at the end of September 2010 there is a year to date deficit of £4.790m. The main reason for this is the profiling of the AEF grant funding. In terms of expenditure budgets there is a year to date surplus of £4.535m. The main reasons for this are the profiling of budgets and the timing differences with payments being made, the material year to date underspend within departments is not an indication of the year-end outturn position.

The graph below shows the expenditure to date against the remaining budget for each Department. This is a high level summary to give an indication of the proportion of controllable budget that each Department has spent to date. The dark shade represents the actual expenditure to date as a percentage of total budget and the lighter area at the top represents the available/remaining budget.



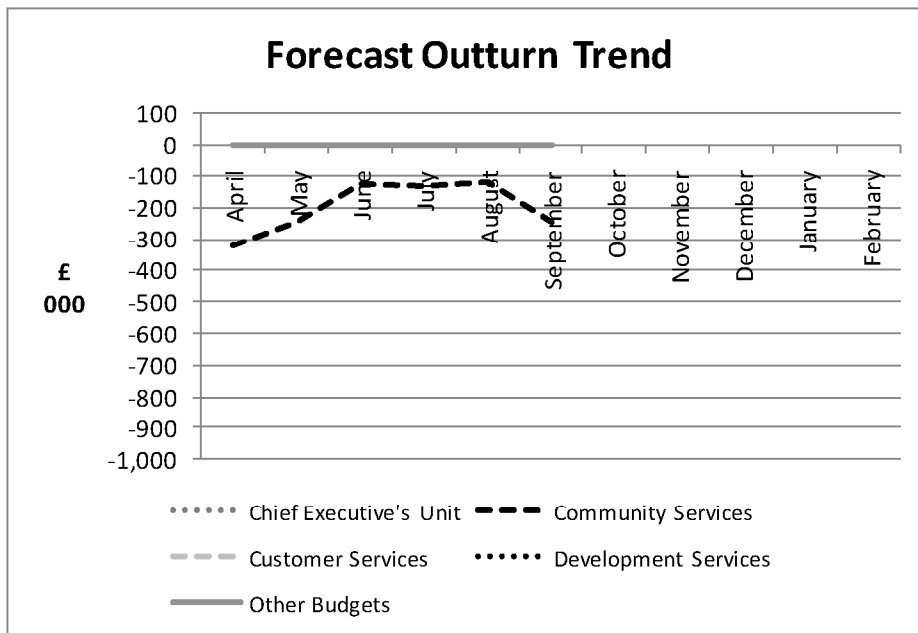
FORECAST OUTTURN POSITION

The current forecast outturn position as at the end of September 2010 is a forecast underspend of £246k.

All departments are currently expecting their year-end spend to come in on budget, with the exception of Community Services who are projecting an underspend of £246k. The Community Services forecast outturn position has increased from a projected underspend of £119k in the last reporting period to £246k in September. The main reasons for this are an update to the projected budget required to reflect the current level of commitment and a number of amendments to large client packages, this has increased the forecast underspend in Adult Services by £930k. This has been partly offset by a forecast overspend of £725k in Education for the costs in respect of the Teachers Early Retirals.

The remaining Adult Services underspend relates to an over-recovery of income from the Council's residential units and a reduction in the number of clients placed within the private sector units. This is partially offset by a projected overspend in Children and Families in Contact and Welfare, as a result of a high level of statutory contact and other support for vulnerable families.

The line graph below shows the movement in the forecast outturn position for each Department from the start of the financial year.



2. FINANCIAL SUCCESSES, CHALLENGES, RISKS AND FUTURE ACTIONS

<u>SUCCESSES</u>	<u>CHALLENGES</u>
<p>No adverse outturn, overall projected outturn as at September is an underspend of £246k</p> <p>Departments are on target to meet efficiencies and other savings</p>	<p>Maintaining favourable/balanced forecast outturn position in light of Council wide risks to expenditure</p> <p>Possible impact of Single Status and the outcome of the multiple post exercise</p> <p>Impact of the Equal Pay settlement, which at the moment cannot be quantified</p> <p>Local Government Employees pay agreement has settled at 0.65% for 2010/11, the impact of this is an unbudgeted additional cost of £217k</p> <p>Ongoing service reviews and the challenges faced in terms of delivering services more efficiently with less resources</p>
<u>RISKS</u>	<u>FUTURE ACTIONS</u>
<p>Increasing demand for services with reduced resources could lead to an adverse outturn position</p>	<p>Ongoing robust monitoring of the financial position to ensure that any budget issues are fed back to the management team and members through the budget monitoring process</p> <p>Continually refine/develop systems to accurately calculate forecast outturns and the future years financial outlook</p>

3. EFFICIENCY SAVINGS AND OTHER BUDGET SAVINGS

The table below summarises the total efficiency savings and other specific savings allocated to Departments, along with the amount of savings realised to date:

Type of Saving	Target	Actual	Remaining
Efficiency Savings	4,202,411	2,101,206	2,101,205
Cost Centre Review Savings	295,982	268,525	27,457
Vacancy Savings	726,843	364,301	362,542
Totals	5,225,236	2,734,032	2,491,204

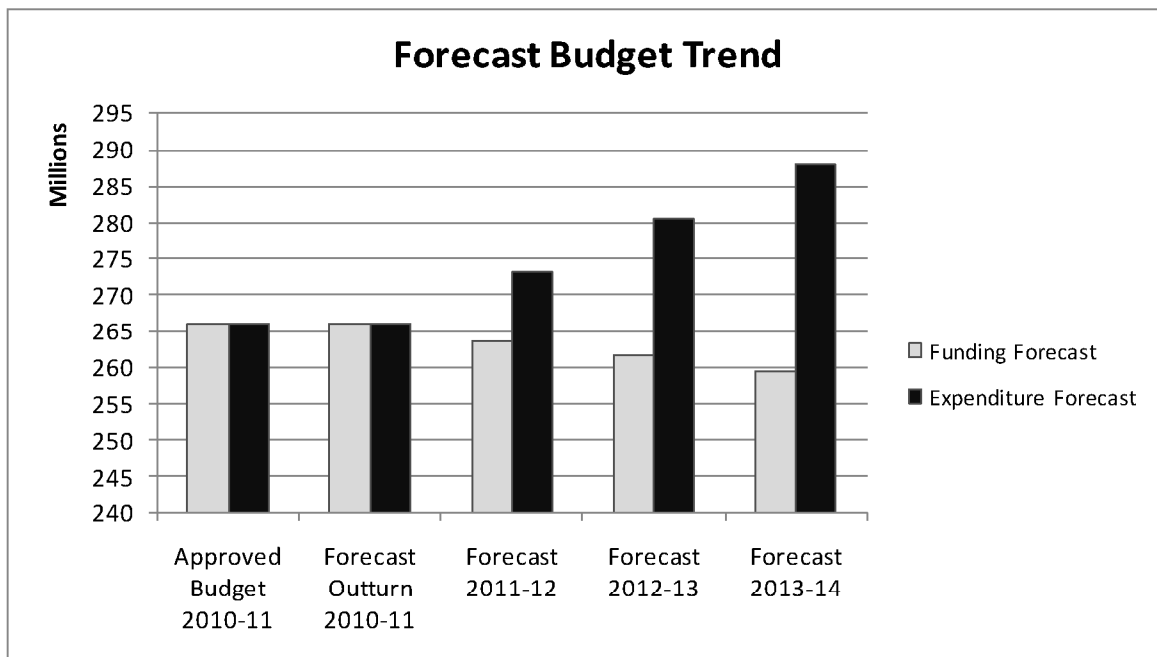
These savings were removed from service budgets at the start of the year as part of the budget setting process, departments will monitor the budgets throughout the year to ensure these are achieved.

Overall services are on track to meet their efficiency savings. 52% of the total target has been achieved as at the end of September, the overall favourable outturn position would suggest that these savings will be met.

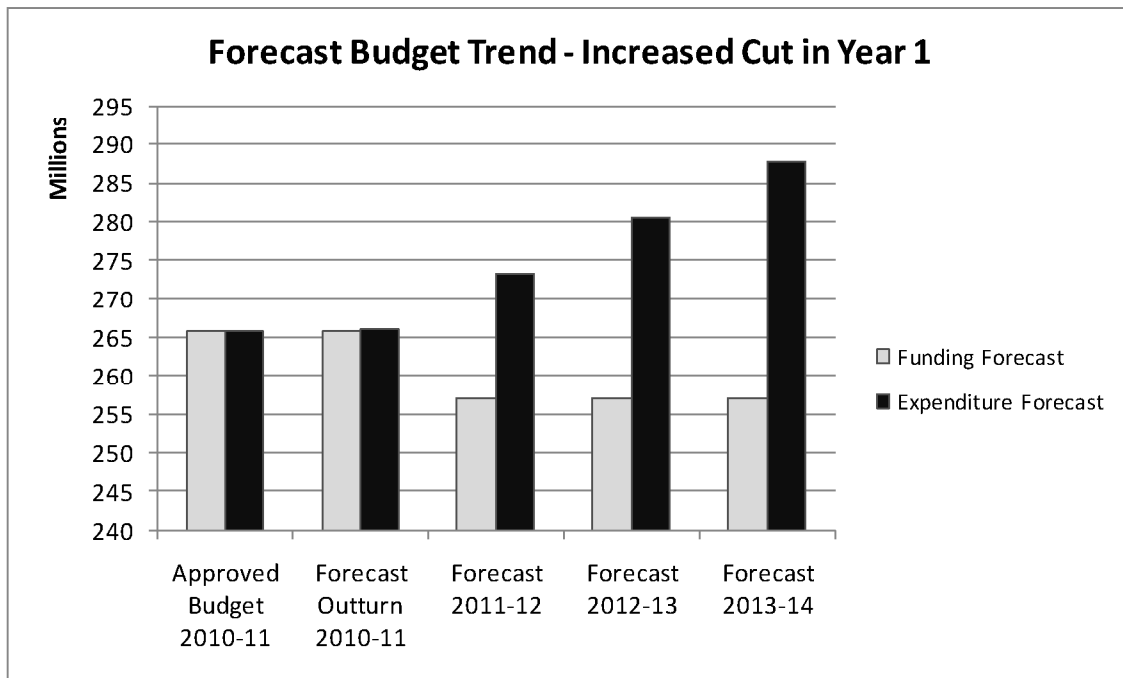
4. FINANCIAL OUTLOOK FOR FUTURE YEARS

Given the current state of public sector finances it is likely that there will be a challenging financial outlook for a number of years. The annual funding gap for the next three years is estimated to be between £9m and £13m and forward forecasts suggest that this level of annual funding gap is likely to continue through to 2017-18.

The graph below represents the forecast trend in budget requirement over the next three years, and demonstrates the budget gap being the difference between the funding and expenditure forecasts. This forecast is based on a 1% cut in Government Grant and has been updated to reflect the impact of the Local Government employee pay award. After adjusting for the pay award, the funding gap has reduced from approx £11.5m each year to around £9.5m each year.



At this stage we are unable to predict the likely cut in Government Grant and the graph above assumes a 1% cut in grant each year. However, it is now anticipated that the Scottish Government may choose to impose the cut in funding in the first year (2011-12) and then freeze the funding for the following two years. The anticipated cut is around 4%. The graph below adjusts the forecast budget trend above to incorporate the increased reduction in funding in Year 1.



The original three year forecast budget gap was around £30m and this approximate figure remains in either of the scenarios graphically represented above. The first scenario evens the funding gap across each of the years, with the second scenario having a much larger funding gap in the first year. If this is the case, this could place significant pressure on the Council's reserves.

When calculating the budget forecast for the three future years the following approach was taken:

- A general inflation allowance has been applied to the approved budget for 2010-11. For 2011-12 a general inflation allowance of 2.0% has been adopted and for 2012-13 and 2013-14 this has been increased to 2.5%.
- Specific inflation allowance has also been made for other costs.
- Cost and demand pressures known at this time were added. The only demand pressures known at this stage relate to the projected growth in the elderly population and additional funding required to meet concordat commitments.
- A general allowance/contingency of 1% of budget to make some provision for other areas where we do not have specific estimates of costs, for example, ongoing cost of roll out of successful job evaluation appeals, other demand pressures that have yet to be identified.

5. GENERAL FUND RESERVES

The audited balance on the General Fund as at 31st March 2010 was £33.020m. There are a number of balances earmarked within the General Fund, these total £28.538m. The table below summarises these earmarked balances, along with the total amount withdrawn from reserves to the end of August.

Earmarked Category	Balance 31 March 2010 £'000	Withdrawn from Reserves £'000	Remaining Balance 30 September 2010 £'000
Waste Management PPP	5,466		5,466
NPDO Affordability Funding	10,527		10,527
Revenue from Additional Council Tax on Second Homes (Strategic Housing fund)	6,953		6,953
Unspent Grants	1,044	657	387
Contributions Carried Forward	465	19	446
Unspent Budget Carried Forward	1,343	85	1,258
Money Management	85		85
Licensing Standards	368		368
School Budget Carry Forwards	595	595	0
Unspent Budget Required for Existing Legal Commitments	258	113	145
CHORD	860		860
Process for Change	574		574
Total	28,538	1,469	27,069

The unallocated General Fund balance at 31 March 2010 was £4.482m, this equated to 1.7% of the net revenue expenditure for 2010/11. The minimum level of 'free' General Fund Reserves is 1.5%, which equates to £3.988m. Therefore at the start of 2010/11 the Council had a surplus in reserves over and above the minimum requirement of £0.494m.

This figure requires to be adjusted for the projected outturn position and any additional funding agreed to be funded from the 'free' reserves during the year.

Free General Fund Balance at 31 March 2010	£4.482m
Projected Outturn Position as at end September 2010	£0.246m
Free General Fund Balance at 30 September 2010	£4.728m
Minimum Level	£3.988m
Surplus General Fund Balance	£0.740m

The Council faces a number of financial challenges in the current year, such as Single Status and Equal Pay, and is also undertaking a number of major change projects such as the ongoing Council Modernisation and Process for Change. The financial impact of these possible liabilities and the risk of the change programmes could have an impact on the Council's General Fund Balance.

Council Objective Summary as at 30 September 2010

Appendix 1

	YEAR TO DATE POSITION			CURRENT PROJECTED FINAL OUTTURN			PREVIOUS PROJECTED FINAL OUTTURN		
	YTD Actual	YTD Budget	YTD Variance	Annual Budget	Forecast Outturn	Forecast (over)/under spend	Forecast Outturn	Additional Funding / Transfers	Variance from Previous Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Departmental Budgets									
Chief Executives	3,845	3,988	143	7,403	7,403	0	7,403	0	0
Community Services	67,699	67,854	155	142,999	142,753	246	142,886	-5	128
Customer Services	9,808	12,418	2,610	33,081	33,081	0	33,047	34	0
Development and Infrastructure Services	12,925	13,790	865	32,976	32,976	0	32,996	-20	0
Total Departmental Budgets	94,277	98,050	3,773	216,459	216,213	246	216,332	9	128
Other Corporate Budgets									
Other Operating Inc & Exp	822	1,127	305	4,290	4,290	0	4,308	-19	-1
Joint Boards	7,430	7,544	114	15,094	15,094	0	15,094	0	0
Treasury Management	163	0	-163	0	0	0	0	0	0
Non-Controllable Costs	-506	0	506	31,546	31,546	0	31,546	0	0
Total Corporate Budgets	7,909	8,671	762	50,930	50,930	0	50,948	-19	-1
TOTAL NET EXPENDITURE	102,186	106,721	4,535	267,389	267,143	246	267,280	-10	127
Financed By									
Aggregate External Finance	-101,459	-110,784	-9,325	-221,620	-221,620	0	-221,620	0	0
Local Tax Requirement	-26,072	-26,072	0	-44,300	-44,300	0	-44,300	0	0
Contributions from General Fund	0	0	0	0	0	0	-10	10	0
Earmarked Reserves	0	0	0	-1,469	-1,469	0	-1,469	0	0
Total Funding	-127,531	-136,856	-9,325	-267,389	-267,389	0	-267,399	10	0
Deficit/(Surplus) for Period	-25,345	-30,135	-4,790	0	-246	246	-119	0	127

Council Subjective Summary as at 30 September 2010

Appendix 2

Subjective Category	YEAR TO DATE POSITION			CURRENT PROJECTED FINAL OUTTURN		
	YTD Actual	YTD Budget	YTD Variance	Annual Budget	Forecast Outturn	Forecast (over)/under spend
	£'000	£'000	£'000	£'000	£'000	£'000
Employee Expenses	64,306	65,366	1,060	141,752	141,930	-178
Premises Related Expenditure	7,145	7,443	298	15,331	15,334	-3
Supplies and Services	10,264	9,683	-581	22,238	22,238	0
Transport Related Expenditure	5,675	5,709	34	17,417	17,416	1
Third Party Payments	64,217	65,742	1,525	136,480	136,266	214
Capital Financing	-730	0	730	29,389	29,389	0
TOTAL NET EXPENDITURE	150,877	153,943	3,066	362,607	362,573	34
Income	176,222	184,078	7,856	362,607	362,819	-212
Deficit/(Surplus) for Period	-25,345	-30,135	-4,790	0	-246	246

**ARGYLL AND BUTE COUNCIL
DEPARTMENT: CHIEF EXECUTIVE'S UNIT
BUDGET MONITORING REPORT – SEPTEMBER 2010**

This report summaries the financial position of Chief Executive's Unit as at 30 September 2010. There are currently no forecast outturns, therefore, the department are projecting to come in on budget. Further detail is provided within this report along with other financial issues affecting the department.

Content	Page No.
Financial Successes, Challenges, Risks and Future Actions	2
Efficiency Savings and Other Budget Savings	2
Objective Summary	3
Subjective Summary	4
Red Variances	5
Departmental Budget v Actual Graph	6
Departmental Trend Graph	6

FINANCIAL SUCCESSES, CHALLENGES, RISKS AND FUTURE ACTIONS

SUCCESSES	CHALLENGES	RISKS	FUTURE ACTIONS
The Chief Executive's Unit 2009/10 year-end outturn was an underspend of £40k.	Implement/realise savings agreed as part of the budget setting process.	Major projects such as the Council Modernisation and Process for Change fall under the CEU. There is the risk of these not keeping within budget.	Close monitoring of budgets, ensuring a favourable outturn position for the CEU.
Efficiency savings have been achieved to date.	To continue to deliver the same level of service with reduced resources.	Unquantifiable budgetary impact of Single Status and Equal Pay.	Prompt highlighting of and processing of forecast variances.
Both Improvement & Strategic HR and Strategic Finance are forecasting to bring in expenditure in line with budget for 2010/11			

EFFICIENCY SAVINGS AND OTHER BUDGET SAVINGS

Type of Saving	Target	Actual	Remaining	Explanation
Efficiency Savings	306,520	153,260	153,260	Savings will materialise from a review of the overall staffing structure in the Chief Executive's Unit. It is anticipated that these savings will be achieved, hence the department is not forecasting an adverse year-end outturn position.
Totals	306,520	153,260	153,260	

OBJECTIVE SUMMARY

Service	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Chief Executive	101,562	104,919	3,357	3.20%	228,330	0	228,330	0.00%	Outwith Reporting Criteria
Head of Improvement and Strategic HR	2,622,881	2,730,368	107,487	3.94%	4,771,012	0	4,771,012	0.00%	Underspend relates to vacant posts within Strategic HR, Operational HR and Learning and Development, these vacancy savings will be required to offset the unallocated staff savings target.
Head of Strategic Finance	1,094,065	1,152,372	58,307	5.06%	2,403,094	0	2,403,094	0.00%	Vacant posts with Community Services Finance Team, will be required to offset unallocated staff savings target.
Equal Pay	26,262	0	-26,262	100.00%	0	0	0	0.00%	Legal Fees for Equal Pay Advice.
Totals	3,844,770	3,987,659	142,889	3.58%	7,402,436	0	7,402,436	0.00%	

SUBJECTIVE SUMMARY

Subjective Category	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Employee	2,670,315	2,859,807	189,492	6.63%	5,965,705	0	5,965,705	0.00%	Underspend relates to vacant posts within Strategic HR, Operational HR, Learning and Development and Community Services Finance Team, these are required to offset unallocated staff reduction savings targets.
Premises	4,367	4,318	-49	-1.13%	29,237	0	29,237	0.00%	Outwith Reporting Criteria
Supplies & Services	217,718	160,288	-57,430	-35.83%	397,410	0	397,410	0.00%	Overspend relates to the purchase of computer software/licences within the Customer Management Project, there is an outstanding transfer from earmarked reserves which will eliminate this adverse variance
Transport	51,368	54,879	3,511	6.40%	135,526	0	135,526	0.00%	Essential staff travel in Policy and Strategy Corporate Support
Third Party	1,065,984	1,069,427	3,443	0.32%	1,413,284	0	1,413,284	0.00%	Outwith Reporting Criteria
Income	-164,983	-161,060	3,923	2.44%	-538,726	0	-538,726	0.00%	Outwith Reporting Criteria
Totals	3,844,769	3,987,659	142,890	3.58%	7,402,436	0	7,402,436	0.00%	

RED VARIANCES

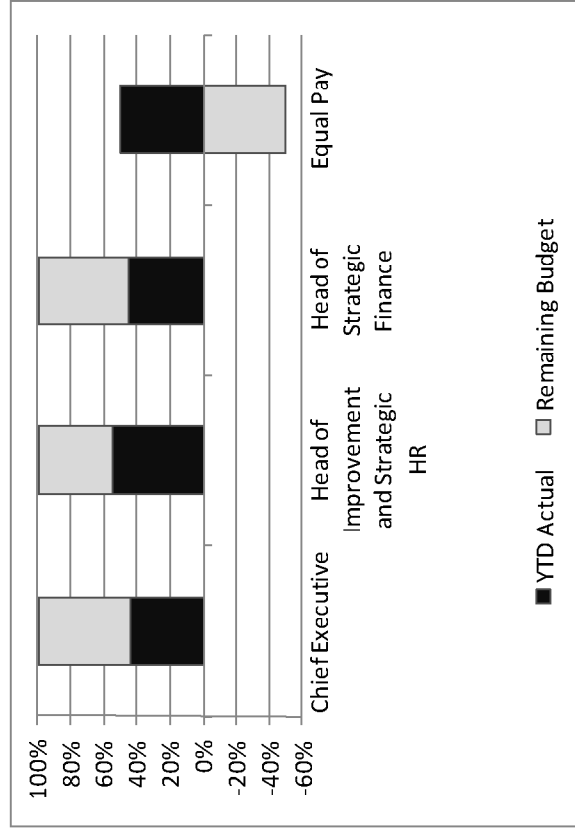
Cost Centre Description	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
There are no red variances to report this month.					

DEPARTMENTAL BUDGET v ACTUAL GRAPH

The graph below highlights the expenditure to date against the remaining budget per Head of Service. This is a high level graph designed to help have an overall view of how much of the service budget has been spent to date.

The dark area represents the actual expenditure to date as a percentage of the total budget.

The lighter area at the top displays the remaining available budget as a percentage of the total budget.

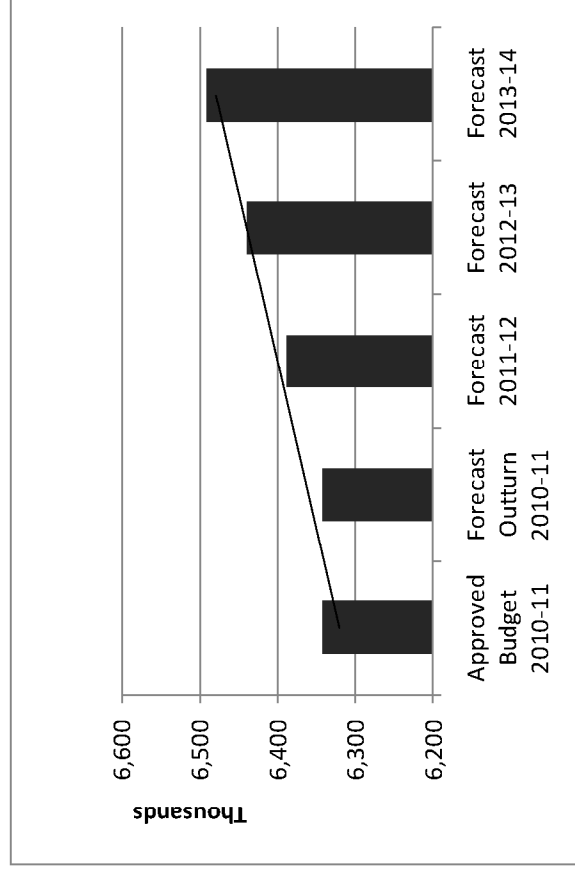


DEPARTMENTAL TREND GRAPH

The graph below demonstrates the forecast direction of the Chief Executive's Unit expenditure for the current year together with the anticipated budget requirement for the following three years.

The forecast for the following three years includes a general inflation allowance and cost and demand pressures known at this stage.

There are no known cost or demand pressures for the Chief Executive's Unit at this time.



**ARGYLL AND BUTE COUNCIL
DEPARTMENT: COMMUNITY SERVICES
BUDGET MONITORING REPORT – SEPTEMBER 2010**

This report summaries the financial position of Community Services as at 30 September 2010. The overall departmental projection is currently an underspend of £245,845. Further detail is provided within this report along with other financial issues affecting the department.

Content	Page No.
Financial Successes, Challenges, Risks and Future Actions	2
Efficiency Savings and Other Budget Savings	2
Objective Summary	3
Subjective Summary	4
Red Variances	5
Departmental Budget v Actual Graph	6
Departmental Trend Graph	6

FINANCIAL SUCCESSES, CHALLENGES, RISKS AND FUTURE ACTIONS

SUCCESSSES	CHALLENGES	RISKS	FUTURE ACTIONS
No adverse outturn	Containing expenditure within budget	Expenditure exceeds budget	On-going robust monitoring and forecasting
Department on target to meet efficiency savings	Ensure efficiency targets are met	Efficiencies are not generated	On-going robust monitoring and forecasting
	To develop supporting management information to complement financial summaries	Unable to source cost drivers /base data	On-going review and development
	Provision of financial information that is relevant timely, accurate and understandable to budget holders and decision makers	Information is inaccurate and out of date. Failure to demonstrate resources aligned with priorities	

EFFICIENCY SAVINGS AND OTHER BUDGET SAVINGS

Type of Saving	Target	Actual	Remaining	Explanation
Efficiency Savings	1,974,056	987,028	987,028	No adverse projections therefore anticipated to be meet target
Cost Centre Review Savings	275,318	257,926	17,392	Budget holders to continue to review during budget monitoring cycle.
Vacancy Savings	515,071	258,414	256,657	Entries processed to reflect savings achieved at the end of August 2010. Department exceeded previous year target.
Totals	2,764,445	1,503,368	1,261,077	

OBJECTIVE SUMMARY

Service	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Executive Director of Community Services	341,332	340,060	-1,272	-0.37%	505,307	0	505,307	0.00%	Outwith Reporting Criteria
Head of Education	35,204,695	35,179,806	-24,889	-0.07%	69,401,105	-725,000	70,126,105	-1.04%	Projected outturn variance is in respect of Teachers Early Retirement costs. Where teachers are not being replaced budget has been removed to offset total cost. Full costs will be recovered over a three year repayment cycle.
Head of Children and Families	7,825,837	7,790,815	-35,022	-0.45%	16,248,335	-121,751	16,370,086	-0.75%	This projected overspend is due to the high level of statutory contact and other support to vulnerable families and the increase in demand for support packages for young people leaving care.
Head of Adult Care	18,486,017	18,616,651	130,634	0.70%	44,367,421	1,092,596	43,274,825	2.46%	Projected outturn relates to a underspend within Elderly and Learning Disability residential care. Homecare is further contributing to this position along with recovery from residential charging orders and Direct payment recoveries. This is offset by overspends in manpower costs within Mental Health services. YTD Variance is in line with Projected outturns and partly profile related. A supplementary report detailing the forecast position will be prepared.
Head of Community and Culture	5,841,818	5,927,052	85,234	1.44%	12,476,100	0	12,476,100	0.00%	Outwith Reporting Criteria
Totals	67,699,699	67,854,384	154,685	0.23%	142,998,268	245,845	142,752,423	0.17%	

SUBJECTIVE SUMMARY

Subjective Category	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Employee	41,826,533	41,754,548	-71,985	-0.17%	89,091,939	-178,447	89,270,386	-0.20%	Projected outturn variance relates mainly to increased staffing requirement /costs within council's residential units and Mental Health services.
Premises	4,591,257	4,630,359	39,102	0.84%	9,363,818	-3,216	9,367,034	-0.03%	Outwith Reporting Criteria
Supplies & Services	4,395,767	4,403,770	8,003	0.18%	9,532,915	0	9,532,915	0.00%	Outwith Reporting Criteria
Transport	718,821	780,003	61,182	7.84%	1,659,782	1,500	1,658,282	0.09%	Outwith Reporting Criteria
Third Party	25,753,060	25,615,410	-137,650	-0.54%	51,921,994	213,745	51,708,249	0.41%	Projected Outturn is a combination of an underspend within Homecare, Residential and Learning Disability offset by Teacher Early retirement costs.
Income	-9,585,741	-9,329,707	256,034	-2.74%	-18,572,181	212,263	-18,784,444	1.14%	The projected outturn is due to an over recovery of income from the council's residential units and a recovery of monies from residential charging orders and Direct Payment clients. YTD Variance is in line with Projected outturns and partly profile related.
Totals	67,699,697	67,854,383	154,686	0.23%	142,998,267	245,845	142,752,422	0.17%	

RED VARIANCES

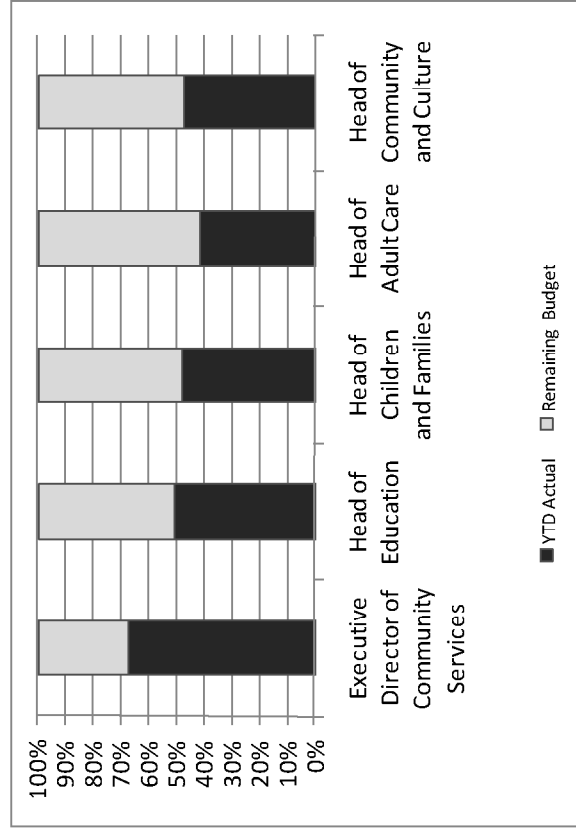
Cost Centre Description	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Education Support	618,020	-725,000	1,343,020	-117.31%	This projected outturn relates to Teacher Early Retirement costs. Where teachers are not being replaced budget has been removed to offset total cost. Full costs will be recovered over a three year repayment cycle.
Homecare	7,966,249	409,573	7,556,676	5.14%	This projected underspend reflects the current level of commitment on this budget and is due to a reduction in the average number of care hours delivered per client. A supplementary report detailing the forecast position will be prepared.
Children and Families - Contact and Welfare	141,467	-52,113	193,580	-36.84%	This projected overspend is due to the high level of statutory contact and other support to vulnerable families. A cost pressure bid was rejected for this service area during 2010/11 budget setting.
Children and Families - Supporting Young People Leaving Care	270,342	-69,638	339,980	-25.76%	This projected overspend is due to an increase in demand for support packages for young people leaving care.
Care Home Placements	8,801,974	160,575	8,641,399	1.82%	The projected underspend is due to a less than anticipated level of clients currently placed within the private sector units. A supplementary report detailing the forecast position will be prepared.
LD - Joint Residential Budget	2,940,684	534,407	2,406,277	18.17%	The projected underspend is due to a number of amendments to large client packages, 2 clients being demitted without any ongoing package required and delays in transitional clients commencing assessed adult care packages. A supplementary report detailing the forecast position will be prepared.
MH - Dementia Rothesay SMIG	118,877	-43,635	162,512	-36.71%	This projected overspend is due to additional manpower cost relating to backfilling of unit manager and also use of bank staff.
Elderly Administration	11,702	31,268	-19,566	267.20%	The underspend relates to the recovery of monies from direct payment clients.
Totals	20,869,315	245,437	20,623,878	1.18%	

DEPARTMENTAL BUDGET v ACTUAL GRAPH

The graph below highlights the expenditure to date against the remaining budget per Head of Service. This is a high level graph designed to help have an overall view of how much of the service budget has been spent to date.

The dark area represents the actual expenditure to date as a percentage of the total budget.

The lighter area at the top displays the remaining available budget as a percentage of the total budget.

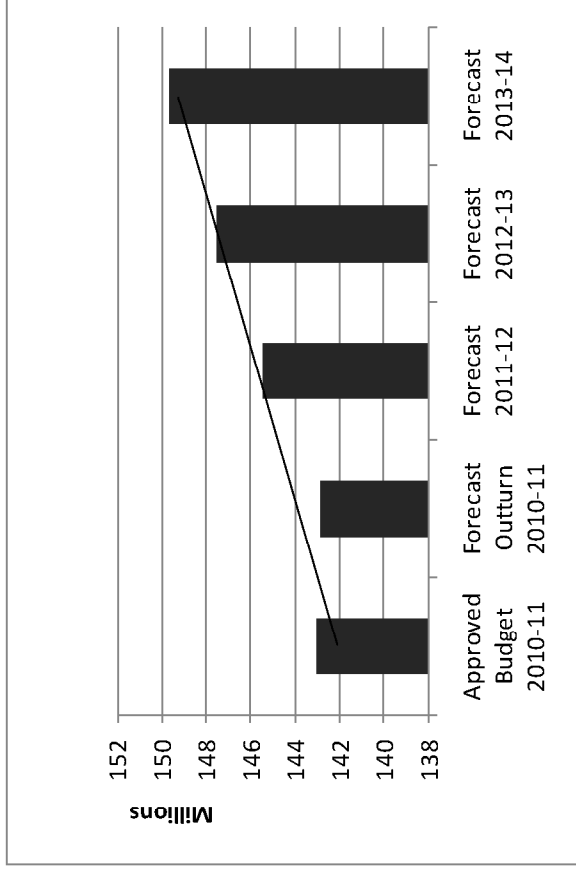


DEPARTMENTAL TREND GRAPH

The graph below demonstrates the forecast direction of Community Services expenditure for the current year together with the anticipated budget requirement for the following three years.

The forecast for the following three years includes a general inflation allowance and cost and demand pressures known at this stage.

For Community Services the forecast for future years includes a cost pressure in relation to Contact and Welfare and demand pressures for Older People and Concordat commitments.



**ARGYLL AND BUTE COUNCIL
DEPARTMENT: CUSTOMER SERVICES
BUDGET MONITORING REPORT – SEPTEMBER 2010**

This report summaries the financial position of Customer Services as at 30 September 2010. There are currently no forecast outturns, therefore, the department are projecting to come in on budget. Further detail is provided within this report along with other financial issues affecting the department.

Content	Page No.
Financial Successes, Challenges, Risks and Future Actions	2
Efficiency Savings and Other Budget Savings	2
Objective Summary	3
Subjective Summary	4
Red Variances	5
Departmental Budget v Actual Graph	6
Departmental Trend Graph	6

FINANCIAL SUCCESSES, CHALLENGES, RISKS AND FUTURE ACTIONS

SUCCESSES	CHALLENGES	RISKS	FUTURE ACTIONS
Track record of delivering services within budget.	Achieving the savings set within the budget for 2010/11 and beyond.	Inflationary cost pressures.	Service reviews ongoing.
Track record of delivering on efficiency targets.	Dealing with the impact of the Recruitment Freeze.	Impact of Numbers/uptake - Transport, Benefits.	Next phase of Modernisation.
	Dealing with the loss of key staff.	Reduction in discretionary spend resulting in a loss of income to the Council.	Best Value 2.
		Changes in external funding regime.	

EFFICIENCY SAVINGS AND OTHER BUDGET SAVINGS

Type of Saving	Target	Actual	Remaining	Explanation
Efficiency Savings	286,617	143,309	143,308	Department is not projecting an overspend, therefore it is anticipated that these savings will be achieved.
Cost Centre Review Savings	533	533	0	Department is not projecting an overspend, therefore it is anticipated that these savings will be achieved.
Vacancy Savings	81,681	40,841	40,840	Department is not projecting an overspend, therefore it is anticipated that these savings will be achieved.
Totals	368,831	184,683	184,148	

OBJECTIVE SUMMARY

Service	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Executive Director of Customer Services	2,335,659	4,671,775	2,336,116	50.00%	12,765,275	0	12,765,275	0.00%	YTD Variance - Mainly due to delays in charges from MITIE for the NPDO project.
Head of Support and Customer Services	1,598,248	1,690,790	92,542	5.47%	7,028,885	0	7,028,885	0.00%	Outwith Reporting Criteria
Head of Governance and Law	750,468	854,641	104,173	12.19%	1,896,121	0	1,896,121	0.00%	YTD Variance - Mainly due to Licensing income which is ahead of budgeted profile and vacant posts within Licensing. Utilised to meet vacancy savings.
Head of Facility Services	5,123,443	5,200,570	77,127	1.48%	11,390,893	0	11,390,893	0.00%	Outwith Reporting Criteria
Totals	9,807,818	12,417,776	2,609,958	21.02%	33,081,174	0	33,081,174	0.00%	

SUBJECTIVE SUMMARY

Subjective Category	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Employee	8,131,703	8,394,937	263,234	3.14%	18,342,415	0	18,342,415	0.00%	YTD Variance - There are small variances over a wide range of cost centres which will contribute to the Department's vacancy saving target. These will be subject to ongoing Monitoring.
Premises	1,302,092	1,326,427	24,335	1.83%	2,919,328	0	2,919,328	0.00%	Outwith Reporting Criteria
Supplies & Services	1,389,683	1,564,083	174,400	11.15%	4,142,182	0	4,142,182	0.00%	YTD Variance - Mainly due to Catering purchases (£46k), Property purchases (£80k) and ICT purchases (£59k) all of which are slightly behind budgeted profile.
Transport	434,663	525,112	90,449	17.22%	6,500,039	0	6,500,039	0.00%	YTD Variance - Mainly due to Pool Cars (£30k) and Pupil Transport (£49k) both of which are slightly behind budgeted profile.
Third Party	18,651,048	20,611,140	1,960,092	9.51%	43,424,544	0	43,424,544	0.00%	YTD Variance - Mainly due to delays in charges from MITIE for the NPDO project.
Capital Financing	0	0	0	0.00%	-1,161,503	0	-1,161,503	0.00%	Outwith Reporting Criteria
Income	-20,101,372	-20,003,923	97,449	0.49%	-41,085,832	0	-41,085,832	0.00%	Outwith Reporting Criteria
Totals	9,807,817	12,417,776	2,609,959	21.02%	33,081,173	0	33,081,173	0.00%	

RED VARIANCES

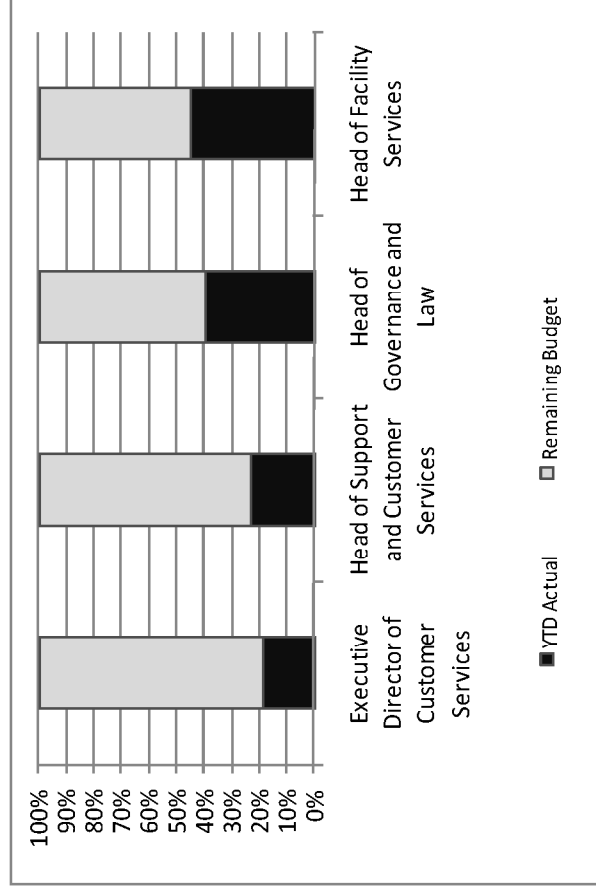
Cost Centre Description	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
There are no red variances to report this month.					

DEPARTMENTAL BUDGET v ACTUAL GRAPH

The graph below highlights the expenditure to date against the remaining budget per Head of Service. This is a high level graph designed to help have an overall view of how much of the service budget has been spent to date.

The dark area represents the actual expenditure to date as a percentage of the total budget.

The lighter area at the top displays the remaining available budget as a percentage of the total budget.

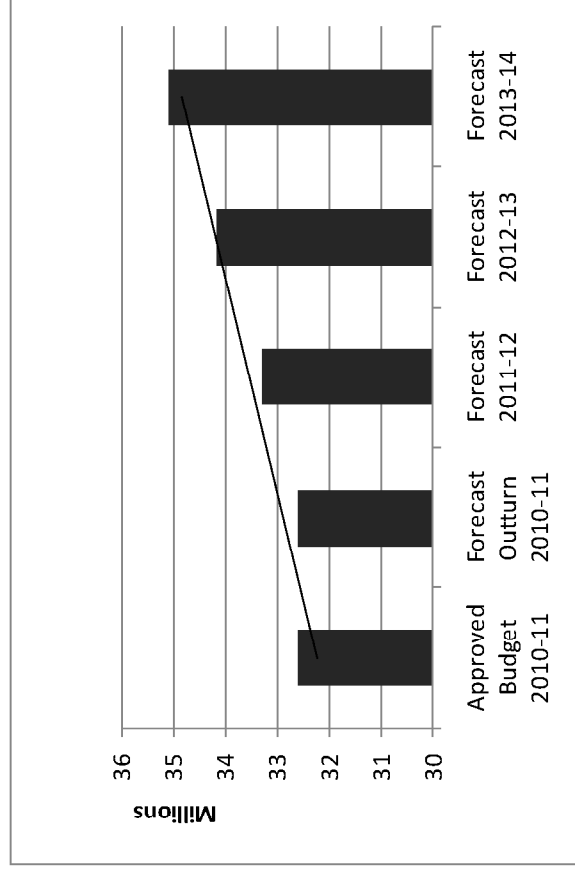


DEPARTMENTAL TREND GRAPH

The graph below demonstrates the forecast direction of Customer Services expenditure for the current year together with the anticipated budget requirement for the following three years.

The forecast for the following three years includes a general inflation allowance and cost and demand pressures known at this stage.

There are no known cost or demand pressures for Customer Services at this time.



**ARGYLL AND BUTE COUNCIL
DEPARTMENT: DEVELOPMENT AND INFRASTRUCTURE SERVICES
BUDGET MONITORING REPORT – SEPTEMBER 2010**

This report summaries the financial position of Development and Infrastructure Services as at 30 September 2010. There are currently no forecast outturns, therefore, the department are projecting to come in on budget. Further detail is provided within this report along with other financial issues affecting the department.

Content	Page No.
Financial Successes, Challenges, Risks and Future Actions	2
Efficiency Savings and Other Budget Savings	2
Objective Summary	3
Subjective Summary	4
Red Variances	5
Departmental Budget v Actual Graph	6
Departmental Trend Graph	6

FINANCIAL SUCCESSES, CHALLENGES, RISKS AND FUTURE ACTIONS

SUCCESSES	CHALLENGES	RISKS	FUTURE ACTIONS
Achieving the Manpower Vacancy savings.	Amending the Waste PPP contract.	Planning Income not achieving budgeted amounts	Improve methods of predicting levels planning and building warrant fee income.
	Changing the funding of Oban Airport from a grant to part of RSG.	Cost of PSO for Argyll Air Services	Put in place a system to assess the level of efficiency savings achieved.
		Severe Winter resulting in increased spend on Winter Maintenance the current budget is based on 58 runs any requirement over this will be highlighted through budget monitoring and will require a supplementary estimate.	Evaluation of PSO tenders in October with report to the Executive in November on implications.
		Increases in waste tonnages result in increased payments under the Waste PPP contract.	Report on implications of winter maintenance will be sent to the November Executive.
		Car park income not achieving budgeted amounts.	Review car parking policies as part of the 2001/12 budget process.

EFFICIENCY SAVINGS AND OTHER BUDGET SAVINGS

Type of Saving	Target	Actual	Remaining	Explanation
Efficiency Savings	1,635,218	817,609	817,609	No adverse projections. Anticipated to be meet target
Cost Centre Review Savings	20,131	10,066	10,066	No adverse projections. Anticipated to be meet target
Vacancy Savings	130,091	65,046	65,046	No adverse projections. Anticipated to be meet target
Totals	1,785,440	892,720	892,720	

OBJECTIVE SUMMARY

Service	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Executive Director of Development and Infrastructure Services	406,938	452,351	45,413	10.04%	964,393	0	964,393	0.00%	The favourable variance is due to incorrect profiling of budget.
Head of Planning and Regulatory Services	1,803,256	1,745,422	-57,834	-3.31%	3,437,453	0	3,437,453	0.00%	Adverse variance is due to profiling which will be amended.
Head of Economic Development	1,009,092	606,760	-402,332	-66.31%	2,113,164	0	2,113,164	0.00%	The favourable variance is due grant income received in advance and incorrect profiling.
Head of Roads and Amenity Services	9,705,531	10,985,341	1,279,810	11.65%	26,461,080	0	26,461,080	0.00%	The favourable variance is due to incorrect profiling of budget.
Totals	12,924,817	13,789,874	865,057	6.27%	32,976,090	0	32,976,090	0.00%	

SUBJECTIVE SUMMARY

Subjective Category	YTD Actual	YTD Budget	YTD Variance	% Variance	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
Employee	10,888,785	11,643,814	755,029	6.48%	25,327,858	0	25,327,858	0.00%	Incorrect Profiling
Premises	1,206,542	1,481,804	275,262	18.58%	2,663,296	0	2,663,296	0.00%	Incorrect Profiling
Supplies & Services	3,720,604	3,215,709	-504,895	-15.70%	6,499,459	0	6,499,459	0.00%	Incorrect Profiling
Transport	4,371,070	4,261,377	-109,693	-2.57%	8,824,257	0	8,824,257	0.00%	Incorrect Profiling
Third Party	10,504,684	10,867,690	363,006	3.34%	24,557,519	0	24,557,519	0.00%	Favourable variance due to the new Roads costing system not being able to recharge for work carried out.
Capital Financing	-1,743	0	1,743	0.00%	251	0	251	0.00%	Outwith reporting criteria
Income	-17,765,127	-17,680,520	84,607	0.48%	-34,896,550	0	-34,896,550	0.00%	Adverse variance due to the new Roads costing system not being able to recharge for work carried out.
Totals	12,924,815	13,789,874	865,059	6.27%	32,976,090	0	32,976,090	0.00%	

RED VARIANCES

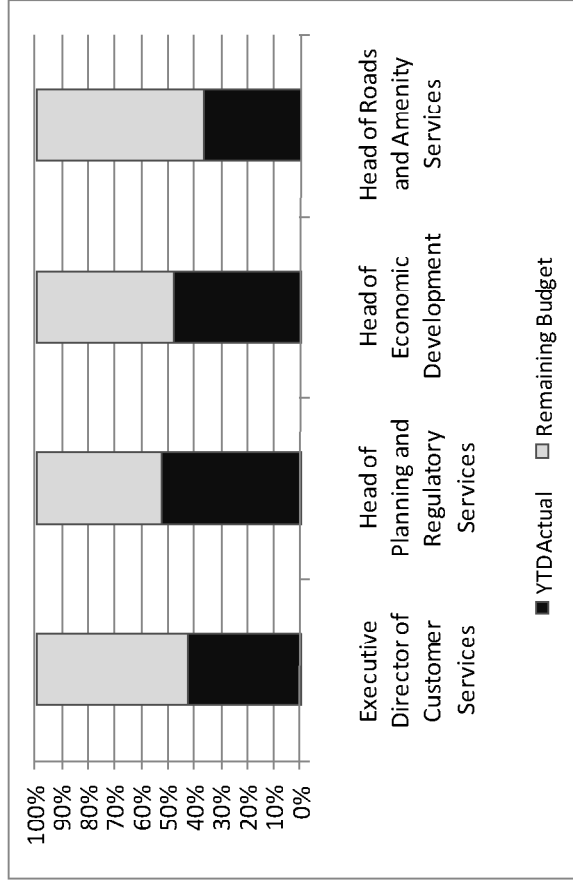
Cost Centre Description	Annual Budget	Projected Variance	Projected Final Outturn	% Variance	Explanation
There are no red variances to report this month.					

DEPARTMENTAL BUDGET v ACTUAL GRAPH

The graph below highlights the expenditure to date against the remaining budget per Head of Service. This is a high level graph designed to help have an overall view of how much of the service budget has been spent to date.

The dark area represents the actual expenditure to date as a percentage of the total budget.

The lighter area at the top displays the remaining available budget as a percentage of the total budget.

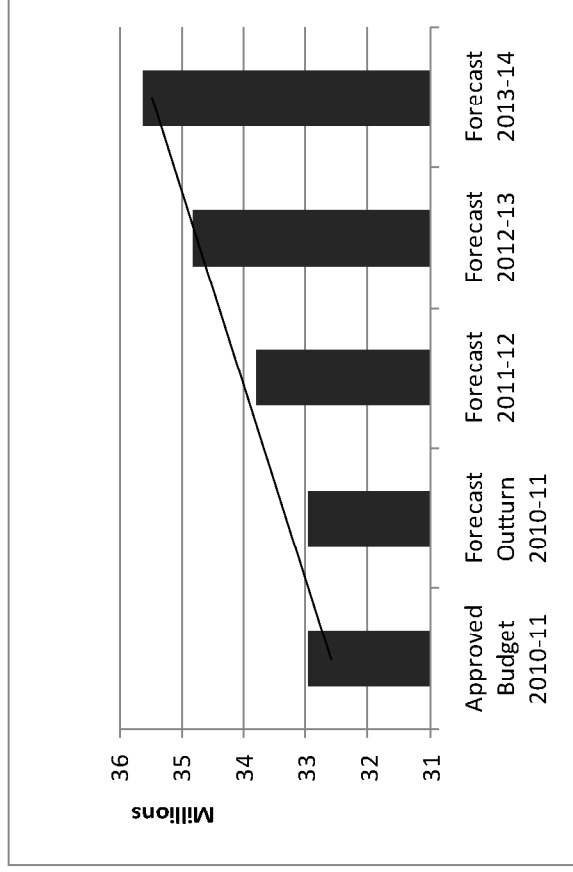


DEPARTMENTAL TREND GRAPH

The graph below demonstrates the forecast direction of Development and Infrastructure Services expenditure for the current year together with the anticipated budget requirement for the following three years.

The forecast for the following three years includes a general inflation allowance and cost and demand pressures known at this stage.

For Development and Infrastructure Services the forecast for year two includes a cost pressure for the Planning Inquiry.



TREASURY MANAGEMENT MONITORING REPORT – 30 SEPTEMBER 2010
1 INTRODUCTION

- 1.1 This report summarises the monitoring as at 30 September 2010 of the Council's:
- Overall Borrowing Position
 - Borrowing Activity
 - Investment Activity
 - Changes to PWLB interest rate margins
 - Economic Forecast
 - Prudential Indicators.

2 RECOMMENDATIONS

- 2.1 The treasury management monitoring report is noted.
- 2.2 The target interest rate for new borrowing is increased from 4.20% to 5.00%.

3 DETAIL
Overall Borrowing Position

- 3.1 The table below details the estimated capital financing requirement and compares this with the estimated level of external debt at the 31 March 2011. The CFR represents the underlying need for the Council to borrow to fund its fixed assets and accumulated capital expenditure.

	Forecast 2010/11 £000's	Budget 2010/11 £000's	Forecast 2011/12 £000's	Forecast 2012/13 £000's
CFR at 1 April	279,940	279,940	286,136	286,781
Net Capital Expenditure	23,353	26,958	24,626	15,844
Less Loans Fund Principal Repayment	(21,183)	(21,183)	(22,004)	(22,894)
Estimated CFR 31 March	282,110	288,713	288,758	279,731
Less Funded By NPDO	(85,856)	(85,856)	(85,151)	(84,446)
Estimated Net CFR 31 March	196,254	202,857	203,607	195,285
Estimated External Borrowing at 31 March	145,916	150,376	165,032	181,147
Gap	50,338	52,481	38,575	14,138

- 3.2 Borrowing is currently estimated to be below the CFR for the period to 2012/13. This reflects the approach taken to minimise surplus cash on deposit in order to avoid overdue exposure to investment / credit worthiness risks. However if it becomes clear that longer term interest rates are due to increase significantly the position will be reviewed to ensure the Council locks in funding at low interest rates.

- 3.3 The Council's estimated net capital financing requirement at the 30 September 2010 is £199.670m. The table below shows how this has been financed. Whilst borrowing is less than CFR there are substantial internal balances (mainly the General Fund) of which £52m is currently invested.

	Position at 31/6/2010 £000's	Position at 30/9/2010 £000's
Loans	151,937	168,867
Internal Balances	75,513	82,831
Less Investments & Deposits	(28,314)	(52,028)
Total	199,136	199,670

Borrowing Activity

- 3.4 The table below summarises the borrowing and repayment transactions in the period 1 July 2010 to 30 September 2010.

	Actual £000's
External Loans Repaid to 30 September 2010	(000)
Borrowing undertaken 1 July to 30 September 2010	17,000
Net Movement in External Borrowing	17,000

- 3.5 Repayment of £0.0 million has taken place during the period 1 July 2010 to 30 September 2010.. The full details of the loan repaid are shown in the table below.

No of Loans	Amount £'m	Average Rate	Average Life	Action
0	0.00	0%	0	
0	0.00	0%	0	

- 3.6 New borrowing of £17m has been taken during the period 1 July 2010 to 30 September 2010.. Details of the loans taken are shown in the table below.

No of Loans	Amount £'m	Average Rate	Average Life	Action
1	3.50	3.51%	9 years	New loan 27 July 2010
1	3.50	3.87%	12 years	New loan 27 July 2010
1	10.00	3.95%	50 years	New loan 27 August 2010
3	17.00	3.776%	23.6 years	

- 3.7 The table below summarises the movement in level and rate of temporary borrowing at the start and end of the quarter. Owing to the levels of internal balances and surplus costs temporary borrowing has been minimal.

	£000s	% Rate
Temp borrowing at 1 July 2010	561	2.76
Temp borrowing at 30 September 2010	491	3.1

Investment Activity

- 3.8 The average rate of return achieved on the Council's investments to 30 September 2010 was 0.75% compared to the average LIBID rate for the same period of 0.43% which demonstrates that the Council is achieving a reasonable rate of return on its cash investments. At the 30 September 2010 the Council had £52.0m of short term investment at an average rate of 0.75%. The table below details the counterparties that the investments were placed with and the credit rating applicable for each of the counterparties.

Counterparty	Investment £	Rating
Bank of Scotland	10.1m	Short Term F1+, Long Term AA-
Clydesdale bank	41.9m	Short Term F1+, Long Term AA-
Total	52.0m	

- 3.9 All investments and deposits are in accordance with the Council's approved list of counterparties and within the limits and parameters defined in the Treasury Management Practices. The counterparty list is constructed based on assessments by leading credit reference agencies adjusted for additional market information available in respect of the counterparties. Deposits are for a maximum period of three months.
- 3.10 The current market conditions have made investment decisions more difficult as the number of counterparties which meet the Council's parameters has reduced making it harder to achieve reasonable returns while limiting the exposure to any one institution.

Economic Forecast

- 3.11 The economic background for the period to 30 September 2010 and the economic forecast for the period to September 2012 are shown in appendix 1.

Prudential Indicators

- 3.12 The prudential indicators for 2010-2011 are attached in appendix 2.

Change to PWLB Interest Rates

- 3.13 As part of the spending review the Government has changed the interest rate margin that the PWLB add to the loans made to local authorities to 1% over the cost at which the PWLB can borrow. The impact of this change is to increase the rates at which the Council can borrow from the PWLB by approximately 0.80% across the periods for which new borrowing can be taken. This change became effective on the 20th of October 2010.
- 3.14 As a result of this change in PWLB margins the target interest rate for new long term borrowing will require to be increased from 4.20% to 5.00%.

For further information please contact Bruce West, Head of Strategic Finance 01546-604220

Bruce West
Head of Strategic Finance
21 October 2010

Economic Background:

The quarter ended 30th September 2010 saw the following:

- Activity indicators suggest that the recovery has faded sharply since the second quarter (1st April to 30th June);
- The pace of recovery in retail spending is slowing, but the recovery in spending off the high street gather pace;
- Further doubt cast on the sustainability of the recovery in the labour market;
- The recovery in the housing market falter;
- Disappointment that the public finances are not on a clearly improving trend;
- The UK's trade deficit widen further, despite the continued weakness of sterling;
- CPI inflation fall at a slower pace than in the second quarter;
- The doves on the Monetary Policy Committee gain the upper hand;
- Equity and bond markets respond in different ways to the news that the recovery is faltering;
- The recoveries in the US and euro-zone lose further pace.

Activity indicators have suggested that the recovery has lost considerable pace since real GDP (Gross Domestic Product) expanded by 1.2% q/q in the second quarter of 2010. The weighted average of the output balances of the CIPS/Markit surveys fell from an average of 55.5 in Q1 to 52.6 in Q2. As the surveys tend to lead the official GDP data, the surveys are consistent with quarterly growth in GDP slowing to around only 0.2% by the end of the year (well below the long term average of about 0.5%)

The recovery off the high street may have picked up at a faster pace in Q2 but the recovery in retail spending through shops seems to have deteriorated over the quarter as retail sales volumes fell by 0.5% on the previous month in August. An average fall of -18 in Q1 to -20 in Q2 in consumer confidence (reported by GfK) may have also played a role in the fall in retail spending.

Further doubt has been cast on the sustainability of the recovery in the labour market. The ILO measure of unemployment was around 8,000 lower in the 3 months to July although employment actually rose by 286,000 over the same period.

The recovery in the housing market has also begun to falter. Only 47,400 mortgages for new house purchase were approved in August on the Bank of England's official measure; this is nearly 20% lower than at the end of 2010. Furthermore, the Nationwide house price index fell by 0.5% and 0.8% in July and August respectively before rising by 0.1% in September.

August's public finances figures severely dented hopes that the fiscal position is on a clearly improving trend. The public borrowing figure (on the PSNB ex. measure) of £15.9bn in August was nearly £2bn larger than at the same time a year ago. However, this figure still left a cumulative borrowing total in the first five months of the

fiscal year of £58.1bn, around £4bn below last year's equivalent figure of £61.9bn. The UK's trade deficit widened further in the third quarter, despite the continued weakness of sterling. The trade in goods deficit rose from £7.5bn to £8.7bn in July which was the largest deficit on record.

CPI (consumer price inflation) inflation fell from 3.2% to 3.1% in July, and remained unchanged in August. Inflation therefore fell in this quarter but at a slower pace than in the previous quarter. While oil price inflation has begun to ease, an easing in clothes deflation and a pick-up in food and drink inflation were responsible for preventing CPI inflation from falling further in August. The Bank of England's quarterly Inflation Report in August once again projected inflation to fall to below the 2% target and remain there at the two year policy horizon. The MPC (Monetary Policy Committee) voted to maintain the outstanding stock of asset purchases under quantitative easing (QE) at £200bn at each meeting in the quarter. The minutes to September's MPC meeting revealed that for most members "the probability that further action would become necessary to stimulate the economy and keep inflation on track to hit the target in the medium term had increased." Also, the majority of members on the MPC voted in each meeting to keep official interest rates on hold, apart from Andrew Sentence who voted for a 25bp rise.

APPENDIX 2 : PRUDENTIAL INDICATORS

PRUDENTIAL INDICATOR	2010/11	2010/11	2011/12	2012/13
(1). EXTRACT FROM BUDGET AND RENT SETTING REPORT	£ p	£ p	£ p	£ p
	Original Estimate	Forecast Outturn	Forecast Outturn	Forecast Outturn
	£'000	£'000	£'000	£'000
Capital Expenditure				
Non - HRA	32,417	32,417	34,202	20,716
TOTAL	32,417	32,417	34,202	20,716
Ratio of financing costs to net revenue stream				
Non - HRA	11.68%	11.68%	11.90%	12.14%
Net borrowing requirement				
brought forward 1 April *	279,940	279,940	286,012	291,683
carried forward 31 March *	286,012	286,012	291,683	280,378
in year borrowing requirement	6,072	6,072	5,671	(11,305)
In year Capital Financing Requirement				
Non - HRA	6,072	6,072	5,671	(11,305)
TOTAL	6,072	6,072	5,671	(11,305)
Capital Financing Requirement as at 31 March				
Non - HRA	286,012	286,012	291,683	280,378
TOTAL	286,012	286,012	291,683	280,378
Incremental impact of capital investment decisions	£ p	£ p	£ p	£ p
Increase in Council Tax (band D) per annum	31.57	31.57	46.27	24.15

PRUDENTIAL INDICATOR	2009/10	2010/11	2011/12
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	£'000	£'000	£'000
Authorised limit for external debt -			
borrowing	239,000	231,000	217,000
other long term liabilities	91,500	91,500	91,500
TOTAL	330,500	322,500	308,500
Operational boundary for external debt -			
borrowing	234,000	226,000	212,000
other long term liabilities	88,500	88,500	88,500
TOTAL	322,500	314,500	300,500
Upper limit for fixed interest rate exposure			
Principal re fixed rate borrowing	100%	100%	100%
Upper limit for variable rate exposure			
Principal re variable rate borrowing	30%	30%	30%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£10m	£10m	£10m

Maturity structure of new fixed rate borrowing during 2008/09	upper limit	lower limit
under 12 months	30%	0%
12 months and within 24 months	50%	0%
24 months and within 5 years	60%	0%
5 years and within 10 years	75%	0%
10 years and above	90%	10%

This page is intentionally left blank

TRANSFORMATION PROGRAMME PROGRESS

1. INTRODUCTION

1.1 As part of the improvement journey, it was agreed by SMT to manage all major change proposals as part of a Transformation Programme under the direction of a Transformation Board.

1.1 This report provides Members with an update on the progress of the Transformation Programme.

2. RECOMMENDATIONS

2.1 Members to note the contents of this report.

3. DETAIL**Background**

3.1 An exceptionally challenging financial outlook is envisaged for the new few years with significant real cuts in spending power. This will require a fundamental consideration of the services the Council provides, and how the services are delivered and paid for. The council will also be subject to a BV2 audit. To move forward to address these challenges and build on the progress achieved by the Improvement Plan, the Council is committed to preparing successfully to address the requirement of BV2 and by developing a Transformation Programme.

3.2 The Transformation Programme is based around 4 themes:

- Strategic Council wide initiatives
- A programme of service reviews
- Efficiency and effectiveness of corporate resources
- Preparing to meet the challenge of BV2.

Strategic Council Wide Initiatives

3.3 The Strategic Council wide initiatives comprise the following projects:

- Modernisation Phase 3
 - Management and Staffing Structure
 - Centralised/decentralised service deliver
 - Admin Support
- Sharing services and alternative service delivery.

3.4 The Council with support from KPMG has collected the baseline data on the current

management and staffing structure and admin support. The review of the management and staffing structure, including establishing a consistent approach to centralised/decentralised service delivery, is underway. SMT have agreed a corporate management framework (CMF) / design principles. Services will be reviewed against the CMF during November. A key issue will be cross checking the management and staffing review to the service reviews and voluntary severance requests.

- 3.5 The review of admin support will take place after the management and staffing review is complete.
- 3.6 The CPP Executive Sub Group has met on a number of occasions and is progressing the sharing of information in relation to the future financial challenges. Importantly it has also made progress with shared services in terms of agreeing a long list of possible options. A separate report on shared services gives more information on this.

Service Reviews

- 3.7 Phase 2 of the service review programme is well underway with the following services subject to a service review this year:
- Children & Families
 - Leisure
 - Governance & Law
 - School & Public Transport
 - Catering, Cleaning & Janitorial
 - Roads Operations
 - Waste Management
 - Economic Development
 - Regulatory Services
- 3.8 A target of 15% cost savings has been set and clear guidance and templates have been issued to ensure that services are thorough and robust and cover aspects such as Benchmarking, Customer, Community and Employee Engagement, Equality Impact Assessment, Sustainable Development, Third Sector involvement etc.
- 3.9 Consultants Hexagon carried out Customer and Community Engagement for most of the services during August.
- 3.10 The service reviews are progressing to timescale with baseline, benchmarking, future challenges and options appraisal being completed. The draft final reports and implementation plans are being prepared. The key issues were highlighted to members at the seminar on 7 October 2010. It is anticipated the reviews will be available to members during November.
- 3.11 The following service reviews are also taking place but are reporting on a different timescale:
- Education Estate
 - Older Peoples Services
 - Learning Disability Services

Efficiency and Effectiveness of Corporate Resources

- 3.12 The theme of efficiency and effectiveness of corporate resources comprises development and delivery of plans to ensure the Council optimises its investment in corporate resources, the investments/processes are aligned to the Council's corporate objectives and there is efficiency and effectiveness in the use of corporate resources.
- 3.13 The Process for Change programme continues to progress through the implementation phase. The Customer Management project and Workforce Deployment project are reporting to the Process for Change/HR board and Judy Orr and Malcolm MacFadyen, respectively, are the SRO's. Progress is being reported to the HR Board and both projects are largely on track.
- 3.14 The Council has made sound progress with procurement and it recognises it is vital to get every penny of value out of the £110m spent on procurement each year. The Transformation Programme Board will consider during November the potential opportunities to further develop the Councils approach to procurement and improve value / achieve savings beyond that currently envisaged.
- 3.15 A proposal to achieve a step change in asset management covering rationalisation and disposal is being developed and will be considered by the Transformation Programme Board in November.

Preparing to Meet the Challenge of BV2

- 3.16 The Transformation Programme Board has agreed a Project Initiation Document (PID) that outlines how the Council will take forward this workstream. This will maintain and build upon the progress already made as reflected in the recent Assurance and Improvement Plan. Progress is being made with PSIF and a revised Improvement Plan prepared

Bruce West
Head of Strategic Finance
22 October 2010

This page is intentionally left blank

ARGYLL & BUTE COUNCIL

EXECUTIVE

CUSTOMER SERVICES

4 NOVEMBER 2010

THE HUB INITIATIVE – NORTHERN TERRITORY UPDATE

1. SUMMARY

This report provides Members with an update on the development of the Northern hub Territory procurement process to select and appoint a private sector development partner (PSDP). Details of the current procurement process were the subject of a presentation to SMOG on the 8th June 2010.

2. RECOMMENDATIONS

2.1 Members are asked to:

- (a) Note that at their meeting of 29 October 2010 the Northern hub Territory Board will recommend the appointment of the successful PSDP following the conclusion of the tendering exercise currently underway.
- (b) Agree in principle to entering into a Territory Partnering Agreement, a Shareholders Agreement and Participants' Agreement.
- (c) Approve the Territory Board's appointment of the successful PSDP (the outcome of this process will be reported directly to the Executive).
- (d) Delegate to Douglas Hendry, Executive Director of Customer Services, full power to take any action, grant any approval, make any decision, and sign any agreement for and on behalf of Argyll and Bute Council all in relation to its participation in the Northern hub, as he shall deem appropriate.

3. DETAIL

- 3.1 **Background:** Hub is a procurement vehicle to support a long term programme of investment in community infrastructure across Scotland for local authorities, NHS Boards and other public sector bodies. The hub structure encompasses both private project finance and traditionally funded developments from public funds.

- 3.2 The purpose of hub is to provide a vehicle by which assets can be provided more efficiently with improved delivery times and value for money. Members are asked to note that if the recommendation for participation is acceptable the performance of the PDSP will be measured during the term of the partnership agreement using appropriate performance indicators.
- 3.3 It should be noted that the key objectives of hub are threefold:-
- To achieve an increase in local joint service working and integration between community planning partners across council areas, resulting in better outcomes at the point of service.
 - To deliver a sustained programme of investment into local joint services, infrastructure and developments so that more services are provided locally through multi-disciplinary teams working from single sites.
 - The achievement of a more efficient and sustainable procurement methodology for public sector bodies including NHS Boards, local authorities and wider community planning partners (e.g. police, fire and rescue, voluntary sector, etc).
- 3.4 Argyll and Bute Council is one of nineteen public sector organisations to have signed a Memorandum of Understanding as a precursor to potential membership. It is emphasised that the Council would, notwithstanding its involvement in hub, retain the ability to determine on a project-by-project basis whether it wishes to use hub to deliver its requirements.
- 3.5 As previously mentioned the Northern hub Board will recommend the appointment of its preferred PSDP at its meeting to be held on the 29th October 2010. At this point each of the 19 participating public bodies will require to obtain the necessary approvals to confirm this appointment and proceed to formal sign-up of the undernoted agreements:-
- Territory Partnering Agreement
 - Shareholders Agreement
 - Participants' Agreement

The **Territory Partnering Agreement** governs the relationship between the public sector participants and the hub Co. and sets out rights and obligations of the parties. It includes:-

- a) A 20 year contract term with an option to extend for a further five years;
- b) An obligation on the hub Co. to deliver the Partnering Services;
- c) An approval process for proposals that the participants require the hub Co. to develop;
- d) Exclusivity provisions for the hub Co. to develop proposals for new build NHS primary and community care facilities over £750,000;

- e) Template design & build; and design, build and facilities management arrangements;
- f) Key performance indicators and continuous improvement targets; and
- g) Monitoring of the hub Co's performance by the Northern Territory Board.

The **Shareholders Agreement** will regulate the respective rights and responsibilities of each party and sets out the matters in relation to which the hub Co. must first obtain the consent of each category of shareholder. The parties to the agreement are categorised as being either an "A" Shareholder (The PSDP); "B" Shareholder (local public sector participants), or "C" Shareholder (The Scottish Futures Trust - SFT).

The Shareholders Agreement contains rights and obligations of the hub Co. shareholders including:-

- a) Shareholding is to be split between the parties on the following basis: 60% PSDP, 10% SFT, and 30% public sector participants;
- b) Equity contributions which for the council is recommended at the outset to be the minimum shareholding of a £1 share.
- c) Director appointments to represent each class of shareholder;
- d) Pre-emption rights on transfer of phases; and
- e) Private Sector Development Partner lock-in to the hub Co. for five years.

The **Participants' Agreement** operates exclusively for the public sector organisations taking part, and excludes SFT and the PSDP. It sets out the operating and decision arrangements around the areas of Shareholding appointments and removals, disputes and voting.

- 3.6 Members are asked to note that each of these documents has been produced centrally by legal advisors on behalf of Scottish Futures Trust, with duty of care letters being provided to participants, and in collaboration with the Northern Territory Board and its participants. The documents, other than the draft Participants' Agreement which is yet to be produced, have also been reviewed by the Council's Legal Services.

4. CONCLUSION

- 4.1 The Northern Territory hub Co. will be a new partnership vehicle set up to provide an alternative method of procuring and perhaps funding community infrastructure and buildings. Any of the Participants can chose to use the hub Co. for specific projects as they feel appropriate or

in the case of Health Boards as they are legally committed to do, over the next 20 years.

- 4.2 Argyll and Bute Council will not be obliged to use the hub Co. However, if the hub Co. can clearly establish its efficiency and cost competitiveness in delivering the initial tranche of projects put forward by some of the other participants then this vehicle may provide a useful addition to the public sector procurement options.
- 4.3 In the event of proceeding to formal sign-up it is envisaged that any projects developed by Argyll and Bute Council would continue to be progressed through existing revenue and capital planning arrangements based on a business case approval process. The decision on whether to proceed with a project through the hub Co. would follow on from a robust appraisal of all procurement options.
- 4.4 As a fully contracted participant in the hub Co, but with no current projects for delivery using this vehicle, there would be no financial implications for this Council other than the cost of its initial shareholding.

5. IMPLICATIONS

- 5.1 POLICY** Agreement to participate in the hub Co will provide the Council with an option to ensure efficient procurement.
- 5.2 FINANCIAL** At this stage the Council will have to pay £1 in the form of its share of the company.
- 5.3 PERSONNEL** None
- 5.4 EQUAL OPPORTUNITIES** None
- 5.5 LEGAL** Participation in the hub at this stage will enable the Council to consider the hub Co. as one of its procurement options.

Executive Director of Customer Services
28 September 2010

For further information please contact:-

Malcolm MacFadyen
Head of Facility Services

Tel: 01546 604412
E-mail: malcolm.macfadyen@argyll-bute.gov.uk

ARGYLL AND BUTE COUNCIL

EXECUTIVE

CHIEF EXECUTIVE'S UNIT

04 NOVEMBER 2010

Shared Services Report

1. OVERVIEW

1.1 There are two streams to the shared services approach in Argyll and Bute:

- Argyll and Bute Council sharing services within Argyll and Bute with police, fire, health/Community Health Partnership. This work is being taken forward by the Community Planning Partnership (CPP) Executive Sub Group.
- Argyll and Bute Council sharing services in the wider Highlands area with key partners including Highland Council and NHS Highland.

2. RECOMMENDATIONS

- 2.1 That the Executive notes the content of this report and the work of the CPP Executive Sub Group / shared services group in the wider Highlands area.
- 2.2 That the Executive notes that the shared services agenda will be taken forward as a new project within the transformation programme in order that it can progress in line with the other transformation themes rather than in isolation.
- 2.3 That the Executive agrees to pass the resolution / motion as detailed in paragraph 3.6 hereof.

3. BACKGROUND

- 3.1 In follow up to the Public Sector Partners work that had taken place over the last year, the CPP Management Committee agreed to set up an Executive Sub Group in summer 2010 to take forward shared services proposals in the Argyll and Bute area arising from the Public Sector Partners' action plan. This group involves senior officers from Strathclyde Fire and Rescue, Strathclyde Police, Argyll and Bute Council and NHS Highland / Argyll and Bute Community Health Partnership. The group has met three times and has instigated discussions around shared budget planning, shared budget communication / consultation between key partners and has considered a number of key service areas for sharing services.
- 3.2 The meeting of the Convention of the Highlands and Islands in April 2010, at which the paper on a proposed shared services review was to be discussed, was postponed due to the volcanic ash issue affecting transport. The paper was consequently discussed with Convenors and John Swinney, Cabinet Secretary for Finance and Sustainable Growth on 27 May to consider a potential shared services review for the Highlands and Islands. This discussion was followed up by the Chief Executive and the Leader of Argyll and Bute Council to agree the next steps and a mixed response to carrying out a review was received. The original proposal to carry out a shared services review is therefore now being taken forward as a shared services project by Argyll and Bute Council, Highland Council and NHS Highland.

- 3.3** Key areas for sharing services are now being scoped under three categories - leadership, front line service delivery and support services. There are two streams to this work, the first covering the Argyll and Bute area (incorporating police, fire, health/Community Health Partnership) and the second covering the Argyll and Bute and Highland areas (incorporating Argyll and Bute Council, Highland Council and NHS Highland). A list of shared services options has now been compiled for each of the streams and we have schedules setting out areas identified as being worth early pursuit, having longer term objectives, or not currently worth pursuing. As a result of this, we will therefore seek to target those areas of operation which offer the greatest opportunities as early as possible as well as taking forward sensible options that may require a longer timescale for implementation.
- 3.3.1 Key options in stream one (Argyll and Bute area) for consideration include the sharing of assets, customer service points and integrated health and social care teams. More detail can be found at appendix one.
- 3.3.2 Key options in stream two (wider Highlands area) for consideration include opportunities for elements of integrated back office and corporate teams (for appropriate generic streams), customer contact and information and potentially strategic transportation and social and health integration in the longer term. More detail can be found at appendix one.
- 3.4** Actions already underway include sharing budget planning information between agencies and developing a joint budget communications/consultation strategy to avoid duplication, provide a consistent message and minimise the negative impact of spending reductions on communities. This will also ensure the impacts of one agency's savings on other partners are known and discussed in advance.
- 3.5** A range of other shared services initiatives is taking place across the Highlands and Islands and respective agencies are sharing information on the work being carried out. The council is also looking at options beyond the pan Highland area and these will be discussed with relevant agencies. For example, as a result of the Clyde Valley Review, there are opportunities identified for the possible sharing of some services with West Dunbartonshire Council and these are being considered and where suitable, pursued.
- 3.6** The next stage in this work is to establish the full remit and scope of the project and to allow this to happen, it is necessary to put in place governance arrangements to set the parameters within which the respective agencies will operate the project and regulate matters between them. On the council's part, it is proposed that a motion / resolution is passed in the following terms:
- 3.6.1 That the council is committed to ensuring best use of its resources and, having regard to that, is committed to working with shared services partner organisations to identify and develop opportunities and options for the delivery of shared services to achieve efficient and effective resources and better outcomes for customers/clients/patients. For the purposes of this motion/resolution, shared services means sharing resources in common with other public authorities and other partners or through other procurement or contractual arrangements to achieve more efficient and effective delivery of the identified services.
- 3.6.2 That the council delegates to the Chief Executive, authority to represent the council at a cross public authority joint project board in terms of the remit outlined in 3.6.6;

- 3.6.3 That the project board consists of the Chief Executive (or head of the paid service) of each shared services partner together with one other senior officer from each partner. The Council would nominate the Head of Community and Culture with the support of the Chief Executive Support Officer in this role;
- 3.6.4 That the chair of the project board be elected by the members of the project board from one of their number;
- 3.6.5 That the project board invite a senior officer from Scottish Government to be the project sponsor and that individual would sit on the project board;
- 3.6.6 The remit of the Project Board shall be:

To identify and develop opportunities and options for shared services to deliver more effective and efficient services in common with other shared services partners and to make recommendations to the respective participating public authority in regard to such opportunities and options and, in doing so, to recommend a scope of services for assessment and a process by which that assessment will be carried out.

4. CONCLUSION

- 4.1 In light of the external financial and political environment, there has never been more pressure, or a greater opportunity for public sector partners to move to more integrated ways of working. The work to progress shared services will be a key driver for transforming public sector service delivery. Support for this programme of work has been clearly indicated by the Cabinet Secretary and a commitment given to try to remove any structural obstacles to shared services that may be encountered. The link to other transformation projects, such as the council's service reviews and modernisation programme will be key to this transformation so that Argyll and Bute can realise its potential together.

For further information contact:

Sally Loudon, Chief Executive, Argyll and Bute
Council

Telephone 01546 604350

Appendix One – Potential Service Areas for Sharing

Stream One – Argyll and Bute Options

Argyll and Bute Council is seeking to share services within Argyll and Bute with all partners in scope, beginning with community planning partners. This work is being taken forward by the Argyll and Bute CPP Executive Sub Group, which incorporates senior officers from Strathclyde Fire and Rescue, Strathclyde Police, Argyll and Bute Council and NHS Highland. The CPP Executive Sub Group has a distinct remit to deal with the impact of the unprecedented financial and political challenges facing the public sector in Argyll and Bute. It will do so by agreeing the joint priorities for the area and agreeing the way forward for shared services, whilst keeping wider partners informed of, and involved in, the shared services agenda. In addition, the group is tasked to agree on an appropriate monitoring and evaluation framework to assess the effectiveness of shared and integrated services and to agree the remit for the CPP Management Committee in reviewing this work in the future. More detail can be found in the table below:

Argyll and Bute Options

Leadership

- Joint management models (ranging from joint working to full service integration and governance) across health and social work - a paper on the long term vision on the provision of social care and health service in Argyll and Bute is being developed. It should be noted that we have a unique opportunity due to the boundary of the local CHP and local authority being fully co-terminous, as well as there already being a variety of examples of joint social care and health services across the UK

Front Line Services

- NHS and children and families/adult services could potentially be merged operationally as well as managerially in the longer term
- Strategic transportation such as sharing of public transport services (being considered along with fleet). Joint procurement of vehicles and joint support for the landing of air assets on remote island communities
- Shared document management/resources
- Joint waste management arrangements
- Potential for sharing local cleaning, catering and janitorial contracts
- Sharing offices and front desk customer service points

Support Services

- Potential co-location of Council and CHP headquarters
- Joint local asset management arrangements to be put in place (in terms of management and physical buildings such as depots/offices etc)
- Extend joint training provision between partners
- Joint payroll facility (consider with finance and transactional HR)

Stream Two – Argyll and Bute and Highland Options

Argyll and Bute Council is also seeking to share services in the wider Highlands area with key partners including Highland Council and NHS Highland. Within this stream, initial options for consideration include opportunities for elements of integrated back office and corporate teams (for appropriate generic streams), customer contact and information and potentially strategic transportation and social and health integration in the longer term. More detail can be found in the table overleaf.

Argyll and Bute/Highland Options

Leadership

- Business/corporate improvement teams in discussions regarding a joint approach to taking business improvement projects forward
- Develop use of LAGAN and use of Resource-link jointly
- Potential for sharing policy employees and expertise
- Joint approach to communications key messages in relation to budget situation
- Integrated Resource Framework between Argyll and Bute and Highland Councils
- Potential sharing of HR, health and safety and employee/member development functions (starting with the sharing of expertise and software)
- Potential of carrying out joint internal audit activities
- Strategic transportation such as joint procurement of vehicles, joint lobbying and potential to share management of Corran Ferry
- Highland has a joint Director of Children's Services (health and social care) and future discussion about the practical extension of this arrangement to Argyll and Bute Council/CHP in the longer term

Front Line Services

- Reciprocal arrangements for hot desking in areas close to boundaries
- Development of shared policy and implementation of mobile/ flexible working arrangements for staff groups supported by new technology developments
- Share health promotion resources such as policy development
- Share enforcement elements of regulatory services - sharing specialist knowledge and sharing load in terms of initial assessments
- Potentially share accessibility of design teams in relation to capital programmes
- Sharing information on both councils' approach to customer management projects including contact centre, web development and out of hours contact
- Look at shared cultural services such as joint library management and service delivery (ordering/stock control). Work jointly on community halls projects (likely to go to community ownership)
- Welfare rights – sharing money/financial advice services
- Look at community safety partnership linkages and share road safety resources
- Elements of joint waste management arrangements (linking into joint arrangements between Moray and NHS Highland)
- Potential links into the joint Business Gateway arrangement between Highland Council and Moray Council

Support Services

- Joint IT procurement (e.g. upgrade of Oracle etc) and IT joint support. Benchmarking between the two councils to begin immediately
- Shared training in risk management
- Development of shared transactional HR and finance operations
- Sharing of strategic equality and diversity policy development across Argyll and Bute and Highland areas
- Joint energy procurement and carbon reduction campaign management
- Potential for linking up legal teams and sharing specialist expertise (e.g. employment law) to make potential savings on external contracts
- Potential for joint bio-diversity function across both councils

This page is intentionally left blank

**ARGYLL AND BUTE COUNCIL
CHIEF EXECUTIVE**

**EXECUTIVE COMMITTEE
4 NOVEMBER 2010**

CORPORATE IMPROVEMENT PLAN 2011-12

1 INTRODUCTION

- 1.1 This report outlines the Council's Corporate Improvement Plan 2011-12. The Corporate Improvement Plan will build upon the success of the previous Corporate Improvement Plan and deliver improvements that will enable the organisation to continue on its journey of improvement
- 1.2 The Corporate Improvement Plan has been developed from the following sources:
- The Public Service Improvement Framework corporate self-assessment;
 - Assurance and Improvement Plan;
 - BV2 Gap Analysis;
 - Code of Corporate Governance annual review

2 RECOMMENDATIONS

That the Executive:

- 2.1 Notes the progress following the completion of the 2009/10 Corporate Improvement Plan
- 2.2 Approves the Corporate Improvement Plan as detailed within appendix 1
- 2.3 Agrees that the Corporate Improvement Plan is monitored through the Council performance scorecard and as such reported quarterly to the Executive

3 DETAIL

- 3.1 Members will recall that the Council approved its first Corporate Improvement Plan in January 2009. Progress against the Plan was reported quarterly to the Executive via the Council Scorecard.
- 3.2 The previous Corporate Improvement Plan set the tone for the Councils improvement agenda, bringing together key improvement actions into one coherent document. The successful completion of the 09-10 Plan has ensured the Council now has the right processes in place and has moved towards a 'one-Council' approach to doing business.

- 3.3 In particular, the 09-10 Corporate Improvement Plan:
- supported the delivery of Best Value Services;
 - delivered significant progress in revising our corporate planning, strategic and performance management arrangements;
 - progressed the Process for Change programme, transforming key processes to deliver improved service and efficiency savings;
 - improved our approach to Community Planning and engagement with communities and service users;
 - improved our approach to managing our people, ensuring staff, their skills and involvement in delivering Best Value services;
 - and put in place robust processes for risk management and asset management.
- 3.4 Our Local Area Network (LAN) published an Assurance and Improvement Plan for the council in the summer and this identified that we are showing an improved and improving picture with good prospects for future improvement. Particular reference was made to the improvements around corporate planning; performance management and corporate processes. As such we have been designated a lower risk council, and are not forecast to be subject to BV2 audit within the next 3 years.
- 3.5 However tackling financial challenges is a priority for the council so we must be as efficient as we can whilst continuing to improve services. The 2011-12 Corporate Improvement Plan builds on the positive improvements that have taken place over the last two years and contributes to ensuring that the frameworks, strategies and processes put in place during this time, are fully embedded within the organisation. This will help us to provide best value services to our customers and improved outcomes for our communities.
- 3.6 The 2011-12 Corporate Improvement Plan is a key element of the Council's continuing improvement journey, and builds upon the successful completion of the previous Corporate Improvement Plan.
- 3.7 The Corporate Improvement Plan draws on a number of sources:
- PSIF corporate self-assessment and supporting evidence;
 - Assurance and Improvement Plan;
 - Internal BV2 Gap Analysis;
 - Annual review of compliance with the Code of Corporate Governance
- 3.8 The Corporate Improvement Plan has been prepared following careful consideration of the findings of each of the above, and has also involved a collaborative approach to identifying areas for improvement, primarily through the self assessment consensus days with Elected Members.
- 3.9 The Corporate Improvement Plan is focused on four main areas / outcomes identified through our self assessment and audit activity:

1. **Improvement** – The Council delivers Best Value Services
2. We have **effective leadership** at both political and officer level
3. **People Management** – we have the right people, in the right jobs, at the right time
4. We work effectively with our **partners** to deliver the Vision for Argyll and Bute

3.10 For each of these outcomes a range of success measures have been detailed within the Plan. Underlying each outcome are a range of actions which have been assigned to the appropriate Executive Director, and when achieved will allow us to achieve the success measures and outcomes detailed within the Corporate Improvement Plan. Monitoring these actions will take place via the arrangements for monitoring set out in PPMF. The Plan will be monitored through the Council Scorecard, and as such reported quarterly to the Executive.

4 CONCLUSION

4.1 Argyll and Bute Council faces an improved and improving picture and has been designated as a lower risk Council within the Assurance and Improvement Plan; however, the council faces significant financial challenges in light of the economic outlook and the need to continue improving in the delivery of best value services. The pace and direction of improvement must be continued, with the Corporate Improvement Plan forming an integral part of the Council Improvement Agenda in tackling these challenges.

5 IMPLICATIONS

Policy	The Improvement Plan forms a key component of the Council's approach to self assessment, Best Value and continuous improvement
Financial	None
Personnel	None
Legal	None
Equal Opportunities	In line with Council's Equality and Diversity Scheme

Sally Loudon
Chief Executive

For further information please contact:
Jane Fowler
Head of Improvement and HR 01546 604466

ATTACHMENTS

Appendix 1 – Corporate Improvement Plan 2011-12

Appendix 1

ARGYLL AND BUTE COUNCIL
CORPORATE IMPROVEMENT PLAN 2011-12

Ref	Outcome	Success measures	Lead	Key Dates	Source	Risk
IP1	Improvement – The Council delivers Best Value Services	Planning and Performance Management Framework has been refreshed to reflect changes in the organisation	Chief Executive	tbc	PSIF / BV2	SR07 – Failure to maximise the benefits of Best Value; SR08
		Year 2 of Transformation Programme is delivered as planned	Chief Executive	Dec 11	PSIF	SR07 – Failure to maximise the benefits of Best Value; SR10 – Inefficient use of Council assets
		All services undertake a PSIF assessment	Chief Executive	March 12	BV2	SR07 – Failure to maximise the benefits of Best Value;
		Robust community and customer engagement practices in place	Chief Executive	tbc	PSIF / BV2	SR07 – Failure to maximise the benefits of Best Value;
		Asset Management Framework is implemented to optimise the use of resources	Executive Director: Development and Infrastructure	tbc	PSIF; AIP	SR10 – Inefficient use of Council assets; AIP
IP2	We have Effective Leadership at both political and officer level	Revised Vision for the organisation has been embedded	Chief Executive	March 12	PSIF; Corp Gov	SR06 – Failure to provide strong leadership and direction
		Organisational Development Framework in place reflecting core competencies and Vision	Chief Executive	Dec 11	PSIF	SR06 – Failure to provide strong leadership and direction; SR02 – Recruitment and retention of high quality staff
		Senior Management Development programme has been implemented in line with core competencies	Chief Executive	Dec 11	PSIF	SR06 – Failure to provide strong leadership and direction
		Targeted, co-ordinated and monitored Elected Member Develop Programme is in place	Executive Director: Customer Services	Sept 11	PSIF; Corp Gov	SR06 – Failure to provide strong leadership and direction

Ref	Outcome	Success measures	Lead	Key Dates	Source	Risk
		Council Review of political management arrangements completed	Executive Director: Customer Services	April 11	PSIF	SR06 – Failure to provide strong leadership and direction
IP3	People Management – We have the right people, in the right jobs, at the right time	Workforce Planning Framework established for the organisation	Chief Executive	tbc	PSIF	SR02 – Recruitment and retention of high quality staff
		Learning and Development Strategy established for the organisation	Chief Executive	tbc	PSIF	SR01 – staff absence SR02 – Recruitment and retention of high quality staff
		Reward and recognition scheme for staff established	Chief Executive	Sept 11	PSIF	SR01 – Staff Absence;
		Robust internal communication practices in place	Chief Executive	tbc	PSIF	
IP4	We work effectively with our partners to deliver the Vision for Argyll and Bute	Community Plan and Single Outcome Agreement integrated into one single plan for the area	Chief Executive	April 11	PSIF	SR14 – Failure to implement SOA
		Processes in place to work effectively with partners to deliver services	Chief Executive	tbc	PSIF; BV2	SR08 – Failure to deliver shared services opportunities
		All partnerships have adopted a Partnership Agreement	Chief Executive	tbc	PSIF; Corp Gov	SR09 – Failure to progress CPP;
		Review of Community Planning governance arrangements complete	Executive Director: Customer Services	Tbc		SR09 – Failure to progress CPP; SR14 – Failure to implement SOA

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL**EXECUTIVE****Improvement & Strategic HR****04 November 2010**Council Vision and Values

1 Introduction

We have committed to reviewing our vision and values in line with the changing external and financial environment, the review of our corporate plan and the implementation of our communications strategy. The Executive previously agreed to review the current vision as part of the communications strategy approved in October 2009 and agreed to the draft vision and values being circulated for consultation with partners in August 2010.

2 Recommendations

- 2.1 That the Executive approves the vision and values highlighted in section 4 hereof.

3 Background

The Council agreed to move away from the current vision of 'Leading Rural Area' in order to adopt a vision that is more inclusive, measurable and applicable at all levels.

Consultation on the revised vision theme – 'Realising Our Potential' began in May 2010 starting with the involvement of employees through Work4ce magazine, the Chief Executive's mailbox, the Chief and Senior Officers conferences, focus groups with employees on the front line from all services and more recently the Strategic Management Team Road Shows across all areas. Almost 100% of those who fed into the process were happy to move away from the current vision – Leading Rural Area, to move to something more inclusive, realistic and measurable. More than 80% of those who fed into the process had never heard of the Leading Rural Area vision.

The consultation was extended to elected members in August 2010 and through various other forums. In addition, the CPP Management Committee has agreed to reviewing the joint Leading Rural Area vision and the 'Realising Our Potential' theme has been discussed at each of the Local Area Community Planning Groups.

Overall feedback on the draft reviewed vision and values has been positive from the point of view of employees, members and partner organisations/community groups with some excellent and constructive suggestions made. All comments were considered and

fed into the rewording of the original drafts circulated for comment. The vision has been further developed from 'Realising our Potential' to 'Realising Our Potential Together'. Common elements within the feedback are the importance of 'customers' and the fact that employees need to remember that we're here to serve customers and therefore feel that it would be useful to explicitly refer to our commitment to customers. Community is another popular theme that employees and partners feel should be explicitly referred to. In addition, value, openness and respect have been highlighted regularly as important factors.

In order to ensure that we live and breathe our vision and values, we will explicitly link them to our plans, competencies and performance frameworks to ensure that we can measure how we are performing against them in all that we do. The vision and values will therefore be measured through our scorecards in relation to our single outcome agreement, community plan, corporate plan, service plans, team plans and performance development reviews of individual members of staff. In addition, we need to ensure that we collectively promote our vision and values internally and externally. The proposed actions for ensuring that this happens can be found at appendix one and will ensure that we translate these aspirations into behaviours and positive outcomes for all stakeholders.

4 Final Vision and Values

There have been no further suggested amendments to the draft vision and values from the last stage of consultation (through community partners) as all those consulted were happy and in agreement with the proposal. The final vision and values are therefore:

Argyll and Bute - Realising Our Potential Together

- *We involve and listen to our customers and communities*
- *We take pride in delivering best value services*
- *We are open, honest, fair and inclusive*
- *We respect and value everyone*

This is a vision that underpins all that we are trying to achieve and all that we should encourage one another to achieve. This vision translates into all areas of service delivery and can be easily applied to everything we do to ensure that we are delivering best value services to all of our stakeholders.

5 Conclusion

The consistent use of, and clarity of our vision, will be imperative to ensuring that we can achieve it. The commitment to, and effort to, live our agreed values will ensure that we foster a consistent culture, standard of behaviours and way of doing things across our organisation. The vision and values will therefore be the driving force in our revised corporate plan and emerging core competencies. The planning and performance management framework, already in place, will provide a systematic and effective approach to measuring how far we are achieving our vision and values through all that we do.

6 Implications

- POLICY** The development of the council's vision is identified as an action in the communications strategy, approved by the Executive. The revised corporate plan and future plans and council policies should explicitly and consistently reflect the vision.
- FINANCE** No direct budget implication although council literature, when redesigned as part of the communications toolkit, will explicitly reflect the vision.
- HR** The PDR guidance will ensure that employees understand what their role is in helping to achieve the vision.
- LEGAL** None.
- EQUALITY** All information on the vision will be aligned with the council's equality and diversity scheme and will be available in an accessible format.

Jane Fowler
Head of Improvement and HR

For further information please contact:

Carys Wynn-Mellor, Chief Executive Support Officer
Chief Executive's Unit - Argyll and Bute Council
01546 604420

Appendix One - Vision Action Plan 2010

Ref	Outcome	Action to achieve outcome	Success measures	Source	Lead	Key Dates	Progress
V1A	A Council vision that is measurable, inclusive and reflective of the changing organisation and wider environment - underpinned by all that the Council does	Establish appetite from Councillors to review the vision and values	Agreement from Senior Members and Officers to review the vision.	SCS2B	Head of I and HR	Feb 2010	Complete
V1B		Establish from employee survey and COSO events employee attitudes to feed into vision and values	Measurable employee buy-in to Council's vision.	SCS2A	CE	March 2010	Complete
V1C		Seek feedback from Senior Officers and employees on suggested vision and values (via workshops, email and Work4ce)	Agreement by employees to review the vision.	SCS2A	CE Support Officer and Comms	May 2010	Complete
V1D		Visits to front line services in areas to thank employees and get feedback on the vision	Open and constructive feedback and engagement from front line employees.	SCS2A	CE and CE Support Officer	May 2010	Complete
V1E		Involve Community Planning Partners in reviewing the joint vision	Agreement from CPP Partners to review the vision		Head of IHR	June 2010	Complete
V1F		Review and redesign the vision and values in line with above feedback	A final draft vision based on feedback and ready for approval.	SCS2C	CE and CE Support Officer	July 2010	Complete
V1G		Gain feedback from Elected Members on the proposed vision.	Agreement from Members that the proposed vision can go to LACPGs.		CE Support Officer	Aug 2010	Complete
V1H		Base Council's reviewed Corporate Plan on new vision	A focused corporate plan linking priorities and vision with high level delivery mechanisms.	SCS2C	CE Support Officer and IOD	Sept 2010 revised to Nov 2010	In progress the corporate plan is being revised. New vision and values will be outlined and actions within the corporate plan will underpin the vision. Service planning guidance and service plans to reflect the new vision and values.
V1I		Take the proposed vision to consultation with the public and partners through the Local Area Community Planning Groups	Measurable community buy-in to Council's vision.		Head of IHR	Sept 2010	Complete

V1J		Take the proposed joint vision (with any amendments) to the CPP Management Committee for approval	CPP Management Committee agree the new area vision		Head of IHR	Sept 2010	Complete
V1K		Take the proposed joint vision (with any amendments) to the CPP Full Partnership	CPP Full Partnership agree the new area vision		Head of IHR	Oct 2010	In progress report being drafted.
V1L		Adapt relevant sections of the PPMF and supporting Pyramid system to reflect the new vision	A clear line of sight across all council plans to the vision with clear guidance.		IOD and PPMF review group	Oct 2010	In progress and subject to approval of the revised vision. To form part of the work underway to review the PPMF guidance.
V1M		Develop the promotional element of the intranet to communicate the Council's vision and values	A consistent message about the direction of the Council internally.	SCS2D	CE Support Officer and Comms	Oct 2010 revised to Nov 2010	Not started. To be complete by end November 2010
V1N		Adapt the PDR guidance and training to reflect the new vision	Performance is measured against vision and values.	GOO2B	IOD Manager	Oct 2010	In progress
V1O		Ensure that the core competencies reflect the new values	Values are lived and breathed through expected behaviours.		HR and IOD Managers	Oct 2010	In progress
V1P		Ensure that all new communications materials/literature reflect the new vision and values	A consistent message about the direction of the Council externally.		Comms Manager	Dec 2011	Not started. To begin in Nov 2010 and ongoing as literature is naturally replaced.
V1Q		Redesign the rewards system in line with new vision, including reviewing criteria and categories of the Council's Excellence Awards	A suitable rewards system to encourage employee and partners to achieve the vision.	SCS2F	CE Support Officer and Leadership Support Officer	Dec 2011	Not started. To be completed in line with the review of the Excellence Awards scheme.
V1R		Ensure that recruitment and HR materials are reflective of the new vision and values	Updated materials demonstrate the direction and expected behaviours of the council.		HR and IOD Managers	Dec 2011	Not started. To begin in Nov 2010.

This page is intentionally left blank

ARGYLL AND BUTE COUNCIL

EXECUTIVE

CHIEF EXECUTIVE

4 NOVEMBER 2010

PERFORMANCE APPRAISAL SCHEME FOR THE CHIEF EXECUTIVE

1.0 SUMMARY

- 1.1 This report provides details of a proposed scheme for undertaking the Chief Executive's Performance Appraisal.

2.0 RECOMMENDATIONS

The Executive is invited to;

- 2.1 Approve the proposed approach as set out at section 3.2, including the appointment of three Senior Members to sit on the Appraisal Panel

3.0 DETAIL**3.1 Background**

- 3.1.1 Within Argyll and Bute Council a Personal Development Review (PDR) programme is in place for employees to enable individuals to develop their full potential and carry out their work confidently and competently, as a means to improve organisational effectiveness and to assist in achieving the Council's overall aims and objectives, as well as Service objectives. PDR's are carried out for employees at all levels of the organisation, including Heads of Service (carried out by the appropriate Executive Director) and Executive Directors (carried out by the Chief Executive).

- 3.1.2 Under the terms of the agreement reached by the Joint Negotiating Committee (JNC) for Chief Officers it was agreed that Chief Executives should be subject to an appraisal process. This is incorporated within the conditions of service handbook;

"The Chief Executive's responsibilities should be set out in writing at the appointment stage. Subsequently, there should be an annual process of performance appraisal linked to those responsibilities and accountabilities".

3.2 Proposals**3.2.1 Membership of the Appraisal Panel**

As per the guidance it is proposed that the political leadership of the Council will appraise the performance of the Chief Executive, the Appraisal Panel to consist of three Senior Members;

Leader of the Council
Depute Leader of the Council
Leader of the largest Opposition Group

Councillor Dick Walsh
Councillor Robert MacIntyre
Councillor Ellen Morton

3.2.2 Governance Arrangements

Support to the Chief Executive Appraisal Panel, including the scheduling of meetings and minute taking, will be provided in-house by the Executive Director of Customer Services.

It is proposed that the Appraisal Panel will convene on an annual basis to undertake a review of the Chief Executive's performance during the past 12 months, and to consider future objectives and personal development requirements. In line with the Council's PDR process, a 6 monthly interim review meeting should also be arranged to ensure that the targets set remain relevant.

3.2.3 Proposed Approach for Measuring the Chief Executive's Performance

The Council's overall performance is measured within Pyramid, the Council's Performance Management System, and on this basis it is proposed that the Chief Executive should be appraised against the Council's Scorecard. In addition, the Corporate Improvement Plan for 2010-11, which will be monitored through the Council Scorecard, should be used as a means of appraising the Chief Executive.

3.2.4 Personal Development Plan

As well as monitoring the Chief Executive's progress against the Council's key objectives, it is important that any personal/professional development requirements are identified and monitored. On this basis it is proposed that the existing Personal Development Plan, which was prepared by the Keil Centre in consultation with the Chief Executive, will be used for this purpose.

3.2.5 A further report will be submitted to the Executive to advise when the Performance Appraisal has taken place.

4.0 CONCLUSION

4.1 As part of the agreement reached by the Joint Negotiating Committee for Chief Officers, there is a requirement for Chief Executives to be subject to an annual appraisal process. It is proposed that an Appraisal Panel, consisting of the Leader of the Council, Depute Leader, and the Leader of the largest Opposition, is established to conduct the appraisal, which will be based on progress against the Council Scorecard and the Corporate Improvement Plan for 2010-11.

5.0 IMPLICATIONS

- 5.1. Policy - none
- 5.2. Finance - none
- 5.3. Legal - none
- 5.4. Equal Opportunities - none
- 5.5. HR - none

Sally Loudon
Chief executive

20 October 2010

**ARGYLL AND BUTE COUNCIL
CHIEF EXECUTIVE**

**EXECUTIVE COMMITTEE
4 November 2010**

REDUNDANCY POLICY

1 INTRODUCTION

- 1.1 As the Council moves forward as an organisation, we are continuing to improve our policies and procedures in line with the future needs of the organisation.
- 1.2 The Council has not previously had a specific policy that deals with redundancy. The Pensions Discretions Policy sets out the discretions that would be applied to the compensation given in a redundancy situation, but does not constitute a Redundancy Policy.
- 1.3 This paper presents the Executive with a Redundancy Policy which sets out clearly the position that the Council will take in any redundancy situation. This forms a clear and explicit statement for both the Council and its employees.

2 RECOMMENDATION

- 2.1 Agree that the Redundancy Policy is forwarded to the Council for approval.

3 DETAIL

- 3.1 The Council has statutory duties in relation to redundancy that are adhered to in all cases, but have not been explicitly captured in a policy document. The Redundancy Policy sets out those duties in a clear way that enables members, managers, employees and their representatives to understand the approach that the Council will take in any redundancy situation. Officers have taken advice and guidance from ACAS and Brodies on the content of the draft policy. It is intended that the Redundancy Policy will apply to all Council employees.
- 3.2 The Policy refers to a number of procedural documents that are not attached, as they relate to operational management rather than Council policy.
- 3.3 In addition to clarifying the Council's approach to statutory duties, the Policy clearly states that compulsory redundancies are the last option that the Council would undertake as a means of reducing employee numbers.
- 3.4 The Policy and associated procedures have been discussed in depth with Trade Union representatives. Their involvement in the preparation of this policy is without prejudice to their opposition to redundancy.

4 CONCLUSION

- 4.1 The Redundancy Policy provides the Council, members, managers employees and their representatives with a clear policy statement on redundancy and associated procedures to be followed.

5 IMPLICATIONS

5.1 Policy	The attached constitutes a new Redundancy Policy
Financial	A clear redundancy policy reduces the risk of action at Employment Tribunals resulting in compensatory payments
Human Resources	The policy constitutes a key HR document and has been developed in consultation with employees' representatives
Legal	The Policy sets out the legal framework for redundancy to take place
Equal Opportunities	The Policy has due regard to Equal Opportunities and an Equalities Impact Assessment is being carried out.

For further information please contact
Jane Fowler
Head of Improvement and HR
01546 604466

Attachments:

- Appendix 1 – Redundancy Policy and Procedures
- Appendix 2 – Selection Criteria

Draft

Argyll and Bute Council
Redundancy Policy & Procedures



Part 1 Redundancy Policy & Procedure

1.0 Policy Statement

- 1.1 While it is the intention of the Council to provide a stable work environment and reasonable security of employment for its employees, it is recognised that there may be changes in organisational requirements which affect staffing needs. Redundancy is a difficult situation to manage and can have a significant long term impact not only on employees asked to leave but also those who remain employees of the Council. In order to minimise the impact of redundancies and to ensure the council is fair and consistent in its approach to redundancy situations, the following procedure will be adopted wherever possible. It must be recognised, that where the needs of the business dictate, the procedure may be adapted to the particular circumstances.
- 1.2 If a reduction in staffing requirement is necessary, the Council is committed to achieving reductions on a voluntary basis wherever possible.
- 1.3 Compulsory Redundancies are the last option that the Council would wish to undertake as a means of reducing employee numbers.
- 1.4 The Council recognises the impact of change on employees and is committed to adopting a consultative approach to necessary adjustments to staffing arrangements.
- 1.5 It will be the responsibility of SMT to determine any requirement to reduce employee numbers within a department in line with the discretions available within the Council's Policy on Discretions.
- 1.6 In addition to its legal obligations to advise recognised Trade Unions if a redundancy situation arises, the Council will undertake to consult fully with its employees and their representatives at the earliest opportunity.
- 1.7 The agreement of the recognised trade unions to this policy and associated procedures is without prejudice to their opposition to compulsory redundancy.

2.0 Scope

- 2.1 This policy & procedure applies to all employees of Argyll and Bute Council.

3.0 Redundancy Definition

- 3.1 An employee will be regarded as dismissed by reason of redundancy if the dismissal is attributable wholly or mainly to:
- the employer has ceased, or intends to cease, to carry on the business for the purposes of which the employee was so employed

- the employer has ceased, or intends to cease, to carry on the business in the place where the employee was so employed
- the requirements of the business for employees to carry out work of a particular kind has ceased or diminished or are expected to cease or diminish
- the requirements of the business for the employees to carry out work of a particular kind, in the place where they were so employed, has ceased or diminished or are expected to cease or diminish.

4.0 Voluntary Redundancy

- 4.1 In the first instance the Council will seek to reduce employee numbers on a voluntary basis, this may be on a Council wide or Service specific basis. Approval of such applications will be at the Chief Executive/Executive Director's discretion in line with the outcome of a Service Review or other process. An explanation of the reasons for any requests being declined will be provided in writing to employees.
- 4.2 When considering requests for voluntary redundancy, the Council will consider how the request fits with business needs and the financial implications of the potential redundancy.
- 4.3 In situations where the number of volunteers exceeds requirements, the Council shall seek to agree with Trade Union Representatives the selection criteria to be used.
- 4.4 In order to minimise the number of requests refused, the Council will, where appropriate, retain the right to specify the types of posts from which volunteers are being sought.

5.0 Compulsory Redundancy

- 5.1 Where voluntary redundancy has not produced suitable volunteers, the Council, shall seek to agree with Trade Union Representatives the criteria to be used when making compulsory redundancies. It is important that criteria used in redundancy selection are used in an objective way, and applied consistently.

6.0 Consultation

- 6.1 The Council has a Consultation Procedure that complies with statutory requirements. This will be used as the basis for **all** consultation that is carried out in relation to redundancy situations.

7.0 Selection Criteria

- 7.1 The Council has a Selection Criteria procedure that complies with statutory requirements. The Council shall seek to agree with Trade Union representatives the selection criteria to be applied. This will be applied in all cases of redundancy where a selection process is required.

8.0 The Termination Procedure

- 8.1 When contemplating dismissing an employee on the grounds of redundancy, the Council will follow the termination procedure summarised below:

- 8.2 (i) The Council will send a letter to each affected employee explaining the grounds on which dismissal is being contemplated and inviting the employee to a meeting to discuss the matter. Employees will also be advised that they are entitled to be accompanied by their Trade Union Representative or other person of their choice.

(ii) A meeting will be held with each employee to discuss the matter and will be followed up with a letter confirming the outcome of this meeting.

(iii) The opportunity is provided for the employee to appeal should the dismissal go ahead.

9.0 Notice Periods

- 9.1 Employees leaving the Council as a result of redundancy will normally be expected to work their notice period, and pay in lieu of notice will only be paid where there is good reason in the view of management for the employee not working the notice period.

10.0 Alternative to Redundancy

- 10.1 The Council has an agreed Redeployment Procedure that will be applied in all cases as an alternative to redundancy.

11.0 Support Available to Employees

- 11.1 While the Council will endeavour to minimise the effects by keeping employees informed and consulted during redundancy situations, line managers should remind employees who are anxious about the process of the services provided by the Employee Counselling Service.

- 11.2 Once placed under notice of redundancy, reasonable paid time off work (normally up to 40% of the employees' working week) will be granted to employees for the purpose of finding alternative employment (including attending job interviews) or making arrangements for training for future employment.

- 11.3 Repayment of allowances or expenses paid in connection with training, relocation or car leasing early termination charges will be waived in the event of compulsory redundancy or redeployment to a post that does not attract such payments.
 - 11.4 Employees should contact the relevant Pension Authority for advice relating to how redundancy may affect their occupational pension.
 - 11.5 There are a number of pensions implications that an employee must consider in relation to the provisions contained within this policy. Although the Council can help employees to understand pension scheme rules, the Council is not legally authorised under the Financial Services and Markets Act 2000 to give pensions or other financial advice to individuals. Employees should seek advice from an independent financial adviser.
- 12.0 **Redundancy Pay**
- 12.1 Under the Employment Rights Act 1996, an employee who is dismissed on the grounds of redundancy and who has at least two years continuous service as recognised by the Redundancy Payments (Continuity of Employment in Local Government, etc) (Modification) Order 1999 and subsequent amendments will be entitled to a statutory redundancy payment. Advice can be obtained from the HR Section.
 - 12.2 Employees will not receive benefits (e.g. discretionary added years, a redundancy payment or enhanced redundancy payment) for any period of service for which they have previously received enhanced benefits, i.e. periods of service will not be reckoned more than once.
 - 12.3 Redundancy payments will be paid in accordance with the Council's Policy on Discretions.
- 13.0 **Appeals Process**
- 13.1 Any member of staff given notice of redundancy will have the right to appeal if they consider that they have been unfairly selected for redundancy.

Argyll and Bute Council
Selection Criteria for Redundancy



SELECTION CRITERIA

1. Introduction

It is essential that during a redundancy process that the Council ensures that fair and transparent criteria for selection for redundancy are identified and applied consistently. This will help managers when explaining to employees the reason for their selection and will help employees to understand the process.

As a preliminary stage to selection, volunteers for redundancy will be invited to express an interest and be considered by management. However, the Council is under no obligation to accept these volunteers. Care must be exercised when selecting from a list of volunteers to ensure that a balanced workforce remains in order to meet the future demands of the service.

2. Redundancy Pool

The Executive Director and/or Head of Service will begin by identifying a group of employees from which redundancies can be made, as identified by the Service Review or other process. It is to this 'selection pool' that the Executive Director or nominated officer (3rd tier manager and above) will apply the appropriate selection criteria to determine posts that can be made redundant. This analysis should focus on the following areas of the workplace:-

- Individual post(s)
- Specific category of post(s) Post(s) tied to a function which it is intended will cease or diminish

The Executive Director must ensure that the pool for redundancy can be justified showing that it has been based on rational considerations such a Service Review process.

To ensure that the Council has acted reasonably in determining the selection pool the following factors should be considered:

- Whether other groups of employees are doing similar work to those selected.
- Whether employees' jobs are interchangeable.
- Whether the employee's inclusion in the pool is consistent with his/her previous position.

Where voluntary redundancy, or early retirement, does not produce suitable and sufficient numbers of volunteers or where there is a surplus of volunteers then management in consultation with the relevant trade unions will identify the selection criteria to be used and the weighting, if any, to be applied. All criteria should be objective and the overall test will be one of reasonableness and justifiability.

The Head of Improvement and HR must be informed of all potential redundancy situations to ensure that statutory consultation and notification requirements are met.

3. Selection Criteria

3.1. Process

The Council does not believe it is possible or appropriate to stipulate specific criteria to be used in all redundancy situations. The criteria used will be based on the future workforce needs of the service as identified through Service Reviews and other processes. The aim of the redundancy exercise will be to ensure the Council retains a sufficiently skilled and knowledgeable workforce to deliver the future service requirements. However, in most cases the criteria will relate to employee's qualifications and skills; experience; work performance; attendance pattern (absence related to a disability should be discounted); disciplinary record and length of service.

Selection criteria will be applied fairly, objectively, consistently, carefully and reasonably to ensure equitable selection. It is important to gather as much documentary evidence to support the scoring process (as detailed at paragraph 4 below).

In every case the Executive Director, or nominated officer (3rd tier manager and above), is responsible for clearly recording the reasons for the scores awarded.

The Executive Director, or nominated officer (Head of Service/3rd tier manager) is responsible for co-ordinating the redundancy exercise within their department. The departmental HR Officer or HR Manager (Operations) will be available to assist with the process and give advice and guidance as required.

Where an employee considers that the selection criteria has been unfairly applied in their particular case, they will be entitled to appeal the decision on these grounds only. The employee or his/her representative shall write to the Head of Improvement and HR stating in detail the specific inequity in his/her individual case. Such notification must be lodged within 10 working days from the date of the decision on selection.

The Appeals process will be arranged at the earliest possible date and its decision will be final. The appeal panel will be made up of an Executive Director, an HR representative and a TU representative who have not been involved previously in the process. The Panel's decision will be final. The Council's Grievance Procedure does not apply.

3.2. Fair Criteria

- Relevant Qualification & Skills
- Relevant Experience
- Work Performance
- Attendance Record (absences relating to a disability, pregnancy, maternity or paternity will be discounted)
- Continuous Employment Disciplinary Record
- Disciplinary Record

3.3. Unfair criteria

In selecting employees for redundancy, the Council will **not** under any circumstances make reference to:-

- An employee's actions in taking steps to promote health and safety;
- An employee asserting a statutory right,
- Pregnancy or maternity;
- Trade Union membership or activities;
- A reason relating to an employee's disability.
- Gender, marital status, race, sexual orientation, age, religion or belief.
- Caring responsibilities (flexible/part-time working).

This list is not exhaustive – further guidance is available from the HR Modernisation Team.

4. Scoring Panel

A scoring panel will be established within the department and should consist of 2 senior managers (3rd tier or above) along with a representative from HR and, where appropriate, Trade Union(s). Under no circumstances should the scoring system be undertaken by one individual.

Membership of the scoring panel and the method of scoring will be subject to consultation with the relevant Trade Unions.

The HR representative will ensure that the scoring panel has access to sufficient information with regard to discipline and attendance on each employee so that informed judgements are made.

5. Redundancy Matrix

The application of the redundancy matrix will effectively score or rank the individuals within the pool and identify those employees who are likely to be 'at risk' of redundancy, depending on the number of redundancies needed in that service.

Once agreed, for a specific situation, matrices or scoring systems and weighting cannot be changed to influence the results.

5.1. Matrix Criteria

Common criteria used in selection for redundancy include:-

Relevant Qualification & Skills*	Score
Has all the relevant qualifications and skills required.	5
Is working towards a relevant qualification and has the skills required.	4
Either has relevant qualification but does not have all the skills required OR has the skills required but does not have a relevant qualification.	3
Does not have the relevant qualification or skills	1

Qualifications & Skills are those critical to taking the business forward.

*Where the Council is undertaking a programme of statutory training/development, eg SVQ qualifications within Social Work, for the purposes of this exercise it will be assumed that all employees have the necessary qualifications for the post irrespective of whether s/he has started/completed the SVQ programme, ie Employees must not be disadvantaged due to service/budgetary constraints.

Relevant Experience	Score
Has the relevant experience to be able to be effective in role with immediate effect, or with minimal development.	5
Has relevant experience but would require some structured development.	3
Has insufficient experience.	1

Experience must be relevant to the requirements of the post.

Work Performance	Score
Satisfactory	5
Unsatisfactory and there is a current documented performance improvement plan.	1

Documentary evidence must be provided

Attendance Pattern (previous 3 years)	Score
Good attendance no requirement to discuss with employee.	5
Attendance level required counselling.	3
Poor attendance – requiring intervention under the Council's Attendance Management review procedures.	1

Important to ensure that accurate data is used and that the absence is not linked to maternity, paternity or disability, workplace accident or prohibitive criteria. Beware of any potential breach of Data Protection, ie in disclosing the reasons for absence.

Continuous employment	Score
Over 15 years service	5
Between 10 and 15 years service	4
Between 5 and 10 years service	3
Between 2 and 5 years service	2
Up to 2 years service	1

All local government service without any breaks should be taken account of.

The above list details the core criteria that will be used.

Where a tie break situation arises and more than 1 employee has a similar score, the following criteria will be taken into consideration. This criteria is to be used only where there is a tie break situation.

Disciplinary Record	Score
No disciplinary record	5
Informal disciplinary discussion/letter of concern	4
Verbal warning	3
Written Warning	2
Final Written Warning	1

*Only current warnings, on file where the disciplinary process has been completed at the date of the exercise should apply. **Check expiry date carefully.** Do not take into consideration any current or outstanding disciplinary investigations.*

Any specific additions that may require to be made to reflect the circumstances of a specific post or posts will need to be discussed and agreed with the Trade Unions.

Where a criterion lacks quantifiable or factual information then care must be taken to ensure that the supporting evidence is relevant and reasonable to be used in these circumstances, ie a disciplinary record is verifiable and factual whereas work performance may not be.

To summarise, whatever selection criteria are used, care needs to be taken to ensure that they are neither directly nor indirectly discriminatory on grounds of age, gender, marital status, race, disability, sexual orientation, religion or belief.

5.2. Weighting

Compulsory Redundancy

To achieve the total score for an employee, each of the criterion is weighted by a factor of 1 – 3 to reflect its relative importance. The weightings take into account the service's requirements to meet its future business needs and targets as defined within the Service Review or other similar process as well as the need to maintain a balanced workforce. The weightings will be as follows:-

- Qualifications and Skills (x3)
- Experience (x3)
- Work Performance (x1)
- Attendance Record (x2)
- Continuous Service (x1)
- Disciplinary Record (x1)

Having weighted the scores, a total is calculated for each employee. For example, where it is necessary to reduce the headcount in a work area from 20 – 15 a selection matrix is completed for all 20 employees. The 5 with the highest scores will be provisionally selected for redundancy.

Voluntary Redundancy

- Qualifications and Skills (x1)
- Experience (x1)
- Work Performance (x3)
- Attendance Record (x2)
- Continuous Service (x3)
- Disciplinary Record (x1)

5.3. Access to Matrix Scores

An employee whose post has been declared redundant has the right to see a breakdown of their own score and should be given limited information about their position on the matrix relative to other employees in the selection pool. They should not be given the specific scores of others in the selection pool but this information would require to be disclosed at an Employment Tribunal in the case of a claim for unfair selection for redundancy.

ARGYLL AND BUTE COUNCIL

EXECUTIVE

COMMUNITY
SERVICES

4th NOVEMBER 2010

Strategic Events & Festivals Programme

1. SUMMARY

- 1.1. This report was requested by the Executive to address issues raised by members about the impact and benefits of Major Events and Festivals funding in Argyll and Bute over the last 5 years and for the future. There is no Events and Festivals funding identified in the Council's revenue budget from 2010/11 onwards and this paper will allow members to consider the potential consequences of this on cultural tourism within the area. It will also propose a list of strategic events which generate significant economic benefit and would be placed on a more stable financial position if the Council could provide them with core revenue funding support.

2. RECOMMENDATION

- 2.1. Members are asked to agree the list of strategic events identified in 3.14 and the level of grant support proposed for each of them.
- 2.2. Members are asked to approve that £15k contingency sum be held centrally for any one off large events which may require to be promoted in Argyll and Bute.

3. DETAIL

- 3.1. The government has identified that Scotland's culture and heritage is a strong differentiating factor that can be used to attract major events. This includes a rich history, world famous food and drink, a reputation as a leading nation in the fields of education and innovation, iconic poets, artists, writers and musicians and the vibrant contemporary scene in today's Scotland. It also includes the diversity of language in Scotland, including Gaelic and Scots. EventScotland markets and promotes Scotland on an international stage and a key element of this is the promotion of the country's natural environment. Argyll and Bute has a major part to play in this with a rich array of beautiful and dramatic landscapes ranging from mountains to lochs to beaches and magnificent islands. The landscapes in this area are both diverse and unique and are a key

asset in attracting events and people to the area. The development and promotion of events also fits very clearly with the Scottish Government's economic strategy in a number of ways:-

Wealthier & fairer: the economic impact of events supports growth in the Argyll and Bute economy and helps to promote the area as a place to invest in and visit.

Smarter: as an area with a large number of people involved in tourism, events can assist with skills improvement and greater training of a wide range of individuals.

Healthier: as a contribution by promoting sporting events to encourage people to become more active.

Greener: there is a contribution through sustainable events to protect Scotland's landscape and natural heritage.

- 3.2. Legacy is a vitally important aspect of events which is well understood in the events industry. Bringing back repeat visitors to the area and continuing to stimulate the local economy is a key factor in the use of events funding. While one-off events can be very successful in their own right, they tend to have limited long term economic impact. A truly successful event not only delivers an immediate impact but also leaves a footprint of benefit for years to come.
- 3.3. In recognition of the important financial impact of cultural, sporting and heritage events to the economy of the area, Argyll and Bute Council established a £300k major Events and Festivals Fund in February 2005. The fund was identified from the Council's general reserves and not from the ongoing revenue budget. The £300k was earmarked for a three year period up to March 2008 and was intended to stimulate cultural tourism and cultural activity within the area.
- 3.4. It was intended that the fund would place the emphasis on major festivals to maximise the economic benefit to the area. It was recognised that there were a large number of small community events which had been running for many years and were significant events within the calendars of many local communities. However, at that time it was felt that most of these would continue to survive, albeit at a relatively small scale, and that the Council's funding should be targeted towards larger events which would make a bigger economic impact in the area. It is proposed that this targeted approach to the largest events will produce the greatest economic and cultural impact.

- 3.5. As a consequence, the qualification criteria for Events and Festivals aimed at creating greater economic benefit to the area and organisers were asked to provide a post economic event impact assessment to demonstrate the added spend as a result of their event. Argyll and Bute was awarded a £200k commissioning budget from the Highland Year of Culture 2007 on the basis that the Council would provide match funding from the major Events and Festivals budget for the year. This achieved a budget of £400k for major cultural events in Argyll and Bute in 2007.
- 3.6. The opportunity to secure £200k of additional external funding to compliment and build upon the existing Events and Festival programme represented a significant economic opportunity for Argyll and Bute. It enhanced the existing cultural infrastructure of the area, increased the potential to attract visitors and media interest and maximised the opportunity to benefit from participation in Scotland's Year of Highland culture and its wider marketing programmes in the UK and abroad. Eighteen major events were awarded a grant for the HYOC 2007 and over £800k of other project costs were raised by the organisers. The impact of Events and Festivals spend during the HYOC was measured mainly in terms of overnight stays and visitors to the area. The vast majority of events passed the targets that had been set.
- 3.7. The impact surveys from the events showed that from sixteen events there had been around 24,000 overnight stays and in excess of 78,000 visitors to the area. Events contributed to increased tourist spend in relation to accommodation, food and drink, shopping and attractions. In addition to tourists being attracted from all over the world, there was widespread coverage in a range of media from newspapers to radio and television of events. Partnership with local communities and schools was a strong element of the whole programme. The key strength of the programme was highlighting the uniqueness of Argyll and Bute with quality events.
- 3.8. Following on from the success of the major Events and Festivals funding, members approved the establishment of an Events Fund to support the development of the national Homecoming 2009 Initiative. At the Council's budget meeting in February 2008 it was agreed that a £200k fund be established to achieve a meaningful programme of events in Argyll and Bute for Homecoming 2009.
- 3.9. The programme has been a significant success with a range of high quality events taking place across the area which have generated a total economic impact of around £4m. The Scottish Government have confirmed that the economic impact of cultural tourism is significant and has a leverage ratio of around 4:1 in terms of public sector spend generating additional economic growth within an area for a successful event.

- 3.10. Recent government statistics show that expenditure on tourism related activities is worth around £4.2 billion per year to the Scottish economy and around 16 million tourists annually took overnight trips to Scotland. Annual occupancy rates for hotels and self catering units both rose by 5%, up to 65% and 54% respectively, over the most recent 5 year period available and visitor attraction visits showed a similar increase. With regard to local participation in arts and cultural activities in Scotland, the most recent Scottish Household survey (2007) indicates that 73% of adults stated that they had participated in or attended events. This highlights a considerable local demand and interest in cultural activities.
- 3.11. With the national Enterprise companies having to review their support of events and festivals, HIE have advised that they will not support events and festivals per se, but rather will support businesses and community groups for whom an event or festival is a product or service. Community driven events and festivals will be treated as community growth projects required to show that they will make a quantifiable impact on the local economy to a level at least in excess of HIE investment. In addition, they will look for a community project to demonstrate growth plans for a three year period to demonstrate sustainability without repeated HIE subsidy. Should HIE support be made available to such events it is likely to focus on supporting capital investment, capacity building and training as opposed to subsidising the running costs of an event or festival. However, major sporting events and the Royal National Mod are recognised as not easily fitting in with other categories and these will be considered through specific discussions with the Enterprise company.
- 3.12. The Council agreed in the Feb 2010 budget to create a unified area grants budget by amalgamating the Leisure development, Social welfare and Education development grant streams. Part of this was to ring fence £15,000 to create a local Events & Festivals budget for each of the 4 area committees and this will be targeted mainly at smaller local events, although members will determine locally their priorities for this fund in line with the development of the Local Area Community planning Groups.
- 3.13. There are currently SLA's covering a six year period with the two largest events that take place in Argyll & Bute. These events have had a longstanding legacy in the area and generate significantly more economic benefit on an annual basis than any other events. The Cowal Games brings around 40,000 people to the Cowal peninsula on the last weekend in August every year and hosts the World Highland Dancing Championships and the season ending final major event of the World Pipe band championship events. The Council provides an annual payment to the Royal National

Mod organisers on the basis that the event comes to Argyll every 3 years. This Council was the first to set up an SLA for the Mod and due to the regular annual payments secures the event for less funding than the other Council locations which pay on a one off for the event being staged in their area. If agreement is reached to support other events with core funding clear SLA's will have to be established in line with audit requirements for "following the public purse".

- 3.14. The most significant Events that regularly take place within Argyll & Bute and generate the greatest economic impact are undernoted. The current level of in kind support provided by the Council, mainly through Roads & Amenity Services Streetscene activities is shown and a proposed level of annual grant support delivered through an SLA for each event is proposed. This would be funded from within the current revenue budget provision for Community Services.

Event	Cost	Economic Impact	Current In kind contribution	Recommended annual grant
Cowal Games	£265k	£3.0m	£35k	Existing SLA
Royal National Mod	£304	£2.2m	£12k	Existing SLA
Mull of Kintyre Music Festival	£69k	£1.7m	£2.4k	£10k
Brewin Dolphin Scottish Series	£30k	£600k	£0.7k	£5k
Tiree Wave Classic	£72k	£360k	£0.2k	£10k
Cowal Walking festival	£20K	£140k		£4k
Islay Jazz Festival	£28k	£85k	£0.4k	£5k
Isle of Bute Jazz festival	£80K	£68k	£0.8k	£10k
Tarbert Seafood Festival	£19K	£330k		£4k
Camachd Cup Final (when hosted in A&B)	£50	£350k	£0.4k	£7k
Argyllshire Gathering	£32K	N/A	£3.8k	£5k

The largest event that takes place in Helensburgh and Lomond is the Barclays Scottish Open but it is a fully funded event on the European Golf Tour that requires no Council subsidy. However, there are no other large events in that area similar to the strategic events identified in the rest of the Council's area. It is recommended that annual budget provision of £15k is made available to develop an existing or create a new event in that area. It is also recommended that a £15k contingency sum is held centrally for any future one off large event which may require to be promoted or, to support a range of community arts programmes that would be displayed locally.

4. CONCLUSIONS

- 4.1. Over the last four years the Council has made a major contribution to the development of major events and festivals and this has provided a successful economic stimulus within the area. It has also enhanced cultural and sporting activity. The Scottish Government have confirmed that culture is a helpful route to support the delivery of national and local outcomes. In addition to the organisations which make provision for culture and creativity, many of those responsible for delivering wider public services have discovered the benefits of working with, and through, creative and cultural activity and local and national well-being can be enhanced in this way. The Council has been one of the lowest spenders in Scotland in cultural activities from the revenue budget over the last decade, but the recent significant contributions to major events and festivals has made a very positive impact on the cultural community in the area.
- 4.2. If this proposal is agreed, it would be on the basis that there are no other central/corporate routes available for spending on events and festivals. The area grants budget would be the only other mechanism for accessing annual local requests for events activities.

5. IMPLICATIONS

- 5.1 Policy – This proposal fits with the Council’s Culture and Economic Development Strategies.
- 5.2 Financial – A budget of £90,000 has been identified for this proposal.
- 5.3 Legal – None
- 5.4 Personnel – None
- 5.5 Equal Opportunities – This proposal is consistent with equal opportunities policies.

Cleland Sneddon
Executive Director
Community Services
14th September 2010

For further information contact: Donald MacVicar, Head of Community & Culture tel 01546 604364

**ARGYLL AND BUTE COUNCIL
DEVELOPMENT AND
INFRASTRUCTURE SERVICES**

**EXECUTIVE
11 OCTOBER 2010**

**‘SPEAK UP FOR RURAL SCOTLAND’ – CONSULTATION PAPER
OCTOBER 2010**

1. SUMMARY

- 1.1** The Scottish Government has launched a consultation entitled ‘Speak Up For Rural Scotland’. This consultation paper proposes a series of step changes focusing on rural economies, multipurpose land use, renewable energy, empowered communities, sustaining rural communities, infrastructure and services and working together.
- 1.2** This consultation seeks to inform the Scottish Government of the required policy direction to ensure that rural Scotland contributes to the sustainable economic growth of Scotland.
- 1.3** It should be noted that the proposed step changes cover a broad range of subjects, are ambitious and contain very little detail; however, in principal they are welcome and highlight possible future rural policy directions.
- 1.4** The response outlined below has been collated from officer’s and is to be submitted as such (subject to amendments) to the Scottish Government by the closing date of the 25th October 2010.
- 1.5** A separate late response will be submitted from the Council subject to approval from the Council’s Executive on the 04th November 2010.

2. RECOMMENDATIONS

- 2.1** That Members give consideration to and agree that the response as laid out in this report forms the Councils response to the “Speak Up for Rural Scotland” consultation paper subject to any additional comments or amendments that the Exexutive wish included.

3. BACKGROUND

3.1 The Scottish Government has launched a consultation entitled 'Speak Up For Rural Scotland'. In 2008, the Scottish Government set up the Rural Development Council to advise ministers on a range of issues relevant to the prosperity of rural Scotland. This consultation paper outlines their views which propose 37 step changes focusing on rural economies, multipurpose land use, renewable energy, empowered communities, sustaining rural communities, infrastructure and services and working together.

3.2 Detailed below are the individual questions posed within the consultation document and the associated comments for Members consideration.

3.3 **Does the Rural Development Council's advice set out in the section "Step Changes for Rural Scotland", cover all of the main issues relevant to economic growth in rural Scotland?**

The consultation focuses on rural economies, multipurpose land use, renewable energy, empowered communities, sustaining rural communities, infrastructure and services and working together. However, it is considered that there is a gap in respect of marine assets. The marine environment, including our extensive coast, is a huge influence on the prosperity, or otherwise of rural Scotland; namely in respect of visitors to our seascapes, aquaculture and offshore renewable energy which have inextricable connections to the land.

3.4 **Which of the Rural Development Council's Step Changes would you rank as the most important and why? Please select no more than ten.**

Step Change 16 (Renewable Energy) ; *For small scale community projects, the consents process should be simplified as far as possible and aligned with planning requirements. Fees and charges should be minimised.* Securing related benefits for communities in respect of renewable energy is a top priority within Argyll and Bute Council's "Economic Development Action Plan" and "Renewable Energy Action Plan". De-regulation and reduced fees is welcome to ensure that communities extract the greatest benefits from the growing low carbon economy.

Step Change 19 (Empowered Communities): *Community*

Collaboration should be reflected in Single Outcome Agreements and recognised by community planning partnerships and public sector staff. Argyll and Bute Council's Single Outcome Agreement already reflects strong community collaboration through the Community Planning Partnership which has strong links to Local Area Community Planning Groups. However, Argyll and Bute Council welcomes additional opportunities to further align SOA's with aims and aspirations of communities.

Step Change 21 (Sustaining Rural Communities): *The Rural Homes for Rent Scheme is a good example of what can be achieved and its principles should be taken further, to give greater opportunities for affordable housing to meet local housing need, including community-owned housing schemes.* Argyll and Bute Council welcomes further financial support to the private and third sectors from the Scottish Government towards affordable housing projects, particularly those that would be owned by the community. Two schemes within Argyll and Bute have been approved under this scheme (Ardfern and Ardkinglas), however, these have still to be delivered and we look forward to reviewing the outcome of these proposals.

Step Change 23 (Sustaining Rural Communities): *A national rural Parliament could provide a focus for all these (community/ development trusts) groups and a means of enlivening local democracy.* Argyll and Bute Council strongly agrees that there is a growing role for the third sector to play in respect of generating community activity and income. However, consideration must be given to the capacity and skills within the third sector to deliver what appears to be a growing demand for their services. A national rural Parliament would assist in delivering focus, advice, resources and above all, reinforce the culture change required within both the private and public sector to assist in the development of our third sector.

Step Change 24 (Sustaining Rural Communities): *...we encourage the various arms of the public sector to consider the asset transfer to community bodies where circumstances are appropriate.* Argyll and Bute Council considers asset transfer an important step forward in empowering communities to develop social enterprises in a sustainable manner. However, resources are required to ensure that proposals will enhance (or at a minimum maintain) the existing asset and that the necessary skills and capacities within the community group exist. In council officers experiences, such groups have difficulty developing basic business cases and whilst council officers strive to

assist in developing these, the necessary skills are sometimes found wanting.

Step Change 25 (Infrastructure and Services): *We encourage the Scottish Government to enable the provision of high speed broadband to all in rural Scotland who wish to use it, and to do so significantly ahead of the UK national timeline targets.* Argyll and Bute Council recognises the significant importance of 21st century communications technology to maintain competitiveness. With 25 inhabited islands and significant areas of 'remote rural' regions on the mainland, we would welcome any efforts for universal coverage in respect of high speed broadband.

Step Change 29 (Infrastructure and Services): *Contracts for public transport should include a condition that requires providers to coordinate the timings of all their services with those of private and community providers.* Argyll and Bute Council would agree that integration of public transport services should be encouraged and where possible this could be conditioned in contracts however, there are a number of constraints which make this difficult in Argyll and Bute. There is a lack of capacity on the rail network and in particular platform space at Glasgow Central Station which makes it difficult to integrate rail services with bus / ferry timetables. Buses are also governed by the Traffic Commissioner and financial penalties can be imposed on operators for failures to run registered local transport services on time, therefore operators cannot wait if train / ferry services are delayed. Such issues would require to be considered if integration of services was to be conditioned in future public transport contracts.

Step Change 30 (Infrastructure and Services): *Communities should talk to each other about their needs and look for joint solutions – the Community Transport Association is a good source of information.* Argyll and Bute Council agrees that the Community Transport Association is a good source of information and that communities should look for joint solutions. Community transport schemes which were historically funded by the Scottish Government are now the responsibility of Local Authorities and the money for this is not ring fenced. Argyll and Bute Council currently fund a number of community transport schemes annually however, given impending budget cuts funding for these services could be reduced.

Step Change 31 (Infrastructure and Services): *We want to see maximum use being made of available vehicles.* Argyll and Bute Council would agree with this step change and

along with the two regional transport partnerships (Strathclyde Partnership for Transport, HITRANS) have had some success working with community partners. We are aware of potential Scottish Government funding through Community Planning Partnerships for electric vehicles and are liaising with a number of organisations regarding a potential funding bid.

3.5 Step Change 32 (Infrastructure and Services): *The Road Equivalent Tariff (RET) scheme should be rolled out to as many ferry routes as possible with priority given to the most remote routes.* High ferry fares have been seen by many as a barrier to economic growth in our communities and RET could benefit ferry users by providing not only cheaper transport costs but also local economies in improving business competitiveness, attracting more visitors etc thus creating increased job opportunities and arresting population decline. If RET is introduced and the number of visitors to islands is significantly increased then consideration should be given to linking elements of the fare to the island to contribute to a fund to improve the island's infrastructure e.g. road network. Some of the islands infrastructure may not be able to cope with significant influx of visitors. The existing RET pilot has already highlighted that waste management has been a problem with limited infrastructure on islands for adequate disposal.

3.6 **Do you have any further Step Changes that you would like to propose? If you do, what are they?**

The benefits that could be accrued from marine renewables for island/ coastal/ rural communities (financial, employment/ skills, procurement/ supply chain, infrastructure, transport) need to be optimised and harnessed at the local authority level.

3.7 In respect of Sustaining Rural Communities, Argyll and Bute Council would welcome any efforts to simplify mechanisms towards joint procurement i.e. energy suppliers, with third sector organisations and local authorities which would assist the sustainability of local communities.

Do you have any suggestions on how the Step Changes could be implemented?

The suggested national rural Parliament, facilitated by the Scottish Government would be in principle a sound forum

for further debate around the step changes. It may be possible for the remit of the Scottish Rural Network to be expanded to allow for this. It is important that decisions relating to rural Scotland are made in forums where the practical realities and issues of rural Scotland are closely understood.

Having read “Speak Up for Rural Scotland”, what more do you feel you could do in your local area to support the local economy and/ or your community?

Argyll and Bute Council are already striving to support the local economy and communities through a number of initiatives/ programmes such as;

- 3.8
- CHORD, an ambitious £30m waterfront regeneration programme focusing on our 5 main towns,
 - Business Gateway; seeking to work with over 1,000 new and existing businesses to help them start, grow and survive
 - Delivering secretariat support to the Argyll and the Islands LEADER Local Action Group
 - Assisting communities in the Town Centre Regeneration Fund
 - Continued representation on the Regional Proposal Assessment Committee (RPAC) in respect of the Scottish Rural Development Programme
 - Strong partnership working with the Loch Lomond and Trossachs National Park, HIE, the Scottish Association for Marine Science and many other public, private and third sector organisations

Nonetheless, Argyll and Bute Council would welcome advice from either the Scottish Rural Development Council or the Scottish Government on how best to continue supporting the local economy/ communities and a national ‘rural plan’ through either a national rural Parliament or the Scottish Rural Networks may be the way forward.

Please provide any other comments that you would like to make about any aspect of “Speak Up for Rural Scotland”.

4. **CONCLUSION**

- None
- 4.1 The Council officers welcomes this consultation paper as part of the wider debate about the policy direction of rural Scotland, particularly in respect of its contribution to

Scotland's sustainable economic growth. However, the proposed step changes cover a broad range of subjects, are ambitious and contain very little detail. However, in principal they are welcome and highlight possible future rural policy directions and importantly a potential new forum for debate.

5. IMPLICATIONS

Policy: Responding to the "Speak Up for Rural Scotland" assists the Council in delivering our commitment to securing our key objectives in the Corporate Plan and the local outcomes within the Single Outcome Agreement relating to Vibrant Communities, Outstanding Environment and Forward Looking.

Financial: There are no resource implications linked to this paper; however there are potential resource issues which may be incurred in respect of some of the proposed step changes. However, due to the broad and far reaching nature of this consultation, it is considered highly likely that details of any step changes taken forward will come back for further consultation.

Personnel: None

Equal Opportunity: None

For further information contact: Stuart Green

Telephone 01546 604243

LIST OF BACKGROUND PAPERS:

"Speak Up for Rural Scotland" August 2010 available at <http://www.scotland.gov.uk/Publications/2010/07/22091602/0>

Copy also available in the Members Lounge

This page is intentionally left blank

SERVICE DELIVERY AGREEMENT WITH SKILLS DEVELOPMENT SCOTLAND

1. SUMMARY OF ISSUES

Argyll and Bute Council, with input from appropriate Community Planning Partners with a skills development remit, has developed a Service Delivery Agreement (SDA) with Skills Development Scotland (SDS) to provide a clear focus for ongoing partnership working for the skills development agenda across Argyll and Bute.

The actions contained within the SDA will contribute towards achieving the outcomes articulated presented in the Single Outcome Agreement and those within the Argyll and Bute Community Plan, 2009-2013.

2. RECOMMENDATION

The Executive Committee approves the attached SDA (see **Appendix 1**) which provides a focus for our partnership working with SDS going forward.

3. BACKGROUND

Created in 2008, SDS is a non-departmental public body (NDPB) which brought together the careers, skills, training and funding services of Careers Scotland, Scottish University for Industry (learndirect scotland) and the Skills Intervention arms of Scottish Enterprise and Highlands and Islands Enterprise (HIE).

SDS is currently putting in place SDAs with Community Planning Partnerships across Scotland with local authorities being their main point of contact.

Initial discussions on the SDA approach took place during a video conference between the SDS senior management team and the CEO, Council Leader and Economic Development officers from Argyll and Bute Council in November 2009. A workshop session to discuss the required direction and content of this SDA which was held in Lochgilphead in February 2010, attended by senior staff from SDS, officers from Argyll and Bute Council and local Community Planning Partnership organisations.

Further to the completion of a draft SDA by SDS during April 2010 initial comments were provided by the Argyll and Bute Council's Economic Development Manager with a particular focus on aligning and complementing the activities of SDS with that of the Argyll and Bute Employability Team and Business Gateway.

It was then appropriate to consult with from other council teams such as Community Learning and Development and with other Community Planning Partners, such as HIE, Argyll College, JobCentre Plus and Argyll Training.

A partnership meeting on 30th August 2010 provided an opportunity for all to input comments directly to SDS representatives. It was agreed that the actions outlined in the SDA should be fairly strategic in nature and would require detailed discrete action plans to be prepared on a skills development project-by-project basis. In addition the SDA clearly outlines the required inputs, actions and responsibilities of SDS and those for appropriate Argyll and Bute Community Planning Partners. The incorporation of timescales and progress indicators will allow all partners to monitor progress with regard to actions on the ground. In particular, the Council's Economic Development Manager will monitor the progress of the SDA on a monthly

basis with appropriate success measures related to Argyll and Bute Council’s input being incorporated within the Economic Development Action Plan scorecard on Pyramid linked to the scorecard being developed for the Economy Thematic Community Planning Partnership Group. The agreed SDA is appended to this paper for approval.

In addition, it should be noted that it was appropriate to progress some of the actions noted in the SDA outlined in **Appendix 1** prior to the partnership meeting at the end of August. These actions have been included in the SDA for completeness. Indeed many are still ongoing. Moreover, there will be a requirement for the SDA to evolve over time aligned to the Scottish Government’s refreshed Skills for Scotland Strategy (launched 5th October 2010) and any ongoing changes to the national and UK skills policy environment.

4. CONCLUSION

The agreed SDA will ensure we can progress the skills development agenda within Argyll and Bute in partnership with SDS and appropriate Community Planning Partners.

5. IMPLICATIONS

Policy	The SDA integrates with existing European, national and local policy.
Financial	The SDA will ensure that Argyll and Bute Council’s resources are allocated efficiently and effectively with regard to the skills development agenda within Argyll and Bute
Personnel	Officer staff time will be required to assist with and monitor the progress of the delivery of the SDA in partnership with SDS and our other key community planning partners.
Equal Opportunities	The SDA complies with all Equal Opportunities policies and obligations.
Legal	All legal implications at project level will be taken into consideration.

For further information contact:

Ishabel Bremner, Economic Development Manager, ext: 4375

Appendix 1: Service Delivery Agreement for Argyll and Bute Council with Skills Development Scotland

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<p>Outcome Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	<p>2. We will realise our full economic potential with more and better employment opportunities for our people.</p>	<p>Employers are more productive as a result of investment in skills and development of their employees</p> <p>More effective labour supply</p>	<p>Collaborative working with key partners to deliver on key outcomes.</p>	<p>3. To provide key skills interventions with each of the identified A&BC four priority sectors – Renewables, Tourism, Quality Food & Drink, and Forestry by:</p> <ul style="list-style-type: none"> Establishing skills needs of each sector Discuss skills needs with the Council's AL & ALN local staff to develop future joint working Match the need to available support organisations and flag up capacity issues where identified Identify gaps in local provision and consider capacity building actions Harness national SDS resources where required to meet specific need Contribute to co-ordinated partner action to deliver on the Argyll and Bute Renewable Energy Action Plan Work with others to build capacity to deliver new provision as required 	<p>Anthony Standing, Frances Webster, Susan English, Janey Finan, Paul Anfield</p>	<p>From Sept 2010</p>	<p>National SDS key sector managers providing support locally in Argyll and Bute e.g. informing local Tourism Strategic Partnership of national skills plan for tourism.</p> <p>SDS Energy Manager (Rob Orr) to link in with Skykon working group. To link Argyll and Bute with national skills plan for Renewables.</p> <p>Council's AL & ALN staff continue to play an active role with key skills interventions, e.g. through local partnership meetings.</p> <p>Participation by Anthony Standing and Frances Webster at Environmental CPP Thematic Group meeting convened to discuss REAP (May 2010).</p> <p>SDS is committed to working with CPP partners to maximise the socio-economic benefits from renewables, particularly the offshore wind developments proposed for Islay, Kintyre and Tiree.</p> <p>Regular feedback to Economy Thematic CPP Group on skills and capacity issues within sectors and more widely.</p> <p>SDS & A&BC including Employability, Business Gateway, AL & ALN Managers will meet with Argyll College and other relevant colleges to discuss links to private sector providers and identifying local capacity issues.</p>
<p>Outcome Well balanced demographically with young people choosing to stay or move to the area.</p> <p>Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	<p>3. We are better educated, more skilled and more successful, renowned for our research and innovation.</p>	<p>More people progress, achieve and sustain positive destinations.</p>	<p>Create new levels of connectivity between learning and jobs.</p>	<p>4. Jointly plan, procure and review provision for Get Ready for Work and Training for Work for 2011/12.</p>	<p>Anthony Standing, Frances Webster</p>	<p>Plan from Sept 2010.</p>	<p>Initial Bid Statement for Employability programmes 2011/12 issued to CPP partners – 16th Sept 2010.</p> <p>Briefing paper for CPP, and deeper discussion, to follow.</p>

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<p>Outcome Well balanced demographically with young people choosing to stay or move to the area.</p> <p>Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	<p>3. We are better educated, more skilled and more successful, renowned for our research and innovation.</p>	<p>More people progress, achieve and sustain positive destinations.</p>	<p>Create new levels of connectivity between learning and jobs.</p>	<p>5. Working in an innovative way with local secondary schools and A&BC Education and AL & ALN staff through the Curriculum for Excellence to increase awareness of the identified key local sectors using:</p> <ul style="list-style-type: none"> • STEM Ambassadors • The Path is Green programme (TPG) • Community based Rich Tasks – involving a range of local learning partners in support of pupils’ acquisition of skills for life, learning and work • Argyll and Bute Council’s ‘Growing our Own’ Workforce Planning through the Council’s Modernisation Programme • School College Collaboration funding 	<p>Frances Webster, Susan English</p>	<p>From Aug 2010</p>	<p>STEM Ambassador programme established with schools.</p> <p>TPG programme up and running in schools. Key partners briefed and included in delivery.</p> <p>Development of Rich Tasks within learning communities that link to Career Management Skills and key sector opportunities.</p> <p>Share with key partners the evaluation from the Oban High Rich task around renewables and the acquisition of Career Management Skills (skills for life, learning and work).</p> <p>Development and cascading of case studies on early success to build confidence e.g. Rich Task Pilot in Oban High school.</p> <p>Working in partnership with A&BC AL & ALN staff to develop provision for 16-19 years clients for Curriculum for Excellence (for school age young people and beyond).</p> <p>Awareness of A&BC’s ‘Growing our Own’ Workforce Planning initiative is disseminated to secondary schools throughout Argyll and Bute.</p>
				<p>6. Work with appropriate agencies to explore and establish the nature of the ‘opportunity gap’ in the Isle of Bute. To include:</p> <ul style="list-style-type: none"> • LMI analysis • Current island training profile • Exploring nature of hidden labour and opportunities market • Establishing employer demand • Assessing young people’s aspirations • Assessing skills requirement of employers • Establishing match or lack of match between skills/aspirations of local unemployed and labour market opportunities 	<p>Anthony Standing</p>	<p>Completed by end of Nov 2010</p>	<p>SDS pulled a team together during September 2010 to focus on this task.</p> <p>Key findings submitted and discussed with key partners including AL & ALN Managers December 2010.</p>
				<p>7. Encourage smaller employers in the construction industry to recruit and invest in training, development and support of young people through a piloted Targeted Pathways to Work programme in Oban, Mull and Lochgilphead.</p>	<p>F Webster, S English</p>	<p>Starts 30/8/2010</p>	<p>Council’s AL & ALN staff can provide workplace skills support including workplace literacy.</p> <p>Through monitoring to assess uptake and progress / outcomes (10 places available).</p>

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
<p>Outcome Well balanced demographically with young people choosing to stay or move to the area.</p> <p>Vibrant local economy that is based on core attributes of the area, flexible and open to new opportunities.</p>	3. We are better educated, more skilled and more successful, renowned for our research and innovation.	More people progress, achieve and sustain positive destinations.	Create new levels of connectivity between learning and jobs.	<p>8. To explore feasibility of a co-ordinated campaign aimed at tackling perceptual skills issues identified in Feb SDA workshop including Modern Apprenticeship take up by small employers, career opportunities and progression in key sectors.</p>	Frances Webster, Susan English	From Nov 2010	AB&C ALN staff able to provide ongoing support to tackling perceptual issues around literacy for employers and employees, e.g. from Big Plus for Business campaign.
				<p>9. To explore and identify suitable platforms to promote this campaign, including the use of My Learning Space (MLS) and other relevant channels.</p>	Frances Webster, Susan English	From 2010	Scoping exercise with key partners to establish parameters.
				<p>10. To work with Argyll College, other partners and A&BC AL & ALN staff to consider the opportunities for the promotion of further learning through data sharing, e.g. joint referral procedures.</p>	Anthony Standing, Frances Webster, Susan English	From Nov 2010	Utilisation of MLS (phase 1 release) Oct 2010. Utilisation of Survey Monkey technology. Focus Group activity with key customer groups.
				<p>11. To review best practice from colleges, other partners and providers in other areas to look at different options for the delivery of training programmes to meet the requirements of the local labour market.</p>	Anthony Standing, Frances Webster, Susan English	Ongoing from Nov 2010	The Enterprise Roadshows (Sept 2010) across Argyll and Bute have afforded the opportunity for SDS, Business Gateway, the Council's Social Enterprise Team and ABSEN to make connections and consider future joint working.
				<p>12. Work with the Argyll and Bute Social Enterprise Network (ABSEN) and the Social Enterprise Team within the Council to build the capacity of communities and community organisations to harness the potential of social enterprise activity.</p>	Anthony Standing, Frances Webster, Susan English	From Sept 2010	Intention reflected in Joint Initial Bid Statement 2011/12 for Employability Programmes with Argyll and Bute CPP.

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
Outcome Communities that encourage lifelong learning.	4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.	Equalities in learning are improved across Scotland.	Good practices and co-ordination by Argyll & Bute SDS team. Contribution to Curriculum for Excellence (CfE) and the integration of Career Management Skills.	13. SDS and partners to identify real-life case studies through MAs, other programmes and employment examples to highlight career opportunities and progression in key sectors and then use to promote opportunity for young people.	SDS Careers Advisers, key workers, personal advisers, skills investment advisers.	Build in to each project.	Case studies identified already from Oban High School Rich Task project and Options Unlimited Initiative in Campbeltown. AL & ALN case studies include Dunoon Driving Academy and Employability Programme.
				14. Review the learning from pilot projects in schools to develop a career management approach in young people and promote opportunities in key sectors.	Iain Eisner Mairi Rule Frances Webster	Pilot in Oban launched 19/4/10.	Interdisciplinary Learning pilot in Oban High School is promoting awareness of the Renewable sector. Project completed June 2010. Evaluation currently underway. School committed to continuing approach in next session. Feedback to national SDS project team to inform development of national career Management Skills Policy.
				15. SDS is committed to working in partnership with Argyll and Bute Council to support the delivery of the upper stage of CfE, 16+ Learning Choices.	Anthony Standing, Susan English, Frances Webster	Dec 2010.	Monitor success of CfE, 16+ Learning Choices.
				15.1 SDS will work with the Throughcare and Aftercare Central Forum to ensure looked after and accommodated children and young people are identified and supported through the transition from school into a positive opportunity.	A Standing, S English, Frances Webster. Local advisers and key workers.	From Aug 2010	SDS is represented on the central and local Throughcare Aftercare fora.
Outcome High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute.	7. We have tackled the significant inequalities in Scottish Society.	Equalities in learning are improved across Scotland.	Partnership working through the Community Planning Partnership and associated Theme Groups.	16. To explore feasibility of a co-ordinated campaign aimed at tackling perceptual skills issues identified in Feb SDA workshop including Modern Apprenticeship take up by small employers, career opportunities and progression in key sectors.	Anthony Standing, Susan English, Frances Webster	From Sept 2010	Monitor Modern Apprenticeship take up.

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
Outcome High quality public services and leisure/community facilities that attract people to settle in Argyll and Bute.	7. We have tackled the significant inequalities in Scottish Society.	Equalities in learning are improved across Scotland.	Partnership working through the Community Planning Partnership and associated Theme Groups.	17. To explore and identify suitable platforms to promote this campaign, including the use of My Learning Space (MLS) and other relevant channels.	Anthony Standing, Susan English, Frances Webster	Ongoing	Monitor use of My Learning Space.
				18. Rollout of Integrated Employment and Skills (IES) initiative with Jobcentre Plus to provide equal access for disadvantaged to career planning, career management skills and employability enhancing services. Liaise with AL & ALN staff as appropriate.	Anthony Standing, Susan English, Frances Webster	From Aug 2010.	Initial phase of joint SDS/JCP staff training took place week commencing 19/4/10 for Dunoon and Rothesay staff and on 17/6/10 for staff in Campbeltown, Lochgilphead, Islay and Oban. Council's AL & ALN staff continue to provide ALN and workplace skills provision, for example through the Employability Group in Oban (JCP led) Live from Aug 2010.
				19. Discussions to be held with Argyll & Bute Employability Team to explore areas alignment and added value to services.	France Webster, Susan English		Discussion with Council's Employability Team to take place before end of Sept 2010. Now arranged for 29 th September 2010. Clear statement of alignment or otherwise for key partners including A&BC AL & ALN.
Outcome High quality environment that is valued, recognised and protected.	14. We reduce the local and global environmental impact of our consumption and production.	SDS achieves its goals and delivers its services in ways that minimise environmental impacts.	Consideration to the impact of all activities and appropriate action taken.	20. Use of video and audio conferencing where appropriate.	All SDS staff	As required.	All centres have VC capability and staff trained in how to use. AL & ALN staff to access A&BC VC facilities.
				21. Use of public transport, car sharing etc.	All SDS staff	As required.	

Local Outcomes	National Outcomes	SDS Outcome	SDS Input	SDS Actions	Who (SDS)	Timescale	Progress Indicators
Outcome Partnership working across all sectors to co-ordinate developments, market Argyll and Bute and remove constraints.	15. Our public services are high quality, continually improving, efficient and responsive to local needs.	SDS is valued and has a strong reputation with customers and key stakeholders. SDS influences and stimulates a high performing skills system.	Cohesive partnership working - acting as catalyst for positive change.	22. SDS and Argyll and Bute Council (including AL & ALN staff) to arrange to meet with colleges and other partners to discuss the links to private sector providers and identifying capacity issues.	Anthony Standing, Frances Webster, Susan English	Sept 2010. Summer 2010.	Initial meetings following Kintyre Initiative Working Group (KIWG) meeting re: Skykon in July and August 2010. Approach to be adopted for further sectors. Next meeting, 6 th October 2010. Outcome from Skykon meeting with HIE (Account Management role) i.e. acceptance of company buy in to proposed skills development/training/recruitment package Aug 2010. Endorsed by Skykon attendance at KIWG meeting on 27 th August 2010.
				23. To work with Argyll College, other partners and A&BC AL & ALN staff to consider the opportunities for the promotion of further learning through data sharing, e.g. joint referral procedures.	Anthony Standing	Summer 2010.	AL & ALN staff continue to provide ALN and workplace skills provision.
				24. To review best practice from colleges, other partners and providers in other areas to look at different options for the delivery of training programmes to meet the requirements of the local labour market.	Anthony Standing, Frances Webster, Susan English	Ongoing from Nov 2010	The Enterprise Roadshows (Sept 2010) across Argyll and Bute have afforded the opportunity for SDS, Business Gateway, the Council's Social Enterprise Team and ABSEN to make connections and consider future joint working.
				25. Work with relevant key partners to ensure that, where appropriate, skills acquisition/ deployment/needs issues are built into relevant economic development contracts / opportunities i.e. Community Benefit Clauses. For example, this may include clauses around taking on Modern Apprentices or /and support to workplace skills development such as ALN.	Anthony Standing, Frances Webster, Susan English	Ongoing	AL & ALN staff continue to provide ALN and workplace skills provision.

ARGYLL AND BUTE COUNCIL

EXECUTIVE
4 NOVEMBER 2010

DEVELOPMENT AND INFRASTRUCTURE SERVICES

**UPDATE REPORT ON BUILDING STANDARDS VERIFIER STATUS
FROM HEAD OF PLANNING AND REGULATORY SERVICES**

1. SUMMARY

- 1.1 To advise members that Scottish Government Ministers are considering proposals on the appointment of building standard verifiers to issue building warrants certificates.
- 1.2 To seek Council support for the reappointment of Local Authorities to carry out the verifier role

2. RECOMMENDATIONS

Members are asked to:

- 2.1 agree to make representations to Scottish Ministers and CoSLA in support of the reappointment of Scotland's 32 Local Authorities as sole verifiers for their geographical areas.
- 2.2 support any proposals not to extend the verifier role outwith Local Authorities.
- 2.3 support the Scottish Association of Building Standards Managers (SABSM) campaign to retain the verifier role, acting on behalf of all 32 Local Authorities.

3. BACKGROUND

3.1 Legislation

Scottish Ministers are due to consider a report from the Scottish Government's Building Standards Division (BSD) on the appointment of verifiers under the Building (Scotland) Act 2003. As a result of the 2003 Act the role of processing Building Warrant and Completion Certificate applications is no longer necessarily an exclusive Local Authority function. A verifier is appointed to that role by Scottish Ministers and legislation allows the verifier role to be undertaken by both the public and private sector. It is understood that the report to the Scottish Ministers by the BSD will take the form of an options appraisal following their consultation with "all interested parties".

3.2 Verifier Appointment

Under the current agreement Scottish Ministers appointed Local Authorities as sole verifiers for determining applications for Building Warrants and Completion Certificate submissions for a period of 6 years for work in their own geographical area. This appointment expires on 30 April 2011. This "duty" on Councils came into force on 1 May 2005 and was a continuation of the responsibilities first placed on Councils in 1959. This work has brought in a significant income to Scottish Local

Authorities, amounting to approximately £74million over the last 3 financial years and Argyll and Bute Council's income amounts to £2.4 million for the same period.

3.3 Building Standards Income and Expenditure

Below find a table of Building Standards Income and Expenditure which is based on that shown in our local Financial Return. This table shows that Building Standards income has for the period 2007-10 covered its direct costs and made a contribution towards support services.

It should be noted that this year has seen a steady rise in the number of applications and fees received bringing Building Standards income back up to 2007-8 levels.

Building Standards 2007-2010				
Summary of Expenditure and Income				
	2007-8	2008-9	2009-10	Total
	£000's	£000's	£000's	£000's
Direct Costs	852	805	792	2,449
Support Services	359	351	400	1,110
Gross Expenditure	1,211	1,156	1,192	3,559
Income	928	734	795	2,457
Net Expenditure	283	422	397	1,102

If the sole verifier status of Argyll & Bute's Building Standards is lost then the Council could lose not only some or all of its fee income but potentially the £167k annually it receives in Grant Aided Expenditure (GAE) This GAE is based on the number of building warrant applications processed by the authority as a percentage of those processed nationally.

4. CONSIDERATIONS

4.1 The Work of the Scottish Association of Building Standards Managers (SABSM)

SABSM has contributed an appendix to the BSD report highlighting the case for the permanent reappointment of Local Authorities as sole verifiers. This appendix, however, represents only part of the work SABSM has been carrying out with the support and commitment from all 32 Local Authorities. SABSM has also produced a separate full submission paper to be presented to Scottish Ministers. South Ayrshire Council's Building Standards Manager holds the position of Chair of the SABSM Working Group that produced the submission for the Scottish Minister and has consequently been very involved with this work and fully endorses the content. The full submission paper has been prepared by SABSM following extensive consultation with the BSD and other stakeholders and was submitted to the Minister for Transport, Infrastructure and Climate Change, Stewart Stevenson MSP on Monday 27th September 2010. A copy of the full

SABSM paper is available in the Members' Lounge, an electronic version is available on request and a copy of the Executive Summary is attached to this report.

4.2 Private Sector Interest in the Verifier Role

Several bodies interested in the appointment of verifiers have discussed the verifier role with the BSD. These include the NHBC (National House-Building Council), HfS (Homes for Scotland), SPF (Scottish Property Federation), and RICS (Royal Institution of Chartered Surveyors).

4.3 Criteria for Appointment of Verifiers

The SABSM paper sets out the achievements of Local Authorities and there are convincing reasons why Local Authorities should remain the sole verifiers to protect the public interest and provide an independent check for Building Warrants and Completion Certificates. In particular, Local Authorities are best placed to meet the 4 statutory criteria for the appointment of verifiers:

- a. qualifications;
- b. competence;
- c. accountability to the public; and,
- d. impartiality

For example, Local Authority verifiers are impartial because they:

- are always driven by "public service" and not self interest;
- provide a service to all - loss making applications, complex and low fee applications, building warrants for the disabled, technical / procedural advice and enquiries;
- do not cherry pick;
- have no conflict of interest;
- have no commercial interest / commercial pressures;
- enjoy public accountability;
- enjoy political accountability;
- carry out transparent peer reviews where areas of self interest arise; and,
- are subject to external review, audit and assessment of performance and service delivery.

4.4 Local Authority Verifier Links

There are clear links between the Local Authority verifier role and the economy, protection of the public interest and continuous improvement and development. In addition, there are important and unique links with other public services by promoting joint working, acting in the best public interest and providing locally delivered services with a local customer and knowledge base.

4.5 The Local Authority Verifier in the Future

Extensive work has been done to identify current and proposed future development and continuous improvement work to drive the Local Authority verifier service forward into the future. SABSM has set out National and local customer needs and performance outcomes that are fit for the future with the aim of providing comfort to Scottish Ministers to support the continuation of a Local Authority appointment without a limit of time. As a result Local Authorities will continue to be best placed to deliver a rounded Building Standards service in the public interest and re-appointment will mean that verifiers will:

- listen to and react to customers;
- frame services on customer needs;

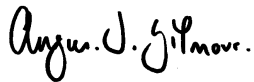
- drive change and improvement based on national and local outcomes; and,
- act nationally to protect the public interest.

5. CONCLUSION

Local Authorities are best placed to deliver the verifier role for Scottish Ministers and there is a compelling case to support the campaign to urge Scottish Ministers to reappoint Scotland's 32 Local Authorities as sole verifiers without limit of time, subject to satisfactory performance monitoring.

6. IMPLICATIONS

Policy	None
Financial:	Should Argyll and Bute Council not be appointed as sole verifier for Argyll and Bute there will be a resultant loss of Building Warrant fee income.
Personnel:	Any ensuing loss of fee income may result on the viability of retaining existing staff numbers
Equal Opportunity:	None



04.10.2010

For further information contact: Martin Matheson, Building Standards Manager.

Background Paper

The submission to the Scottish Minister by SABSM (Scottish Association of Building Standards Managers) titled "The Case for the Appointment of Local Authority Verifiers".



APPOINTMENT OF VERIFIERS from 1 May 2011

THE BUILDING (SCOTLAND) ACT 2003

1. EXECUTIVE SUMMARY

1.1 The current economy

The Scottish Association of Building Standard Managers [SABSM] and all of Scotland's current Building Standard services providers – the 32 Local Authorities – would urge caution at this time of economic uncertainty in seeking any major overhaul or diminution of the current Building Standards services model.

1.2 Background and achievements

- 1.2.1 The administration of Building Standards and the responsibility for verification has always lain with the Local Authorities and has always been subject to control, constraint, review and audit. As a consequence Building Standards in Scotland have historically always been provided as a “public service” charged primarily with protecting the public interest. Importantly, ALL enforcement functions to achieve ultimate compliance lie ONLY with the Local Authorities.
- 1.2.2 Local Authorities have seamlessly adopted fundamental changes in the interpretation and administration of more flexible and challenging Building Regulations and Technical Standards to meet the demands of industry professionals and to address energy conservation, sustainability issues and compliance.
- 1.2.3 They have accepted, developed and enhanced new and accountable business planning systems, and to quote from the Optimal Economics Ltd Report “Research Project to Support the Appointment of Verifiers”, hereinafter referred to the Optimal Economics Report:
“.....there have been significant improvements in the quality of service from Building Standards departments in recent years and that the audits and balanced scorecard have resulted in a highly positive culture change in many Local Authority Building Standards departments.”



This paper is produced by the Scottish Association of Building Standards Managers in support of a Building Standards system vested in all of Scotland's 32 Local Authorities

1.3 The Future

1.3.1 Local Authorities are the best placed Building Standards verification service provider to:

- React to major inward investment proposals by offering **a locally delivered one stop shop development service** linking Building Standards with other Local Authority and agency based regulatory services.
- Provide a fully integrated Building Standards service **linking non verification activities including the enforcement of unauthorised and non compliant works**.
- **Guarantee a non discriminatory service** – pre application consultation, warrant verification and full guidance through the process, and acceptance of certificates of completion for all warrants, no matter how small or large.
- **Deliver the Government's aims** of “better compliance” and “better conservation of energy use”.
- Contribute to the Scottish Government aims of **reducing CO₂ emissions from buildings** through the integrated approval process with Planning.

1.3.2 SABSM have the support and commitment from all 32 authorities to promote and act on their behalf and will continue this work with a collegiate approach and continue to build on quality service delivery to reflect the aims of the National Outcome to: *“simplify the delivery of public services and make partnerships work across organisational boundaries; provide co-operation between departments; and make best use of the innate talent and experience of its staff”*

1.3.3 SABSM and Local Authority Building Standards services will continue to work with the Scottish Government's Building Standards Division:

- in setting challenging, yet achievable targets to reflect the ever changing financial climate, and
- examine how we deliver service to meet the demands of our customers and focus on improving consistency and predictability in performance delivery nationwide in conjunction with our cross boundary Consortia.

1.3.4 The appointment of Local Authority Building Standards service providers as sole verifiers will continue, will introduce and will deliver a commitment to:

- Develop and keep under review **a national Building Standards customer charter**, setting minimum standards of service delivery and measurable performance targets and aimed at delivering customer requirements.
- Set challenging **time based performance targets** for low cost building projects, recognising their value to economic recovery.
- Support and enhance economic development in order to encourage growth in the construction industry by meeting the demands of high cost projects. We will provide **assurance of service delivery by offering processing agreements** to cover all phases of development from pre-application to project completion.
- Improve consistency and avoid repeat assessment by entering into **a national partnership agreement to accept building type design** without the requirement for individual authority review.



This paper is produced by the Scottish Association of Building Standards Managers in support of a Building Standards system vested in all of Scotland's 32 Local Authorities

- **Re-evaluate how compliance is monitored and enforced**, including the use of site inspections, testing regimes and certification, in association with other construction professionals and service providers.
- Participate in regular **national customer surveys** to facilitate performance comparison, gauge customer opinion, and refine service delivery all with the aim of achieving excellence in customer satisfaction.
- **Continual improvement by** publishing Building Standards service plans/balanced scorecards and **monitoring performance against targets**.
- Provide **a qualified fit for purpose workforce**.
- Work together by benchmarking, peer review, joint working and shared training aimed at **improving the baseline quality of service delivery nationwide**.
- Engage with other service providers and construction professionals and **integrate appropriate best practice into the Local Authority model**.

1.4 Conclusion

1.4.1 To quote from the Optimal Economics Report:

“The current system of verification as operated by the Local Authorities in Scotland is acknowledged to achieve fully the objective of serving the public interest and buildings erected in Scotland are generally considered to be safe and comply with building regulations.”

1.4.2 Clearly Local Authority Building Standards service providers are best placed to meet the demands of the range of customers and to deliver a rounded Building Standards service in the public interest. Their permanent reappointment as sole verifiers will provide Councils with the confidence to fully support and invest in Building Standards as a key driver to Scotland's economic recovery.

This page is intentionally left blank

ARGYLL & BUTE COUNCIL**Executive****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****Thu 4th November 2010**

WINTER SERVICE POLICY 2010-2011

1 PURPOSE

To approve the Winter Service Policy document for 2010-11

2. RECOMMENDATIONS

That the Executive Committee approve the Winter Service Policy 2010-11 to allow implementation of Operational Plans.

3. DETAILS

- 3.1 Members are reminded of the Area presentations given in June and the Business Day papers of September 2010. The policy document attached **APPENDIX 1** maintains the level of pre-treatment service delivered in 2009-10. Comments and recommendations from Area Committees do not affect the Policy Document but where necessary Operational Plan documents will be enhanced as requested.
- 3.2 The main changes to the Policy Document are to the resilience of the service with respect to the preservation and most efficient use of Salt supplies. These measures comply with the guidance issued by the United Kingdom Roads Liaison Group UKRLG, in the aftermath of the severe winters of 2008-09 and 2009-10
- 3.3 The current Revenue budget allocation of £1.145M is sufficient to cater for an average level of winter activity, equating to the equivalent of 58 full turn-outs of the 31 vehicle pre-treatment fleet. Treatment of individual routes will vary with forecast or conditions but this equates to approximately 50 separate days activity throughout the winter period 1st Nov – 15th April including ~5 days snow clearance.
- 3.4 The Revenue budget allocation for this service includes a direct saving of £100k from the previous year, produced by reducing the winter capable fleet by 4 x 18t GVM vehicles. Whilst this preserves the ability to pre-treat 1205km, or 52%, of the public road network as before, the ability to mobilise additional direct resources, in response to persisting or recurring hazardous conditions, is reduced.
- 3.5 The Policy document and associated operational plans and route descriptions will be updated on the Winter Service page of the Council website at :-
<http://www.argyll-bute.gov.uk/content/roadsandtransport/roadsandpavements>
The current pre-treatment route map and description documents are available at present and WRC4 secondary carriageway and reactive Footway route maps will be added to further inform the public of the operational capabilities of this service.

4. IMPLICATIONS

- | | | |
|-----|------------------------------------|---|
| 4.1 | Policy | Maintains previous season's level of pre-treatment service and route treatment lengths. The reactive treatment of footways in persisting hazards is also maintained at the previous level of service. |
| 4.2 | Financial | Operational Revenue budget 2010-2011 = £1.145 M
This includes a saving of £100k from 2009-10 |
| 4.3 | Personnel | Standby and Management arrangements unchanged. |
| 4.4 | Equalities
Impact
Assessment | None |
| 4.5 | Legal | None |

For further information, please contact Callum Robertson, Roads Asset Manager

Sandy MacTaggart
Executive Director
Date 21st October 2010



DEVELOPMENT AND
INFRASTRUCTURE
SERVICES



Winter Service Policy 2010/11

Executive Director
Development and Infrastructure Services
Sandy MacTaggart

Argyll & Bute Council
Manse Brae
LOCHGILPHEAD
Argyll
PA31 8RD

CONTENTS

		Page No.
Section 1	Introduction	2
Section 2	Outline Principles	2
Section 3	Management Arrangements	3
Section 4	Policy on Treatment Priorities	4
Section 5	Winter Standby, Standby Procedures and Gritting Guidelines	6
Section 6	Snow Clearance Strategy	8
Section 7	Assistance from Other Authority Resources and Contractors	9
Section 8	Salt, Etc.	9
Section 9	Plant Resources and Servicing Practices	11
Section 10	Weather Forecast and Monitoring	12
Section 11	Operational Communications	12
Section 12	Instruction and Record Keeping	14

1. INTRODUCTION

1.1 Argyll & Bute Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to "...take such steps as it considers reasonable to, prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads" in the Council area, which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.

1.2 It is the aim of Argyll & Bute Council to provide a service with respect to the above that will :-

- a) Ensure the provision of a standard of treatment appropriate to the prevailing weather conditions.
- b) Establish patterns of working which will, produce the greatest benefit from the deployed resources, with the view to reducing the level of risk and the extent of any delays to the public, caused by adverse weather conditions.
- c) At all times comply with the requirements of the Health & Safety at Work Act 1974.

2. OUTLINE PRINCIPLES

The Council, through the Executive Director of Development and Infrastructure Services, will :-

- a) Set policy and strategy and monitor the winter maintenance service.
- b) Arrange weather forecasts to assist the Winter Management team to determine the daily winter maintenance treatment strategy.
- c) Provide specialist winter maintenance plant. e.g snow plough attachments, bulk gritters, demountable gritters, towed gritters and loading shovels.
- d) Provide salt, grit, grit bins, snow gates and signing.
- e) Provide organise and manage a trained labour force.
- f) Provide non specialist plant e.g. lorries for demountable gritters, pickups, non-specialist loading equipment, hand tools, tarpaulins and the like.

3. MANAGEMENT ARRANGEMENTS

- 3.1 The Executive Director of Development and Infrastructure Services is responsible for implementing the Council's Winter Service Policy.
- 3.2 The Head of Roads and Amenity Services has overall responsibility for ensuring that the Council's winter maintenance activities are carried out in line with the Council's Winter Service Policy.
- 3.3 The Operations Manager is responsible for the day to day operation of the Council's winter service policy. He is responsible to the Head of Roads and Amenity Services for the appointment of a Weather Service Provider (forecaster), collection of winter management and weather data, maintaining salt stocks, winter plant and communications, training of staff, preparation of rotas for on-call Managers and Area Supervisors.
- 3.4 The Operations Manager shall appoint appropriate staff as Winter Managers. The Winter Manager on duty is responsible for consulting with the Duty Manager and approving the draft winter plan of action together with any subsequent updates to that plan produced by the on-call Duty Manager.
- 3.5 Duty Managers are responsible for analysing forecast data, liaising with the forecast provider and producing the daily winter maintenance action plan and gaining approval from the Winter Manager. They will ensure that the daily winter maintenance action plan is submitted to local areas for action by 15:00 hrs each day. They will monitor the weather information and make any changes to the action plan as conditions require.
- 3.6 The Operations Manager will ensure that the appointed staff in their areas are aware of and understand the strategies and priorities as stipulated. On receiving the Duty Manager's approved daily winter action plan they will ensure, through the Area Winter Supervisor, that the plan is correctly implemented. They will ensure, wherever practicable, that adequate resources are available to fully undertake the Council's Winter Service Policy.
- 3.7 Discussions will take place between the Operations and Network Managers to monitor performance, at regular meetings. Any problems highlighted by the Duty Managers will be resolved at local level, where possible. Duty Managers will be relieved by other Area Office staff, from any local management responsibilities, during their weekly duty requirements.
- 3.8 Provision of the Winter Service on Council roads will normally run from the nearest Friday to the 1st November through to 15th April each season. However, this period may be extended, at either end, to accommodate prevailing weather conditions.
- 3.9 Daily communication will take place with the Trunk Roads Service provider to inform each other of their respective treatment proposals.

4. POLICY ON TREATMENT PRIORITIES

4.1 Carriageway treatment

4.1.1 Prior to the commencement of each winter the Operations Manager will produce carriageway gritting routes based generally on the following principles:-

Priority 1 Strategic high speed, main traffic routes				
A83 Kennacraig - Campbeltown, A814 Dumbarton- Garelochhead, A815 Cairndow – Dunoon Ferry, A816 Oban - Lochgilphead, A818 Arden (A82) - Helensburgh, A819 Dalmally – Inveraray				
	06:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Sat	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate
Sun & PH	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate

Priority 2 Other “A” and “B” classified roads, Except where treatment is categorized under Priority 3 bus routes, or less.				
A814 Garelochhead –Arrochar, A815 Dunoon-Toward, A817 Haul Road & B833 Rosneath Peninsula, A880 to Ardentinny, A885 Sandbank, A886 Strachur– Colintraive, A8003 Tighnabruich, A844 / A845 & A886 on Bute, A846 / A847 on Islay, A846 on Jura, A848 / A849, A884 & B8073 Tobermory – Dervaig, on Mull, B828 / B839 to Lochgoilhead , B842 Southend –Carradale, B843 to Machrihanish, B844 / B8003 to Easdale & Cuan, B8024 Kilberry Loop , B841 / B8025 Achnamara & Tayvallich. Plus Principal Accident and Emergency routes or roads to hospitals and routes to Police stations, Fire stations and Ambulance depot accesses Other selected streets in main urban areas e.g. steep hills, etc where route efficiency permits.				
	06:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon -Sat	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	Reactive as reported conditions dictate	Reactive - only in extreme conditions
Sun & PH	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	Reactive as reported conditions dictate	Reactive - only in extreme conditions

Priority 3 Any section of public road, outwith P1 & P2 above, subject to :- Main Public Service bus routes as timetables require that can be met within operational time bands. Should it be impractical to cover a service then the operator must be notified or Main School Bus routes prior to or during term days only.					
New designation		06:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Priority 3 Service Route	Mon-Fri	Pre-treat as required + reactive	Pre-treat in advance (if possible) + reactive	No treatment unless stable conditions forecast a.m.	No Treatment
	W/E	Pre treat in advance of journey, if possible, but no guarantee. Timetabled days only.			
Priority 3 School Route (12 or more occupied seats)	Mon- Fri	Pre-treat as required + reactive	Pre-treat in advance + reactive	No treatment unless stable conditions forecast a.m. (Not Friday p.m.)	No Treatment
	No treatments out-with School Term days (apart form Sunday evenings in advance, if stable conditions forecast Monday a.m.)				

Priority 4 All other public roads, Only as actual conditions dictate and resources are deemed to be effective.				
	06:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Fri	No treatment	Reactive (may include pre-treat)	Reactive – only in extreme conditions	No treatment
W/E & PH	No treatment	Reactive – only in extreme conditions	No treatment	No treatment

4.1.2 The above route priorities are set around the requirements to pre-treat in advance of freezing conditions or react to developed hazards within a reasonably practicable timescale within the confines of the resources available. Where hazards re-occur after treatment or in conditions where instantaneous hazards occur, resources may be required to concentrate on re-application of several treatments prior to moving on. In such circumstances the highest priority routes, experiencing such conditions, will generally be treated first and resources will only be released to other priorities once it is determined that treatments have an expectation of remaining effective.

4.2 Footway and Footpath Priorities

4.2.1 At the start of each winter, the Operations Manager will produce footway and footpath treatment routes based generally on the following principle.

Priority 1 - Urban Shopping Areas and Precincts

Priority 2 - Other areas of high pedestrian concentration, e.g. in the vicinity of hospitals and schools.

Priority 3 - Steep hills in housing developments and in the vicinity of residential homes for the elderly.

4.2.2 Footways and footpaths will only be treated, in periods of lasting hazards, when the Duty Manager, in consultation with Area staff, considers that their physical condition makes it necessary and treatments will be effective. They will usually only be treated during normal working hours.

4.2.3 Resources

Labour

To ensure that an adequate labour resource is available to allow treatment to be carried out, arrangements are in place with Amenity Services section to participate in the supply of additional labour when conditions require.

Plant

Plant to assist with the clearance of snow and spreading of salt has been provided by Roads and Amenity Services.

Attachments to mowers to allow footpath ploughing will be fitted at the start of each season, where practicable. Footway salt spreading barrows are provided for use by available labour when required.

4.3 Cycleways

Only cycleways contiguous with roads and footways will be treated in conjunction with any planned treatments.

5. WINTER STANDBY, STANDBY PROCEDURES AND GRITTING GUIDELINES

5.1 The formal winter standby period for Council roads will normally be from the end of the working day on the Friday nearest to 1st November to the Friday nearest to 15th April. This period may be extended at either end as the prevailing weather conditions dictate.

5.2 Shift and Standby Procedures.

5.2.1 During the operational period, standby arrangements will be operated on a formal home standby basis, with call-out as required. Arrangements will be put in place to allow mobilisation of any frontline vehicle within 1 hour of call out.

5.2.2 Standby rotas will include sufficient drivers to ensure that the priority 1 routes can be treated within 2 hours of commencing treatment

5.2.3 On receipt of a weather forecast indicating medium to heavy snow, sufficient Second men will be placed on standby to cover all priority 1 & 2 routes and any priority 3 routes likely to be affected as timetables indicate, by the forecast.

5.3 Carriageway Treatment

5.3.1 Carriageways will generally be treated in the order of priority as specified in section 4.

5.3.2 In the afternoon of each working day during the winter months, having considered the most recent weather forecast, the level of residual salt on the road network and the available resources, the Duty Manager will compile an Action Plan for carriageway treatment for the following twenty-four hours. The Winter Manager will review, recommend any adjustments if needed and then approve the proposed plan.

5.3.3 Precautionary treatment for frost and light snow will be spread at a target rate of 10g/m² of salt.

- 5.3.4 Precautionary treatment for conditions where frost is forecast after rain should be delayed as long as possible to reduce loss of salt due to wash-off. This should not preclude the treatment of routes during showers where freezing of rain on contact has been predicted, or is reported.
- 5.3.5 Precautionary treatment when heavy snow falls are expected should be at a rate of between 20 and 40g/m² of salt according to the anticipated severity of snowfall and confidence level of the forecast.
- 5.3.6 In conditions where current snowfall is forecast to continue, substitution of salt with abrasive materials, sand or grit, will be instigated until such time as showers cease and any use of de-icing materials are deemed to be more effective. In extreme or persisting conditions, all material spreading will cease until there is an expectation that any deposits will remain on the carriageway and be effective in aiding traction.
- 5.3.7 In marginal conditions, consideration will be given to limiting treatment to known localised areas prone to icing. During periods of prolonged freezing conditions in the absence of precipitation, spot salting of areas of persistent seepage will continue while hazards remain.
- 5.3.8 Where areas of seepage from adjoining land are recorded on a regular basis, these will be identified and pre-emptive rectification of the drainage system will be instigated.
Land owners will be notified of their requirement to carryout such work as it affects public roads. The Council will take necessary steps to effect repairs, in the absence of any undertaken by landowners and pursue recovery of costs accordingly.
- 5.4 Footway and Footpath Treatment
 - 5.4.1 Treatment of footways and footpaths will be by a combination of mechanical and manual operation. In large urban areas footway salting will be carried out by purpose built spreader barrows with a nominal design spread rate of 50g/sq.m.
 - 5.4.2 Salt will only be utilised where ice and frost are the main hazard. In all snowfall conditions, physical clearance will be the priority with sand / grit spread thereafter to aid traction.
 - 5.4.3 Treatment of footways and footpaths will normally only be carried out during the normal working day as resources permit. In most cases additional resources should be mobilised at local level as conditions dictate. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

6. SNOW CLEARANCE STRATEGY

6.1 Carriageways

- 6.1.1 On receipt of a weather forecast indicating medium to heavy snow, carriageways should be treated in accordance with section 5.3.5. When the forecast is for rain turning to snow or the snow prediction is marginal the salting operations should be delayed accordingly.
- 6.1.2 When forecasts indicate that there will be medium or heavy snow falls, the Duty Manager will instruct that all vehicles capable of being fitted with ploughing devices will be so equipped.
- 6.1.3 Salting should be continued or be restarted when snow is falling, as conditions warrant however sand / grit must be used to preserve de-icing materials until such time as it can be used effectively.
- 6.1.4 Snow ploughing will commence as soon as it is considered that the operation will be effective. Generally snow can only be ploughed effectively at depths exceeding 30mm.
- 6.1.5 Spreading treatment of ploughed surfaces will be carried out when it is considered that the material will have the most beneficial effect. The normal case on two lane carriageways will be for spreading treatment to be started when the second lane is being ploughed, generally in the return direction. However in persisting snow conditions the spreading of materials shall be delayed until clearance of accumulations is effective.
- 6.1.6 Resources should generally be allocated to clear roads in the order of priority shown in section 4, but with precedence being given to those areas which have experienced the heaviest snow falls and drifting
- 6.1.7 Where slush is formed it should be ploughed as soon as practicable to avoid the risk of rutting should there be a further significant drop in temperature which might result in freezing conditions.
- 6.1.8 Where snow hazards are predicted to persist or develop intermittently throughout the night, consideration will be given to continuing action in some circumstances. Mainly in cases where a break in operations may result in hard packed snow or other conditions difficult to treat on resumption.
- 6.1.9 Individual circumstances, such as access for emergency services or other lifeline service vehicles will normally take precedent over the above route priority arrangements.
- 6.1.10 Where it is judged that a road cannot be kept open, early closure in liaison with the Police in a planned manner, should be initiated.

Direct consultation at local level must be maintained where conditions are changeable and in some circumstances this may mean on site by local Supervisors.

6.1.11 Road closures will be reported to the Director, Head of Service, Operations Manager and Network and Environment Managers as soon as practicable, with immediate notification transmitted to Traffic Scotland and local radio stations where appropriate.

6.2 Footways and Footpaths

6.2.1 Where footways and footpaths are covered with light accumulations of snow i.e. less than 30mm, treatment will consist of the application of Sand or Grit as described in section 5.4. of this document.

6.2.2 Where snow depths exceed 30mm footways clearance will be carried out where practicable by pedestrian operated or ride on powered footway ploughs. This will be enhanced by manual clearance when necessary i.e. where access precludes the use of the above plant.

6.2.3 Snow clearance of footways will normally only be carried out during the normal working day and as resources permit.

7. ASSISTANCE FROM EXTERNAL CONTRACTORS

7.1 Roads and Amenity Services provide labour and non-specialist plant as specified. In some districts, mainly islands, resources are limited and private contractors are used to provide cover to comply with this policy.

7.2 In severe weather conditions additional resources can be drafted in from local private contractors to supplement those of the Council. Arrangements are made through the Operations Manager to contact these contractors in advance to determine their availability and formulate contingency plans for contact and mobilisation. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

8. SALT, ETC.

8.1 Provision of Salt

8.1.1 Salt or other de-icing materials will be supplied through the Operations Manager. An annual supply contract shall be let prior to the start of the winter season.

8.1.2 Onsite sampling and testing shall be carried out in each area as the Operations Manager deems necessary. The Operations Manager will ensure that sufficient stocks of Salt and Abrasive materials are maintained at each storage location.

8.2 Storage of Salt

- 8.2.1 Where practicable salt shall be stored under cover to prevent leaching, improve handling and to reduce treatment times. A programme of converge of salt stores with permanent roofs will be undertaken as quickly as practicable as financial, planning and operational considerations allow.
- 8.2.2 Storage facilities will be loaded out prior to the commencement of operations and stock levels will be monitored weekly to assure optimum supplies are available throughout the season. Stores will be kept as full as practicable as protection from the weather allows and minimum stock levels will dictate optimum re-ordering procedures.
- 8.2.3 Weekly totals of all salt quantities delivered, transferred or issued as treatments will be collated for each storage location and e-mailed to HQ for central collation from 12:00hrs each Friday
- 8.2.4 Requests for additional salt will be included in these weekly e-mails and calling forward of orders will be co-ordinated centrally through the Roads Procurement Officer, with the supply contractor to provide the most efficient means of optimising stock levels.

8.3 Use of Salt and Salt / Abrasive Mixtures

- 8.3.1 Preservation of salt or other de-icing materials for use where they are most effective should be a consideration when formulating a treatment plan. Service resilience must be taken into consideration at all times.
- 8.3.2 All routes will be pre-treated with pure rock salt, as the most effective method of preventing freezing of wet surfaces or melting of previously formed ice. However on predominantly rural routes affected by snow, grit may be added at 1:1 salt/grit mix to aid traction and break up compacted layers. In severe conditions or when supplies are restricted, pure Sand / Grit will be employed to preserve de-icing stocks.
In wholly urban areas, salt only should be applied to the carriageway at all times. Salt should be spread at the designated spread rates as determined by the Duty Manager.
- 8.3.3 The grading of salt and grit for mixtures shall be such that 100% will pass a 6.3mm sieve but less than 1% passing a 2mm sieve.
- 8.3.4 Grit bins should be filled with a 3:1 grit/salt mix, initially at the start of the season. Continued replenishment in times of persisting hazard will be purely of Sand / Grit to preserve de-icing materials and only when resources permit.

8.3.5 Provision of Salt to other departments of the Council, other Contractors or members of the public will be restricted to maintain the resilience of the Service. Issues from depots, of salt for private use, will be restricted to one 20kg bag per individual.

8.4 Calibration and control of Salt Rates of Spread

8.4.1 The Operations Manager will ensure through the Fleet Manager that all spreaders, permanent and demountable, are maintained in such a manner as to optimise the salt feed and regular checks of the calibration shall be carried out. Records of all tests and alterations to the calibration shall be maintained for inspection.

8.4.2 All spreaders shall have limiting devices fitted such that spread rates cannot exceed 60g/m². The device may be fitted in such a manner as to allow it to be temporarily disconnected to assist the clearance of blockages.

8.5 Grit Bins and Grit Heaps

8.5.1 Grit Bins shall be provided by the Operations Manager where considered appropriate. Placement of grit bins and grit heaps shall be considered carefully, in terms of the environment and public safety.

8.5.2 Grit heaps will be placed at hills and corners in rural areas as considered necessary by the Operations Manager. Mainly on routes not subject to pre-treatment. These will consist of a 3:1 grit/salt mix to aid traction in compacted snow conditions.

8.5.3 A register of grit bins shall be maintained by the Operations Manager.

8.5.4 The Operations Manager will arrange for grit bins and grit heaps to be maintained and replenished as necessary, as operational resources allow and stocks of available materials permit.

9. PLANT RESOURCES AND SERVICING PRACTICES

9.1 All winter maintenance plant will be serviced, overhauled and made ready for use, at least two weeks before the designated start of the winter period. All servicing and maintenance of specialist winter maintenance plant will be the responsibility of the Operations Manager. The Council's Fleet Services section, maintain all plant and equipment for the user departments. The Fleet Manager will inform the Operations Manager of any deterioration in the effectiveness of any items of Winter Maintenance Plant.

9.2 Any short fall in resources caused by the removal of plant from service, during the winter period, should be reported to the Operations Manager by the Duty Supervisor. The Operations Manager will then seek ways to address the problem. Where additional fleet vehicles are available, these will be prepared as

back-up units, either in advance of operations or as soon as practicable whenever a shortfall in vehicles arises..

- 9.3 The Operations Manager will ensure that all major items of plant are made operational by the start of the standby period. A programme of trial runs will be drawn up, to allow all items of plant to be tested and have all their accessories fitted to ensure readiness for the winter period. The trial runs will be carried out on a depot by depot basis during normal working hours.

10. WEATHER FORECASTING AND MONITORING

- 10.1 The MeteoGroup Limited 292 Vauxhall Bridge Rd. London , have been contracted to provide the road forecast for the period 1st October to 15th May each winter period. Arrangements have been made for the forecast information and radar maps to be down loaded directly to the Duty Manager via Laptop computers. Access to the information will be gained via the local area networks at the individual centres, during office hours, or by a broadband router link from Duty Manager's homes. Information is available on a bespoke website for weather information and partially backed up by e-mail. In the event of a system failure it will be possible to obtain the forecast information by fax to the Duty Manager's Office or verbally out of hours to their home.
- 10.2 The contract with the MeteoGroup Limited provides for a twenty-four hours consultancy arrangement. Forecasters are available throughout the winter period by telephone, to discuss weather matters and clarify details with department staff.
- 10.3 The text forecast is augmented by other services as necessary, including the use of RADAR and satellite images to study precipitation patterns. There are twelve Road Sensor stations, owned by the Council and maintained by MeteoGroup's partner Vaisala Ltd, giving atmospheric and surface conditions, situated throughout the Argyll and Bute road network.

11. OPERATIONAL COMMUNICATIONS

- 11.1 Vehicle / Duty Supervisor / Depot Communications
- 11.1.1 Where practicable winter maintenance vehicles will be provided with a cellular telephone, such that contact may be maintained with the Duty Supervisor or depot at all times. When it is considered safe to do so, manning of vehicles fitted with effective communications facilities, will be limited to the driver only.
- 11.1.2 The fleet of 30nr frontline, route specifically allocated and 2nr back-up, winter maintenance vehicles are fitted with satellite tracking and data-logging equipment, provided by Cybit Ltd. Vehicles can be monitored through web access, in real time during operations and their actions are recorded and archived for future reference. One other private contractor owned vehicle is employed on pre-treatment operations on the Isle of Jura where in-house resources are limited.

- 11.1.3 Throughout the period of winter standby, the Operations Manager will ensure that staff is available to receive calls from the Police and other appropriate agencies. Call out rotas will be provided to the Operations Manager, adjacent authorities, management agents and the Police.
- 11.2 Communications with Strathclyde Police, Roads Policing Section
 - 11.2.1 It is important that the strong partnership, formed with the Police, is maintained. Information relating to severe weather conditions will be communicated to the Police at the earliest possible opportunity. The Duty Manager will consult fully with the Police when it becomes necessary to arrange road closures and when there is a need to move abandoned vehicles.
 - 11.2.2 The out of hours emergency rota will be issued to the Police by the Operations Manager. This will be confirmed to the Police Area Control Room at Pitt Street, Glasgow on the Friday start to each weekly duty shift.
 - 11.2.3 The Duty Manager will arrange for the daily action plan to be e-mailed to the four main local Police offices each day. This will also include a confirmation of the Area Supervisors' and Duty Manager's out of hours contact telephone numbers.
 - 11.2.4 The Duty Manager will take due regard of all reports received from the Police, concerning dangerous road conditions and give consideration to them, in line with the Council Policy, in deciding the action to be taken.
- 11.3 Communications with other Agencies and Motoring Organisations
 - 11.3.1 Scotland TranServ, the North West Trunk Roads term contract operator will be sent the daily action plan and out of hours contact information, each day throughout the winter period.
 - 11.3.2 The Duty Manager will inform Glasgow City Council ; Roads and Lighting Faults Call Centre , R.A.L.F. , of the out of hours contact numbers for the following weeks shift and any amendments necessary thereafter. A copy will also be sent to Cybit, Vehicle Tracking Service provider, for their 24hr control room.
 - 11.3.3 The Duty Manager will inform Traffic Scotland when severe weather conditions are causing delays to traffic movement.
- 11.4 Communications with the Public
 - 11.4.1 Enquiries from the public will normally be dealt with by the Customer Access Centre during normal working hours.

11.4.2 Consideration will be given to the placing of warning signs, alerting drivers to the possibility that road surface hazards may develop outwith treatment times will be placed at the interface of Priority 1 to Priority 2 & 3 routes

11.4.3 Leaflets explaining the extent of treatment routes, their priority and hours of operation will be prepared and where necessary updated, in advance of each season. These will be distributed by electronic means or to all local area Council premises and other public access buildings and establishments, such as filling stations and shops. Further copies may be issued as mail-drops or inserts to local newspapers.

11.5 Media

11.5.1 National radio, television and national press enquiries should be dealt with by the Director or the Head of Service or through the Council's Press and Media Relations Office.

11.5.2 Local radio and press should be dealt with by the Head of Service or by the Operations or Network Manager.

11.5.3 The Head of Service, Operations Management and Network Managers will be advised as soon as practicable if conditions deteriorate such that major routes have to be closed.

12. INSTRUCTION AND RECORD KEEPING.

12.1 The management of the Instruction, Recording and Archiving of daily winter Action plans is automated, by use of a bespoke winter maintenance management tool provided by Vaisala Ltd.

12.2 Vaisala - IceMan is a web based system which allows access by managers and supervisors simultaneously, to post instructions and record actual activities on each specific pre-treatment route as operations progress. Details will include some or all of the following:-

- a) Details of the routes treated.
- b) The start and completion of treatment on a specific route.
- c) Type of treatment carried out.
- d) Driver and other operator details
- e) Quantity of materials used
- f) The prevailing weather conditions.
- g) Any contacts by Police regarding reactive requirements
- h) Details of any plant breakdowns, accidents or incidents.
- i) Any other problems

12.3 In parallel to the above recording system, vehicle activities are recorded on the Cybit Ltd – Fleetstar, vehicle tracking system. Reports and map based graphical records can be run to confirm and clarify in more detail, the recorded activities.

- 12.4 All records are archived in separate remote servers and can be retrieved through web access by any authorised user, at any time after a plan has been completed.
- 12.5 Additional records of all telephone calls related to winter operations are kept by all duty supervisors and managers. These are completed at the end of each shift, collated and filed centrally for future reference.

ARGYLL & BUTE COUNCIL**EXECUTIVE****CORPORATE SERVICES****4 November 2010**

EXTRACT OF MINUTE OF CHORD Programme Management Board 7 October 2010

*** 3. CASHFLOW/FINANCE FOR THI/CARS PROJECTS**

Both Campbeltown and Rothesay CHORD projects have elements of their overall CHORD project related to THI/CARS. These relate to preserving and enhancing the built fabric of the town centres. There may be occasions where owners of buildings require cash flow support to manage the development of a building in their ownership under THI/CARS.

Decision

Agreed to recommend to the Executive that the CHORD Programme Board be given the power to agree cash flow loans to voluntary or community organisations subject to the conditions outlined in paragraphs 3.7 and 3.8 of the Head of Strategic Finance's report, for the purpose of securing the built environment of town centres supported by heritage grants.

(Reference: Report by Head of Strategic Finance, submitted)

This page is intentionally left blank

CASHFLOW SUPPORT IN RELATION TO THI / CARS PROJECTS

1 INTRODUCTION

- 1.1 Both Campbeltown and Rothesay CHORD projects have elements of their overall CHORD project related to THI / CARS. These relate to preserving and enhancing the built fabric of the town centres. There may be occasions where owners of buildings require cash flow support to manage the development of a building in their ownership under THI / CARS.

2 RECOMMENDATION

- 2.1 The Programme Board recommends to the Executive that it be given the power to agree cash flow loans to voluntary or community organisations subject to the condition outlined in paragraphs 3.7 and 3.8 for the purpose of securing the built environment of town centres supported by heritage grants.

3 DETAIL

- 3.1 The Council has been successful in attracting grant assistance from heritage schemes which have the aim of preserving and enhancing the built fabric of town centres. These are known as THI / CARS projects and are elements of both Campbeltown and Rothesay CHORD projects.
- 3.2 It is the responsibility of the owners / developers of buildings to ensure they have secured a full funding package for any individual projects, have a sustainable use for a building and meet all of the conditions placed on them by funders.
- 3.3 In order for the improvement of some of the key buildings within the town centres to proceed it may be necessary to offer cash flow support to organisations which are relying on grant funding to carry out the improvement work. This support will be required where organisations are unable to gain access to loan funding for the project without the Council standing as guarantor for the loans.
- 3.4 The cash flow support is required as grant funders will only reimburse expenditure incurred by organisations in arrears after it has been incurred. The cash flow funding is required to allow work to be paid for prior to grants being claimed and received.
- 3.5 The Council is not a bank or provider of loan finance and any project developed by commercial organisations or individuals should be fully financed including the cash flow aspects by the owners / developers.

Furthermore the Council should not provide guarantees in respect of these projects.

- 3.6 However where the refurbishment of a building is being carried out by a community group or voluntary organisation then without a guarantee or cash flow support from the Council the project is unlikely to proceed. In these cases the Council could consider providing cash flow support. Without this form of support there is a risk to the overall success of the THI / CARS elements of the Campbeltown and Rothesay CHORD projects.
- 3.7 Before offering cash flow support to an organisation it would require to meet the following conditions:
- Have a business plan which demonstrated a sustainable future for the building
 - Demonstrate that the project is fully funded
 - Provide a robust estimate of costs
 - Provide a cash flow demonstrating when funding would be required and repaid
 - Have a process for claiming the funding required
 - Provide tendered costs and a revised cash flow before drawing down funding
 - Where possible mandate grant income to the Council
 - If income not mandated then there would require to be an agreement that the Council would be reimbursed when the funding is received
- 3.8 The Council will charge a market rate of interest on a daily basis on any funds advanced under the agreement.
- 3.9 There should be no budgetary implications as the cash flow support should be over a relatively short period and will be repaid. Any lending of money needs to be in accordance with the Investment Strategy and this will need to be amended in due course.

For further information please contact Bruce West, Head of Strategic Finance
01546-604220

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank