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4 February 2010

NOTICE OF MEETING

A meeting of **ARGYLL AND BUTE COUNCIL** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 11 FEBRUARY 2010** at **11:30 AM**, which you are requested to attend.

Nigel Stewart
Director of Corporate Services

BUSINESS

1. APOLOGIES FOR ABSENCE

2. DEPUTATIONS

Consider requests for deputations to be heard in connection with item 5 (Corporate and Service Planning/Revenue Budget) of this Agenda and if so resolved hear the deputations.

- a) On behalf of the Learning Disability Alliance Scotland and;
- b) On behalf of Neighbourhood Networks.

3. DECLARATIONS OF INTEREST (IF ANY)

4. MINUTES

Argyll and Bute Council 12 January 2010 (Pages 1 - 4)

5. CORPORATE AND SERVICE PLANNING/REVENUE BUDGET

To consider and approve Corporate and Service Plans, estimates of expenditure and income, and fix the Council Tax for the year to 31 March 2011 and pass such other resolutions as the Council considers appropriate in relation to the following:-

A Corporate Planning

- 1. Strategic Risk Register 2010 (Pack 2) (Pages 5-16)

2. Corporate Plan 2010 – 13 and beyond (Pack 2) (Pages 17-34)
3. Draft Area Plans 2010 – 13 for noting (Pack 2) (Pages 35-84)

B Financial Planning

1. Revenue Budget Overview (Pack 1) Section 1 (Pages 1-30)
2. Reserves and Balances (Pack 2) (to follow)
3. Fees and Charges (Pack 2) (Pages 85-132)

C Service Plans, Service Reviews and Budgets 2010-13

1. Service Plans

1. Chief Executive (Pack 1) Section 2 (Pages 103-132)
2. Community Services (Pack 1) Section 2 (Pages 133-222)
3. Corporate Services (Pack 1) Section 2 (Pages 223-274)
4. Development Services (Pack 1) Section 2 (Pages 275-318)

Please note that the following Pages in Pack 2 133 -142 replace Pages 285-294 of Pack 1 and Pages 143 -152 replace Pages 297-316 of Pack 1

5. Operational Services (Pack 1) Section 2 (Pages 319-364)

2. Service Reviews

1. Community Services – Education (Pack 1) Section 3 (Pages 367-410)
2. Corporate Services – Democratic Services and Governance (Pack 1) Section 3 (Pages 411-420)
3. Corporate Services – Legal and Protective Services (Pack 1) Section 3 (Pages 421-435)
4. Development Services – Public Transport (Pack 1) Section 3 (Pages 437-456)
5. Operational Services – Waste Management (Pack 1) Section 3 (Pages 457-492)
6. Operational Services – Roads Operations (Pack 1) Section 3 (Pages 493-615)

Note: The papers contained in Budget Pack 1 made available for the meeting of the Executive on 28 January 2010 are relevant for consideration of the foregoing matters. Please bring these papers with you to this meeting.

6. STRATEGIC HOUSING INVESTMENT PLAN - 2009

Extract from the Executive 27 January 2010 (Pages 153 - 154)

Report by the Director of Community Services previously circulated with the Executive Agenda for 27 January 2010.

7. REVIEW OF COUNCILLORS CODE OF CONDUCT

Report by Director of Corporate Services (Pages 155 - 196)

COUNCIL

ALL MEMBERS

Contact: Sandra McGlynn Tel: 01546 604401

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**MINUTES of MEETING of ARGYLL AND BUTE COUNCIL held in the COUNCIL CHAMBER, KILMORY,
LOCHGILPHEAD
on THURSDAY, 21 JANUARY 2010**

Present: Provost William Petrie (Chair)

Councillor Chalmers	Councillor Mackay
Councillor Colville	Councillor MacMillan
Councillor Dance	Councillor McNaughton
Councillor Freeman	Councillor McQueen
Councillor Hay	Councillor Marshall
Councillor Horn	Councillor Morton
Councillor Daniel Kelly	Councillor Mulvaney
Councillor Donald Kelly	Councillor Reay
Councillor MacAlister	Councillor Robertson
Councillor McAlpine	Councillor Scoullar
Councillor McCuish	Councillor Semple
Councillor McIntosh	Councillor Simon
Councillor D MacIntyre	Councillor Strong
Councillor R Macintyre	Councillor Walsh

Attending: Sally Loudon, Chief Executive
Nigel Stewart, Director of Corporate Services
Andy Law, Director of Operational Services
Susan Mair, Head of Legal and Protective Services
Bruce West, Head of Strategic Finance
Jane Fowler, Head of Improvement and HR

The Provost ruled, and the Council agreed, that the business dealt with at item 11 of this minute be taken as a matter of urgency by reason of the need for the Council to appoint a Returning Officer before the forthcoming UK Parliamentary Election.

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated from Councillors Currie, Kinniburgh, Macdonald, Nisbet, Philand and Robb.

2. DECLARATIONS OF INTEREST

Councillor Ellen Morton declared a financial interest in relation to the report on Licensing of Booking Offices for Taxi and Private Hire Car Firms: Civic Government (Scotland) Act 1982 which is dealt with at item 5 of this minute because her husband runs a taxi business.

3. MINUTES

(a) 26 November 2009

The Council approved the Minutes of the Council Meeting of 26 November 2009 as a correct record.

(b) 22 December 2009

The Council approved the Minutes of the Council Meeting of 22 December 2009

as a correct record.

4. PROCUREMENT STRATEGY

The Executive, at its meeting on 17 December 2009 had considered the new Procurement Strategy to run from 2009 to 2012 and agreed to recommend to the Council to approve the Strategy.

Decision

Approved the new Procurement Strategy to run from 2009 to 2012.

(Ref: Extract from the Executive of 17 December 2009 and report by Director of Corporate Services dated 20 October 2009, submitted)

5. LICENSING OF BOOKING OFFICES FOR TAXI AND PRIVATE HIRE CAR FIRMS: CIVIC GOVERNMENT (SCOTLAND) ACT 1982

The Planning, Protective Services and Licensing Committee, at its meeting on 16 December 2009 had considered a report by the Head of Legal and Protective Services which advised that a change in licensing regime now required taxi and private hire car booking offices to be licensed. The Committee recommended to the Council to impose a fee for applications for Licensing of Booking Offices.

Decision

Agreed that a fee of £100 be imposed in respect of applications for Licensing of Booking Offices.

(Re: Extract by the Planning, Protective Services and Licensing Committee of 16 December 2009 and report by the Head of Legal and Protective Services dated 16 December 2009, submitted)

6. CUSTODIAL SENTENCES AND WEAPONS (SCOTLAND) ACT 2007: LICENSING OF KNIFE DEALERS

The Planning, Protective Services and Licensing Committee, at its meeting on 16 December 2009 considered a report by the Head of Legal and Protective Services which advised that a change in licensing regime now required knife dealers to become licensed. The Committee recommended that the Council impose a fee for an application for a knife dealer licence.

Decision

Agreed that given the requirement to advertise applications for knife dealers licences, the appropriate fee for an application of this type be set at £425 for a three year period.

(Ref: Extract by the Planning, Protective Services and Licensing Committee of 16 December 2009 and report by the Head of Legal and Protective Services dated 16 December 2009, submitted)

7. LOCAL GOVERNMENT PENSION SCHEME CHANGES 2008/2009 - EMPLOYER DISCRETIONS

The Council suspended Standing Order 16, and considered a report by the Chief Executive regarding Local Government Pension Scheme changes.

Decision

1. Agreed the draft amended policy on discretions at Appendix One to the report, the amendments to the flexible retirement procedure at Appendix Two and the internal disputes resolution procedure at Appendix Three of the report.
2. Agreed that the application of discretions is monitored for equalities purposes and reported on an annual basis.

(Ref: Report by the Chief Executive dated 21 January 2010, submitted)

8. VACANCY ON THE ECONOMY POLICY AND PERFORMANCE GROUP

Councillor Gary Mulvaney had tendered his resignation from the Economy Policy and Performance Group.

Decision

Agreed to appoint Councillor Andrew Nisbet to fill the vacancy on the Economy Policy and Performance Group.

(Ref: Report by Director of Corporate Services dated 18 December 2009, submitted)

9. VACANCY ON THE ARGYLL AND BUTE LICENSING BOARD

Councillor Rory Colville had tendered his resignation from the Argyll and Bute Licensing Board. The vacancy required to be filled by a Member of the Regulatory Cohort.

Decision

Agreed to appoint Councillor Al Reay to fill the vacancy on the Argyll and Bute Licensing Board.

(Ref: Report by the Director of Corporate Services dated 18 December 2009, submitted)

10. VACANCIES ON COMMITTEES AND OTHER BODIES

Councillor Douglas Philand had tendered his resignation from the Alliance of Independent Councillors, from the Executive, as Depute Spokesperson for Arts and Culture and as Chair of the Organisation Development Policy and Performance Group.

Decision

1. Agreed that Councillor Donald MacMillan be appointed as a Member of the Executive.
2. On a vote between the nomination of Councillor Mackay and Councillor Nisbet, Councillor Mackay was appointed by a substantial majority to be the Chair of the Organisational Development Policy and Performance Group.
3. Agreed to appoint Councillor Mackay to be the Depute Spokesperson for Arts, Culture and Leisure and to sit on the outside bodies as detailed within the report

with the exception of STRAMASH to which an appointment was made.

(Ref: Report by the Director of Corporate Services dated 8 December 2009, submitted)

11. REPRESENTATION OF THE PEOPLE ACT 1983 AS AMENDED - APPOINTMENT OF RETURNING OFFICER

The Council considered a report which asked the Council to appoint with immediate effect an Officer to be the Returning Officer in terms of Section 41 of the Representation of the People Act 1983.

Decision

In terms of Section 41 of the Representation Act 1983 the Council appointed the Chief Executive to be the Returning Officer.

(Ref: Report by Director of Corporate Services dated 15 January 2010, submitted)

Budget Pack – Report On Strategic Risk Register – December 2009

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR01	Staff Absence	Level of staff absence results in reduced ability to provide services to an acceptable standard, impact on budgets by having to employ other staff/agencies to carry out the work. Possible impact on reputation.	<p>Addressed in Corporate Plan by outcome People management - Enabling the Council to have the right people with the right skills in the right place at the right time to deliver excellent services</p> <p>Addressed by service outcomes in Improvement and HR Service Plan.</p> <p>Policies and procedures in place to manage staff absence. Target set for staff absence of 7.6 days monitored through performance scorecards.</p>	<p>Likelihood (3) Impact (3)</p> <p>Medium</p>
SR02	Recruitment and retention of high quality staff	Insufficient qualified/experienced staff results in reduced ability to provide services to an acceptable standard, impact on budgets by having to employ other staff/agencies to carry out the work. Possible impact on reputation.	<p>Addressed in Corporate Plan by outcome People management - Enabling the Council to have the right people with the right skills in the right place at the right time to deliver excellent services.</p> <p>Addressed by Service Outcomes in Improvement and HR Service Plan.</p> <p>Corporate approach being developed by HR Board. Target set of 80% for staff to have a PDR within the year. Staff turnover and progress with PDR reported and monitored through performance scorecards.</p>	<p>Likelihood (3) Impact (3)</p> <p>Medium</p>

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR03	Failure to implement legislation in relation to young and vulnerable	Possibility of situation arising where due to our failing to address this a 'Baby P' occurs. Major impacts on reputation, people and possibly financial.	<p>Addressed in Corporate Plan by outcomes</p> <p>Education - making what's good, better Curriculum development to enable all young people to be:</p> <ul style="list-style-type: none"> • successful learners • confident individuals • effective contributors • responsible citizens <p>Modernising social work Modernisation of the social work service in line with changing patterns of need to ensure that services are directed at the most vulnerable and needy members of our community.</p> <p>Housing - more homes, less homelessness - Release of more land for housing to create more affordable housing and a reduction in homelessness</p> <p>Also addressed by service outcomes in Education Service Plan, Children and Families Service Plan, Adult Services Service Plan and Community Regeneration Service Plan.</p> <p>Success measures identified and monitored through performance scorecards.</p> <p>Vulnerable Adults Group established and an updated procedure for identification of posts and the processing of disclosure checks has been approved.</p>	<p>Likelihood (2) Impact (4)</p> <p>Medium</p>

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR04	Adverse media coverage due to ineffective and inaccurate communication by the Council	Possible impact on reputation, legal implications and financial implications	Communications Strategy approved and service plans now have a template to demonstrate how services are implementing the Communications Strategy.	Likelihood (3) Impact (4) Medium
SR05	Failure or loss of IT software and existing data	Could lose information held within the Council or different departments leading to impact on reputation, financial and breaches of statutory duty. Allow access to information by outsiders.	Each service has many applications with daily back ups of information supported by the central IT. There are some programmes used by Services which are not known to IT and this may cause a higher level of impact.	Likelihood (3) Impact (4) Medium
SR06	Failure to provide strong leadership and direction.	Resulting in failure to clearly identify overall strategic aims and objectives of the council	The Improvement Plan agreed in January 2009 has been delivered and the external auditors endorsed the progress achieved by the Council as part of Best Value follow up review in October 2009. Development of clear objectives in the Corporate and Service Plans has been taken forward and linked to the Improvement Plan. Current budgetary process and ongoing development of the Corporate Plan to take account of financial pressures and risks.	Likelihood (2) Impact (2) Low
SR07	Failure to maximise the benefits of best value	Departments do not undertake necessary changes to ensure compliance with the best value review resulting in criticism from Audit Scotland. Impact on reputation possible legal challenge	PPMF in place and team acting to ensure effectively implemented across the Council. All action plans use the PPMF format	Likelihood (2) Impact (2) Low

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR08	Failure to realise efficiency gains	Fail to achieve efficiency savings in the medium to longer term resulting in impact on budget/finance, impact on service provision and impact on people	Addressed by outcome in Corporate Plan Process for Change - Transformation of key processes to deliver improved service and efficiency savings Programme of service reviews underway for all services. Process For Change projects moving to implementation stage. Efficiency plan due to be updated and reported to Council. Progress with efficiency savings tracked in performance scorecards.	Likelihood (3) Impact (4) Medium
SR09	Failure to progress CPP	Lack of effective partner engagement means that they become disengaged with the process and the missed opportunity to take this process forward. Possible impact on reputation, finance and breach of statutory duty.	Community Plan revised and new governance structures in place as agreed in Improvement Plan. Performance scorecards for Community Plan developed and performance scorecards for area and theme groups being developed.	Likelihood (3) Impact (3) Medium
SR10	Inefficient use of Council Assets	Financial consequences due to lack of development of Asset Management Plan	Service asset management plans being prepared. Performance measures for assets developed as per Improvement Plan. Suitability and condition of assets tracked in performance scorecards.	Likelihood (3) Impact (3) Medium

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR11	Failure to meet capital/revenue spending targets	Contributing to financial inefficiency of the Council having an impact on service provision and budgets	Revenue budget and capital budget spending plans being revised as part of the planning and budget process. Reporting and monitoring systems in place. Also included in performance scorecards.	Likelihood (3) Impact (4) Medium
SR12	Failure of members to maintain standards of conduct in public life	Members breach code of conduct resulting in decisions being open to legal challenge and associated financial loss. Impact on reputation of Council	Regular training and advice to members, monitoring of Members Register of Interest by Corporate Services	Likelihood (2) Impact (4) Medium
SR13	Failure to comply with new legislation, regulations or statutory responsibilities	Resulting in breach of statutory duty, impact on service provision	All proposed legislation passed to relevant departments for decision on requirement for a review of procedures	Likelihood (2) Impact (4) Medium
SR14	Failure to implement the Single Outcome Agreement	Resulting in failure to achieve overall strategic aims and objectives of the council and its partners	The SOA is built on corporate priorities and actions of all partners - so already planned for and resourced by each partner as required. Performance scorecards in place to monitor elements the SOA included in the Council's plans and Community Plan.	Likelihood (2) Impact (3) Medium
SR15	Financial Management processes need to be aligned with structures and council's objectives	Contributing to financial inefficiency of the Council having an impact on service provision and budgets	Service Plans show revenue budget for each service outcome and Corporate Plan priority (Council objectives).	Likelihood (3) Impact (4) Medium

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR16	Failure to have a robust internal control process and system	Potential breach of statutory duty and lack of scrutiny of procedures being undertaken by departments	Covered by service outcome for internal audit in Strategic Finance service plans and supported by annual audit plan and range of KPIs on delivery of that plan.	Likelihood (2) Impact (4) Medium
SR17	Non recurring financial burdens and one off financial crisis like the credit crunch	Resulting in impact on service delivery, budgets and financial problems	Annual planning and budgeting round allows potential burdens and financial consequences to be identified and built into budgets and plans. Services have identified cost pressures and demand pressure for funding. Systems in place to monitor expenditure on revenue and capital budgets.	Likelihood (4) Impact (4) High
SR18	Failure to embed risk management into the organisation	Consideration of risk is essential in many areas, failure to have a well used standard approach to its consideration will impact on service provision, budgets and the overall achievement of the Council's objectives	Current review of Strategic and Operational Risk Registers to confirm links to the Corporate and Service Plans. Risks monitored through Pyramid and reported in performance scorecards. Corporate wide Risk Management Group and risk management framework in place.	Likelihood (2) Impact (4) Medium
SR19	Failure to progress Business Continuity Programme within the Council and failure to comply with CCA	Unable to provide critical services following a disruption resulting in impact on finance, reputation and people	Recovery plans in place for identified critical activities	Likelihood (2) Impact (4) Medium

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR20	Failure to ensure the Council acts in accordance with the law and its own regulatory framework and failure to ensure the efficient and effective operation of the corporate body	Legal challenge to decisions made by Council, departments or officers impacting on reputation, finance and people	Code of Corporate Governance approved and arrangements in place to implement and monitor. Council constitution, scheme of delegation sets down processes for decision making, governance arrangements in place.	Likelihood (2) Impact (4) Medium
SR21	Failure to maintain and improve attainment and achievement levels of school pupils	Impact on reputation, scrutiny from Scottish Government	Addressed in Corporate Plan by outcome Education - making what's good, better - Curriculum development to enable all young people to be: <ul style="list-style-type: none"> • successful learners • confident individuals • effective contributors Also addressed by outcomes in Education Service Plan. Success measures identified and monitored through performance scorecards.	Likelihood (1) Impact (3) Low
SR22	Failure to agree and implement the School Estates Strategy	Impact on Finance, budgets, reputation	Options appraisal for School Estate to be completed in near future.	Likelihood (4) Impact (4) Medium

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR23	Demographic/Societal changes which increase demand for services beyond existing/planned budget levels	Impact on service provision, budgets and people	Annual planning and budgeting round allows potential burdens and financial consequences to be identified and built into budgets and plans. Services have identified cost pressures and demand pressure for funding. Systems in place to monitor expenditure on revenue and capital budgets and identify service demands beyond budget.	Likelihood (3) Impact (4) Medium
SR24	Changes to Scottish Government Policy which increase demand for services beyond existing/planned budget levels	Impact on service provision, budgets and people	Reassessment of service provision in light of any proposed changes in policy. Annual planning and budgeting round allows potential burdens and financial consequences to be identified and built into budgets and plans. Services have identified cost pressures and demand pressure for funding.	Likelihood (3) Impact (3) Medium
SR25	Failure to comply with H&S legislation	Resulting in possible prosecutions, injury, loss of life, loss of staff resources and damage to reputation	Addressed by service outcome for health and safety in Improvement and HR Service Plan. KPIs for health and safety operations included in performance scorecards. Based on employment of qualified staff, individual RAs and safe working methods developed, procedures established.	Likelihood (3) Impact (4) Medium

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR26	Failure to attract external funding to assist councils strategic projects during current and future funding programmes	Leading to reduction in service outcomes, impact on finance and budgets, possible impact on reputation through failure to deliver flagship projects	Excellent knowledge of current priorities and programme scope. Staff in place to meet demand	Likelihood (3) Impact (4) Medium
SR27	Failure to effectively manage the CHORD programme	Leading to adverse economic and environmental impact, impact on reputation	Addressed in Corporate Plan by outcome for Waterfront and town centre regeneration - Growth in confidence in the area and strengthened economy based on rejuvenation of the main towns as key centres for economic activity. Addressed by separate service outcome in Service Plan for Economic Development and Transportation. PRINCE 2 programme management arrangements now up and running and Programme Plan approved.	Likelihood (1) Impact (4) Low
SR28	No longer in use, merged with SR20			
SR29	No longer in use - operational risk only.			

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR30	Failure to meet recycling targets	Impact on budgets, reputation and people	<p>Addressed by outcome in Corporate Plan Modernising waste management - Reduced environmental impact by reducing waste going to landfill and increasing recycling rates.</p> <p>Addressed by service outcome for Waste Management in Facility Services Service Plan.</p> <p>Success measure identified and monitored through performance scorecards.</p>	<p>Likelihood (2) Impact (4)</p> <p>Medium</p>
SR31	Failure of lifeline ferries/damage to ferries/collapse of ferry contractor	Impact on finance, people, reputation and time	<p>Provision made in budget for operation and maintenance of ferries. Constant monitoring of condition of ferries and contract arrangements. Maintenance of fleet/contract for back up vessels</p>	<p>Likelihood (2) Impact (4)</p> <p>Medium</p>
SR32	Failure to maintain Council Roads Infrastructure	Impact on budget, people and reputation	<p>The Corporate Plan refers to Transport - improving access to/ within the area. There are adequate arrangements for maintenance through the Roads Asset Management Plan. Monthly monitoring of conditions and keeping members aware of situation</p>	<p>Likelihood (3) Impact (3)</p> <p>Medium</p>

Budget Pack

Ref	Risk name	Consequences	Position/Progress at December 2009	Risk assessment rating
SR33	Failure to achieve income targets	Impact and budget and service provision	Revenue budget and capital budget spending plans being revised as part of the planning and budget process. Reporting and monitoring systems in place.	Likelihood (2) Impact (3) Medium
SR34	Failure to ingather Council Tax and Non Domestic Rates	Impact on budget, service provision	Addressed by service outcomes in ICT and Financial Services Service Plan. Success measures identified and monitored through performance scorecards.	Likelihood (3) Impact (3) Medium

Risks are assessed using a combination of impact and likelihood using the criteria below. All risks are then classified as high, medium or low using a simple matrix to generate an overall assessment.

Likelihood

Likelihood of occurrence	Score	Description
Almost certain	5	Will undoubtedly happen, possibly frequently
Likely	4	Will probably happen, but not a persistent issue
Possible	3	May happen occasionally
Unlikely	2	Not expected to happen, but is possible
Remote	1	Very unlikely this will ever happen

Impact

Impact of occurrence	Score	Description				
		Impact on service delivery	Financial impact	Impact on people	Impact on time	Impact on reputation

Budget Pack

Catastrophic	5	Unable to function, inability to fulfil obligations	Severe loss	Death	Serious – more than 2 years to recover pre-event position	Highly damaging, severe loss of public confidence
Major	4	Significant impact on service provision	Major loss	Extensive injury, major permanent harm	Major – 1-2 years to recover pre-event position	Major adverse publicity, major loss of confidence
Moderate	3	Service objectives partially achievable	Significant loss	Medical treatment required, semi permanent harm up to 1 year	Considerable – 6-12 months to recover pre-event position	Some adverse publicity, legal implications
Minor	2	Minor impact on service objectives	Moderate loss	First aid treatment non-permanent harm up to 1 month	Some – 2-6 months to recover	Some public embarrassment, no damage to reputation
None	1	Minimal impact, no service disruption	Minimal loss	No obvious harm/ injury	Minimal – up to 2 months to recover	No interest to the press, internal only

Overall assessment

	Impact				
Likelihood	None	Minor	Moderate	Major	Catastrophic
Almost certain	Low	Medium	High	High	High
Likely	Low	Medium	Medium	High	High
Possible	Low	Medium	Medium	Medium	High
Unlikely	Low	Low	Medium	Medium	Medium
Remote	low	Low	low	Low	Low

Argyll and Bute Council

Corporate Plan
2010 – 2013 and beyond



forward
looking

outstanding
environment

vibrant
communities

Argyll and Bute Council Corporate Plan 2010-2013 and beyond

2010 revision v11 for Council 11 Feb 2010

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Page 18

Contact: Brian Barker, Policy and Strategy Manager, brian.barker@argyll-bute.gov.uk 01546 604436

Front page photo of the Kilmartin Eye courtesy of Kilmartin House Museum by Aaron Watson. The Kilmartin Eye is a landscape installation created to celebrate the 10th Anniversary of Kilmartin House Museum and the Year of Highland Culture. It was grant aided by Highland 07, Argyll and Bute Council, Awards for All, Highlands and Islands Enterprise - Argyll and the Isles, the Esme Fairbairn Foundation, the Forestry Commission, M&K MacLeod and the Scottish Museums Council.

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Foreword

Argyll and Bute Council is undergoing a significant period of change in order to build a positive future - focusing on shared best practice, past successes and forthcoming challenges. We began our journey of improvement in 2009 and we have come a long way over the past year, having significantly improved our best value arrangements, increased our pace of change and improved our approach to corporate planning, strategic management and performance management. The changes over the last year have ensured that the right processes are in place to enable us to deliver the best possible services to our customers – laying the foundations for improved and more customer-focused services in the future.

The year ahead will be exciting, yet challenging and will see the next stage of our improvement journey progress as we transform the organisation to take us to where we need to be. Our plans over the coming year will be to improve services on the ground by continually challenging ourselves and assessing our performance in line with the views of our customers, our communities and our partners.

Our key priorities will cover education, the protection of vulnerable people, developing the economy, improving customer service, developing communities and protecting and enhancing the environment. In focusing on these priorities, we will offer Best Value services that are well matched to the needs of our customers. All of this however, will be done within the context of a tough economic climate – and one that will be shared by all public bodies in the coming years.

In order to ensure that we are well-placed to overcome such challenges, we are implementing a senior management restructure and this will also reshape the Council's departments.

Our new organisational and management structure will lend itself to a much more customer-focused way of working.

In 2010/2011, as a new and improved organisation, we aim to work with our partners in a more integrated way and to involve our stakeholders in further improving the way we work and the services we deliver.

Argyll and Bute has a promising future and with common purpose and productive partnerships, that future will be challenging, satisfying and prosperous.

We will maximise the potential of our employees, our Council, our partnerships, our communities and Argyll and Bute as a whole in order to develop a bright and sustainable future and we will work closely with the Scottish Government to contribute to their vision for a more successful Scotland.

Working together with customers, communities and partners, we look forward to creating a better place to live, work and visit.



A handwritten signature in blue ink that reads "Dick Walsh".

Councillor Dick Walsh
Council Leader
Argyll and Bute Council



A handwritten signature in blue ink that reads "Sally Loudon".

Sally Loudon
Chief Executive
Argyll and Bute Council

Our Area

Argyll and Bute is an area of outstanding beauty and enormous variety. With the second largest geographical area of any Scottish local authority, the 7,000 square kilometres of Argyll and Bute extends from Helensburgh west to the Atlantic islands of Tiree and Coll, and from the Mull of Kintyre north to the edge of Glencoe. We are a land of contrast and diversity with six towns, many remote rural communities and 25 inhabited islands.

Geography, a changing population of 92,000 people, the local economy and diverse communities, bring challenges as well as strengths. The natural environment is among the most unspoiled in the UK with a rich biodiversity. The west coast location and proximity to Scotland's main urban centres highlight the area's strategic importance for renewable energy on land and at sea.

The Council is working with partners to realise the area's potential - investing in new technology to overcome problems of distance and isolation and raising our profile in Scotland, Britain and Europe. We work to provide opportunities for our diverse communities to prosper and we protect our unique natural and cultural heritage through sensitive and sustainable development.

The challenges and risks we face

There are a range of factors that create significant challenges for Argyll and Bute. The local acceptance of these characteristics as being a 'normal' part of life tends to underplay or hide the difficulties of living and working in the area. These include:

- the changing population
- the fact that people 'living on the fringe' can be excluded or experience deprivation that is not acknowledged in conventional measures
- the unique geography of the area
- vulnerabilities in the local economy

Changing population

Remote rural and island areas often act as an early warning for population changes that can affect other areas. Higher priced housing, lack of available property and an aging population act to drive young people away or discourage them from moving to the area. Projections up to 2024 show possible changes that are a concern for more fragile communities. Particular concerns are the large increase in the older population, the significant drop in the younger population and the decrease in working age people.

Area	Projected % Change in population	
	2001-2015	2001-2024
Argyll and Bute	-2%	-4%
Bute and Cowal	+4%	+9%
North Kintyre and Mid-Argyll	+6%	+9%
Oban, Lorn and the Islands	+3%	+3%
Helensburgh and Lomond	-10%	-15%
South Kintyre and Islands	-12%	-25%



People on the fringe

Life in rural and island areas often places additional pressures on people, for example dependence on the car, higher fuel costs and the distance to basic services such as hospitals, supermarkets and schools. There can be very poor people living alongside comparatively rich people – excluded or deprived individuals and households are much less visible in rural areas.

The Scottish Index of Multiple Deprivation (SIMD) and additional local analysis related to the Fairer Scotland Fund reinforces the picture of diverse needs across the area.

Our geography

25 of the 95 inhabited islands in Scotland are located in Argyll and Bute – 16% of the total Scottish island population lives in the area. Approx 45% of the population lives in settlements of 5000 or more people and at the opposite extreme 1 in 5 people do not live in a settlement (a settlement is 6 or more households).

Our Economy

Argyll and Bute's economy is predominantly service-based with over 85% of jobs provided in the service sector. The proportions of people working in the agriculture, forestry and fishing sectors and tourism-related activities are far higher than Scottish averages – as expected, e.g. tourism-related activities account for 15% of jobs in Argyll and Bute compared with the Scottish average of 9%.

Unemployment rates are below the national average, but vary according to the time of year because of the high levels of seasonal and part-time employment. This reflects the importance of tourism in the local economy.

The full impact of the economic downturn may not yet have been felt within Argyll and Bute. We have the highest proportion in Scotland of people working in the public sector and effects on employment and the economy will soon start to be felt as the most challenging cuts in public sector spending start to bite. There is therefore a risk that as other parts of Scotland start to recover as the private sector recovers, Argyll and Bute may suffer further impacts on the economy.

GVA (Gross Value Added) figures show that our economy is performing less strongly than the Scottish average. Average earnings in Argyll and Bute are 4% lower than those in Scotland as a whole. Levels of self-employment are highest in the Atlantic islands, which could be due to the limited job prospects, the lack of major employers and the tradition of crofting on some islands.

Strategic risks

The Council's strategic risk register details the risks that face all services or which are so significant for a specific service that there is a Council wide risk. The risks are assessed as high, medium or low and are reviewed each quarter. Each risk has associated actions to control or mitigate the risk.

The Council is developing a risk management framework that categorises each strategic risk to communicate more clearly the areas where the Council needs to direct resources to reduce risk.

We deliver

Argyll and Bute Council has delivered on significant commitments made in the corporate plan agreed in February 2009 and continues to progress the longer term changes outlined in that plan. Service highlights from the past year include:

- The CHORD programme progressed well
- Partnership work to bring Welcon to Kintyre saved existing jobs, with the potential for significant future growth
- Work got underway to unlock the economic potential of the proposed Campbeltown-Ballycastle route
- Local Plan was adopted after significant consultation
- Recycling scheme won awards with a 55% increase in recycling in Helensburgh and Lomond
- Integrated care teams assisted with timelier discharge from hospital for patients
- Business Gateway service was established to provide advice to new and developing small businesses
- Best ever performance for reading, writing and maths in primary schools and best ever Advanced Higher results
- Improved facilities at Port Askaig and Rothesay Harbour
- Improved choice of temporary housing for homeless people and reduced number of people presenting as homeless
- Highest spend ever of £6M on road reconstruction and maintenance in 2009/10

Robust performance management

The Council has a Planning and Performance Management Framework (PPMF) that ensures that performance is integral to the Council's daily work. The PPMF specifies the structure and processes for performance management at all levels. Plans are developed to respond to service demand and risks. All plans specify the outcomes to be achieved, success measures and risks to be reduced.

All plans, from corporate to team plans, have a performance scorecard that is reviewed on a regular basis. Summary reports of action to be taken in response to the scorecard reviews are formally reported to senior management and Members to ensure that the Council continually improves its performance.

Our vision and values

The Council is moving through a significant period of change to respond to external challenges and to draw upon untapped potential in all areas of our work so that we can improve service quality and efficiency.

The developing Council vision will focus on the theme realising our potential, building on actions in the previous corporate plan focused on improving how the Council works.

The Council has also reflected on the core values that describe the standard of behaviours expected throughout the whole organisation and these values will reflect the fact that we are 'One Council':

- We value and listen to our stakeholders
- We have mutual respect for one another
- We have pride in our Council and its services
- We are continually improving our standards
- We are open, honest, fair and inclusive
- We are proactive and challenging

Partnership links

There are important links between this Corporate Plan for the Council, the Community Plan and the Single Outcome Agreement (SOA) for Argyll and Bute. The Community Plan and SOA set out the vision and outcomes agreed by the Argyll and Bute Community Planning Partnership and how these contribute to the Scottish Government's 15 national outcomes.

The outcomes and success measures set out in this plan are Council's contribution to the SOA. Each outcome supports one or more of the national outcomes. This demonstrates the important contribution that Argyll and Bute Council has to make to the future success of Scotland.

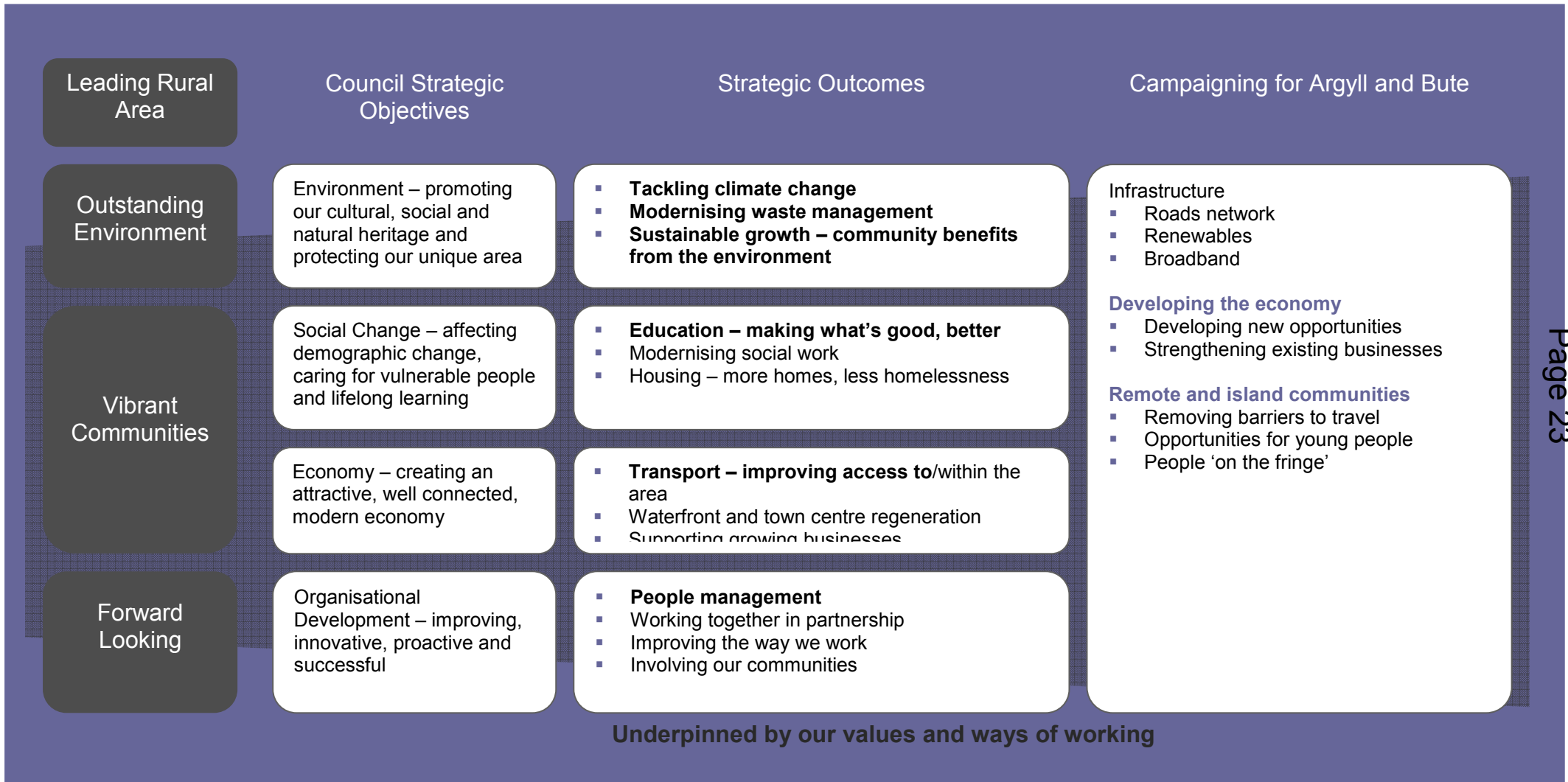
Community planning partners have contributed to the SOA on the same basis so that the SOA gives a clear picture of the important outcomes for Argyll and Bute and the partnership action to make them happen.

The Council is also working with partners through the four Local Area Community Planning Groups to ensure that service planning and delivery at a more local level is focused on the needs of the communities in those areas and coordinated to ensure that we make best use of public resources.

Priorities for partnership development for the Council and CPP are focused on:

- Improving community engagement so that we link with more people and more groups in a way that reflects the diversity of Argyll and Bute's people and places
- More effective engagement with the third sector and developing improved support for community based organisations
- Finding opportunities to improve integration, service quality and efficiency in local areas and Argyll and Bute wide

Corporate Plan 2010-2013 and beyond



Outstanding Environment

Environment - promoting our cultural, social and natural heritage and protecting our unique area

	Outcome	Success measures	Additional Budget (revenue capital ¹)			Source of Outcome	Risks
			2010/11 £000s	2011/12 £000s	2012/13 £000s		
ABC01	Tackling climate change Argyll and Bute contributing to national action on climate change	Base 26,491 tonnes CO2 Target 23,917 tonnes Reduction 9.7% (2,574 tonnes)	2,121 ² <i>tbc</i>	2,172 <i>tbc</i>	2,229 <i>tbc</i>	National outcomes 12, 14	
ABC02	Modernising waste management Reduced environmental impact by reducing waste going to landfill and increasing recycling rates	Recycling rate greater than 40% (2007/8 baseline 35%) BMW ³ to landfill <ul style="list-style-type: none"> ▪ 2010/11 less than 24,560 tonnes ▪ 2011/12 less than 21,500 tonnes ▪ 2012/13 less than 18,373 tonnes 	10,308	10,785	11,267	National outcomes 12, 14	SR30 – failure to meet recycling targets
ABC03	Sustainable growth - community benefits from the environment Economic growth built on the sustainable use of Argyll and Bute's environmental assets	20 producers using the <i>Food From Argyll</i> identity rising to 80 in 2012/13 Success measures for renewables development to be agreed once <i>Renewables Action Plan</i> agreed in mid-2010	<i>tbc</i> when EDAP ⁴ agreed	<i>tbc</i> when EDAP agreed	<i>tbc</i> when EDAP agreed	National outcomes 2, 12, 14	

¹ Capital programme to be considered by March Council meeting

² Includes property maintenance

³ BMW – Biodegradable Municipal Waste

⁴ EDAP – Economic Development Action Plan to be agreed in March 2010

Vibrant Communities

Social Change - affecting demographic change, caring for vulnerable people and lifelong learning

Ref	Outcome	Success measures	Additional Budget (revenue capital ⁵)			Source of Outcome	Risks
			2010/ 11 £000s	2011/ 12 £000s	2012/ 13 £000s		
ABC04	Education - making what's good, better Curriculum development to enable all young people to be: <ul style="list-style-type: none"> ▪ successful learners ▪ confident individuals ▪ effective contributors ▪ responsible citizens 	Maintain percentage of early years children accessing the appropriate entitled service at 100%	85,377	81,740	83,247	National outcomes 3, 4, 5 7, 8	SR03 – failure to implement legislation in relation to the young and vulnerable SR21 – failure to maintain and improve attainment/ achievement levels of school pupils
		Raised attainment of Looked After Children					
		Improved primary attainment					
		Improved SQA performance					
ABC05	Modernising social work Modernisation of the social work service in line with changing patterns of need to ensure that services are directed at the most vulnerable and needy members of our community.	Increase levels of community based support for children affected by disability - target 80% - base 75%	58,840	59,762	60,946	National outcomes 5, 6, 7, 8, 9	SR03 – failure to implement legislation in relation to the young and vulnerable SR23 – Demographic/ societal changes which increase demand for services beyond existing / planned budget levels
		Proportion of looked after and accommodated children who are cared for by a foster carer – target 52%					
		Shift balance of care for older people: <ul style="list-style-type: none"> ▪ target 65% cared for in care home ▪ target 35% receiving intensive home care (10+ hours per week) 					
		Home care adults waiting list less than 3 months					
		Residential care adults waiting list less than 3 months					
		Number of delayed discharges zero					

⁵ Capital programme to be considered by March Council meeting

Vibrant Communities

Social Change - affecting demographic change, caring for vulnerable people and lifelong learning

Ref	Outcome	Success measures	Additional Budget (revenue capital ²)			Source of Outcome	Risks
			2010/ 11 £000s	2011/ 12 £000s	2012/ 13 £000s		
		Reduce resource centre placement for learning disability clients by 20% per annum for 2010-13 (balance shifts to personalised packages)					
ABC06	Housing - more homes, less homelessness Release of more land for housing to create more affordable housing and a reduction in homelessness	75 shared equity and social rented houses per year Proportion of households assessed as homeless and as having a priority need for accommodation – 100% for 2012/13 Reduce repeat homelessness to 3.5% and maintain level	1,322	1,364	1,407	National outcomes 7, 10	SR03 – failure to implement legislation in relation to the young and vulnerable

Vibrant Communities

Economy - creating an attractive, well connected, modern economy

Ref	Outcome	Success measures	Additional Budget (revenue capital ⁶)			Source of Outcome	Risks
			2010/ 11 £000s	2011/ 12 £000s	2012/ 13 £000s		
ABC07	Transport - improving access to/ within the area	Completed transport / infrastructure projects, including: <ul style="list-style-type: none"> ▪ A83 south of Muasdale ▪ A819 north of Inveraray ▪ Asset sustainability ▪ Tayinloan Pier 	<i>tbc</i>	<i>tbc</i>	<i>tbc</i>	National outcomes 2, 10, 12, 14	SR26 – failure to attract external funding to assist Council's strategic projects during current and future funding programmes leading to reduction in service outcomes SR31 – Failure of ferries/ damage to ferries/ collapse of ferry contractor SR32 – Failure to maintain roads infrastructure
		Percentage of road network to be considered for maintenance (SRMCS ⁷ survey results)					

⁶ Capital programme to be considered by March Council meeting

⁷ SRMCS – Scottish Road Maintenance Condition Survey

Vibrant Communities

Economy - creating an attractive, well connected, modern economy

Ref	Outcome	Success measures	Additional Budget (revenue capital ^o)			Source of Outcome	Risks
			2010/ 11 £000s	2011/ 12 £000s	2012/ 13 £000s		
ABC08	Waterfront and town centre regeneration Growth in confidence in the area and strengthened economy based on rejuvenation of the main towns as key centres for economic activity and sustainable economic growth	Success measures for CHORD programme to be agreed once benefits realisation analysis complete in mid 2010	510 <i>tbc</i>	518 <i>tbc</i>	528 <i>tbc</i>	National outcomes 1, 2, 9, 10, 11, 12	SR26 – failure to attract external funding to assist Council’s strategic projects during current and future funding programmes leading to reduction in service outcomes SR27 – Failure to implement agreed CHORD programme leading to adverse economic and environmental impact
ABC09	Supporting growing businesses Economic growth from new businesses, expansion of existing businesses and improved long term success	Business start ups supported – 135 in 2010/11 Existing businesses assisted – 200+ in 2010/11	334	340	346	National outcomes 2, 3	

Forward Looking

Organisational Development - continuous improvement, innovation and culture change

Ref	Outcome	Success measures	Additional Budget (revenue capital ⁸)			Source of Outcome	Risks
			2010/ 11 £000s	2011/ 12 £000s	2012/ 13 £000s		
ABC10	People management Enabling the Council to have the right people with the right skills in the right place at the right time to deliver excellent services	Completed PDR rate greater than 85%	1,829	1,865	1,902	National outcomes 10, 15	SR01 – staff absence SR02 – recruitment and retention of high quality staff SR08 – failure to realise efficiency gains
		Staff absence rates stay within the top 5 for Scottish councils					
		Increase the percentage of employees who feel happy in their job					
		Process for Change Workforce deployment 5 year NPV savings £1,462,000	743	710	712		
ABC11	Working together in partnership Developing effective working relationships to deliver integrated customer focused and cost effective services	Outcomes on each theme from the community plan achieved	970	970	970	National outcomes 10, 11, 15	SR09 – failure to progress community planning partnership
		Third Sector success measures to be agreed in mid 2010, once Interface partnership agreement signed off					
ABC12	Improving the way we work Transformation of the organisation to ensure that Best Value services are delivered	Transformation Programme measures to be confirmed once action plan agreed in early 2010	345	352	358	National outcomes 10,15	
		Proportion of services/teams completing a PSIF ⁹ self assessment					
		Process for Change Procurement 5 year NPV savings £2,206,000	143	143	156		

⁸ Capital programme to be considered by March Council meeting

⁹ PSIF – Public Service Improvement Framework

Forward Looking

Organisational Development - continuous improvement, innovation and culture change

Ref	Outcome	Success measures	Additional Budget (revenue capital ⁸)			Source of Outcome	Risks
			2010/ 11 £000s	2011/ 12 £000s	2012/ 13 £000s		
ABC13	Involving our communities Ensuring that customer and community needs are at the heart of Council service delivery	Communications – increase the proportion of people who feel informed about public services by 15 percentage points by March 2013	646	658	671	National outcomes 10, 11, 15	
		Community Engagement – increase the proportion of people satisfied with information about local area meetings by 10 percentage points					
		Customer satisfaction – increase the proportion of people satisfied with the way the Council runs things by 15 percentage points	241 274	230 65	208 25		
		Public Performance Reporting – increase the proportion of people who feel that the Council provides value for money by 10 percentage points					
		Process for Change Customer management 5 year NPV savings £738,000					

Financial outlook

The 2010-11 financial settlement represents the most challenging finance settlement for a number of years. Looking forward to 2011-12 and 2012-13 the expectation is one of significant constraint in funding for local government. This arises from the overall need to contain public sector expenditure and reduce public sector borrowing to stabilise the national economy. Local government including Argyll & Bute Council will need to play a part in this. Without doubt this will present a number of substantial challenges for the council, the people of Argyll & Bute, our partners, our staff and service users.

Given the scale of these challenges, a more corporate and strategic approach to the budget was required and a three year programme of service reviews has been established. This programme will see a radical review of each service of the Council over the next three years. An initial target for services to identify options to reduce costs by 15% was set. The Council recognised that this might be difficult to achieve in the first year of the reviews and quick win savings have been identified from the services that will not be reviewed in the first year of the review programme.

The total funding from revenue support grant and council tax for 2010-11 is estimated at £264.7m. The draft budget amounts to £264.4m assuming all cost pressures, demand pressures, service review and quick win savings are approved. This leaves a surplus balance of £0.4m to be dealt with as part of the budget process.

The funding gap for 2011-12 and 2012-13 has been estimated at £10.948m and £11.257m. The 2011-12 and 2012-13 forecast

allows no increase in funding. An allowance has been included for demand growth of 2%, based on a general national assumption around potential future growth in demand for local government services over the next few years. This is mainly influenced by demographic change. The assumption around a constant level of funding may be too optimistic in the light of projections of a real cut in spending power of 12% over 3 years.

Allowing for a 1% cash reduction in funding would increase the funding gap by a further £2.650m each year. This may be offset by lower assumptions around inflation and demand growth.

However it is probably reasonable to assume that the funding gap will be in the order of £9m to £13m for 2011-12 and 2012-13.

The three year service review programme should identify savings options of around £10-£11m per annum which together with the savings remaining from the Year 1 reviews of £6m should be sufficient to address the funding gap.

Campaigning for Argyll and Bute

The campaigning topics detailed below reflect topics that are important to the future success of the area, but where the Council can make a limited direct contribution. They are topics where the Council wants to influence others – specifically the Scottish Government, but also UK government, partners and private sector investors and businesses.

Main campaigning theme	Topic	Outcome	National Outcome links
Infrastructure	Roads network	Improve condition and extent of the trunk network to improve perceptions of the area and ease access for businesses, residents and visitors	1, 2, 10
		Capital investment to maintain and improve the road network (non-trunk roads)	2, 10, 15
	Renewables	Enhanced grid capacity and support to enable growth for commercial and community benefit from renewables	2, 11, 12, 13, 14
	Broadband	Increased network speed and coverage to enable business growth, public access to internet based services and more efficient delivery of public services	
Developing the economy	Developing new opportunities	Developing Argyll and Bute as a quality destination, creating higher quality jobs and extending the tourism season	1, 2, 12, 13, 14
		Rejuvenation of the main towns to attract people and businesses to Argyll and Bute	2, 9, 10, 11, 12
		Bring high value jobs and careers to rural areas	1, 2
	Strengthening existing businesses	Support for agriculture, forestry, aquaculture and fishing as important sectors in the local economy	2, 12, 14
Remote and island communities	Removing barriers to travel	Developing the Campbeltown-Ballycastle ferry service to bring economic benefits to West Highlands and N Ireland	1, 2
		Supporting fast frequent services and inter-island links	2, 5, 7, 10, 11
		Support for an unrestricted vehicle and passenger town centre to town centre ferry service between Gourock and Dunoon	1, 2, 10
		Introduce a ferry discount scheme on all routes to improve access to islands and viability of island communities	2, 5, 10, 12
	Opportunities for young people	Development and support for vocational education so that young people can access training and employment without leaving the area	3, 4, 10
		Investment in and access to affordable housing for young people and families allowing them to move to or stay in communities across Argyll and Bute	5, 6, 7, 8, 10, 12
	People 'on the fringe'	Improved methods to identify and provide support for excluded or deprived groups	6, 7, 8, 9, 10, 11
		Supersparsity and the cost of service delivery	4, 7, 10, 15

Sustainability and equalities

The Council has also made specific commitments for sustainable development and equal opportunities that guide the development of the Council and delivery of its services.

There are five guiding principles for sustainable development that help to direct service improvements and developments towards the overall Council vision. They are

- developing, empowering and including our communities
- protecting, enhancing and managing natural resources and environment
- developing the economy using innovative and creative solutions
- taking an open, honest and accountable approach
- taking decisions that will maximise benefit and minimise adverse impact across these areas

The Council has a single Equality and Diversity Scheme that includes commitments to promote equality in terms of race, disability and gender. The Scheme will be further developed and has the key principles that:

- no-one is disadvantaged because of their race or ethnic origin, disability, gender, age, sexual orientation, or religion and belief
- the differences between people are valued and good relations between groups are promoted
- people are treated fairly and with equal respect
- informed assessments are made on the impact of policies and services
- people are involved in the decisions that affect them and encouraged to participate in public life

The Council carries out equalities impact assessments for policy and service development. There is a Sustainability Assessment process to improve policies, projects and services.

Plana Gàidhlig 2008/09-2011/12 *Gaelic language plan 2008/09-2011/12*

The Council aims to encourage people to use Gaelic by expanding the range of Gaelic services and resources available. The Council's first Gaelic Language Plan has established a base from which to develop.

The Plan contributes to national aims to promote the use of Gaelic in Scottish public life and to encourage increased use of Gaelic in the home, community, places of learning and at work.

The Council's Gaelic Language Plan has the following aims:

- **Identity** – enhancing visibility of Gaelic, showing that the language is valued and giving it recognition
- **Communications** – increase the audible presence of Gaelic language by creating opportunities for the practical use of Gaelic in dealings with the Council
- **Publications** – making important information available in Gaelic and enhancing the status of the language
- **Staffing** – developing language skills and job skills

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Leading Rural Area

Outstanding Environment

Vibrant Communities

Forward Looking

Council Strategic Objectives

Environment – promoting our cultural, social and natural heritage and protecting our unique area

Social Change – affecting demographic change, caring for vulnerable people and lifelong learning

Economy – creating an attractive, well connected, modern economy

Organisational Development – improving, innovative, proactive and successful

Bute & Cowal Area Priorities

Improved Civic Pride in our Towns and Communities

Safe, Strong, Secure Communities
Improved Health, Well Being and Social Inclusion

Town which are Strong Centres of Economic Activity and have Strong Community Identity
Effective Transport Infrastructure and Services

Effective Community Engagement

Underpinned by our values and ways of working

AREA PLAN FOR BUTE & COWAL

Understanding Environment

Environment - promoting our cultural, social and natural heritage and protecting our unique area

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks	Area development	Area reduction
	Improved civic pride in our towns and communities	Improved visual amenity and cleanliness of towns and villages by implementation of Streetscene.	Dog Fouling - Number of Complaints	Quarterly	Alan MacDonald			
			Dog Fouling - Number of Fines issued	Quarterly	Alan MacDonald			
			Streetscene Officer Service - Number of Fines issued	Quarterly	Alan MacDonald			
			Cleanliness Index Monitoring System - CIMS	Quarterly	Alan MacDonald			
			Local Environment Audit and Management System - LEAMS	Quarterly	Alan MacDonald			
			Beautiful Scotland success in Kilm and Rothesay extended to other areas	Quarterly	Alan MacDonald			
		Working with communities with a view to obtaining external funding, prepare a programme of environmental improvements to the Area, including the recommendations in the Land Use Consultants Report.	Service Development Officer to develop programme or improvements	Summer 2010	Alan MacDonald	Budget not secured		
		Develop play area partnerships and funding opportunities.	Formal partnership formed for West Bay and Sandbank 2009. This represents 50% of Council play areas in Bute & Cowal area.		Alan Kerr	Lack of Community interest to form Partnerships.		
		Events and Festivals marketed by encouraging the growth in walking, sports, arts, literary, food and music festivals and events including local involvement.	Number of Events and festivals supported through leisure development grants, the capital fund and external funding through partnership working.		Shirley MacLeod	Grant budget reduced, partnerships dissolved		
		Sustained level of sponsorship from Council of strategic area events	Sustainability Number of key events		Pat McCann	Reduction of cultural budget in 2010/11		
		Advice on external funding for events and festivals.	Number of events and festivals provided with information/advice		Arlene Culham			
		Bute and Cowal Page Central Events Diary on Council website updated promptly	Number of events publicised in this way	Quarterly	Shirley MacLeod	Ongoing staff resource required		

Outstanding Environment Environment - promoting our cultural, social and natural heritage and protecting our unique area						
Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks
	People feel safe, strong and secure in their community	Areas subject to flooding will be protected by implementation of the Milton Burn Flood Prevention Scheme	Pipeline section within supermarket carpark completed.	2009/10	Arthur McCulloch	
			Design phase completed. Work commenced.	2010 09 and 10		Access to land, traffic flows and management of flows, ground conditions, underground public utility apparatus, weather, funding, market conditions, legal processes, SEPA.
		Assess and develop flood and coastal protection measures throughout Bute and Cowal	Scheme completed. Consultants appointed December 2009 to assist with scheme preparation and will also take forward Ardara Road and Sandhaven Sandbank. Glenacra has been added to list of year 1 schemes programmed to be designed late February 2010.	2010/11 2011/12	Alan Kerr	Capital budget reduced. Other schemes take priority. Cost benefit assessment makes scheme impractical to proceed. Change in legislation

Vibrant Communities		Social Change - affecting demographic change, caring for vulnerable people and lifelong learning		Ref Outcome		Success measures		Key dates		Lead		Risks		Area development		Area reduction		
			Health, wellbeing and social inclusion are improved.				Redesign and redevelopment of the Dunclutha site and bungalow.		2010		John Durcan		Failure to provide adequate facilities for vulnerable children may result in 1) increase numbers of children in care or on the Child Protection Register and consequently 2) increase expenditure to the Council					
			Improved facilities for families affected by disability				Full implementation of Integrated Care Team				Joanna Hynd							
							Provision of Integrated Care Centre				Joanna Hynd							
							Development of Overnight Care Team for Cowal				Joanna Hynd							
			Encourage maximum affordable community use and equality of access to facilities in our new schools.				Increase use of new school facilities- total number of lets	Financial Year end			Martin Turnbull							
							Increase use of new school facilities - Income from school lets	Financial Year end			Martin Turnbull							
			Development in Dunoon of a music based diversionary project for our young people in a drug and alcohol free environment.				Produce robust business plan- completed	May 09			Martin Turnbull		Continued commitment of key players					
							Identify suitable premises- completed	Dec-09			Martin Turnbull		Limited premises available					
							Agree management structures- completed	Dec-09			Martin Turnbull							
							Access external funding				Martin Turnbull		Changing funding environment					
							Provision of facility				Martin Turnbull		Funding difficulties					
			Development of Dunoon Stadium as outdoor recreation, sport and concert venue				Capital improvements to pitches carried out	2009			Martin Turnbull		Willing Partners					
							Improved changing facility provided in partnership by DYFL				Allan MacDonald							
							Linked development of facility with provision of Joint Primary School campus											
							Develop model of community led management committee as social enterprise by establishing appropriate partnership management structures	2009			Martin Turnbull							
							Establishing Appropriate structures				Martin Turnbull							
							Potential Funding Sources and Construction Applications Submitted				Martin Turnbull							
							Committee Member Responsibilities and Skills Identified, Training Completed				Martin Turnbull							
							Producing a Service Level Agreement (SLA)				Martin Turnbull							
			Development of Rothessy Meadows as outdoor recreation, sport and concert venue				Develop model of community led management committee as social enterprise	2009			Martin Turnbull							

Vibrant Communities Economy - creating an attractive, well connected, modern economy Actions to achieve outcome		Success measures	Key dates	Lead	Risks	Area development	Area reduction	
Promoting effective use of all our transport infrastructure and services	Development of marine access pontoons at Arrochar and Loch Goll.	Provision of Pontoons at Arrochar	2010	Douglas Blades	Funding bid fails, Commitment of Partners			
	Prioritising a programme of extension of the marine access programme.	Provision of Pontoons at Loch Goll	2011	Douglas Blades				
	Safety of roads network is improved	Facilitate progression of projects	Audit to identify where opportunities exist	2010	Douglas Blades	Unable to identify community/private sector partners		
		Percentage increase in proactive lining achieved from base year. Budget not increased, use this year as base and monitor for next year.		2010 ongoing	Alan Kerr	Depends on roads RT10 budget, Availability of lining companies.		
		Percentage increase in scrub cleaning achieved from base year. Budget not increased, use this year as base and monitor for next year.		2010 ongoing				
		Review of Traffic Management Schemes:-		2009	Alan Kerr	Depends on Roads Network Budget and external temporary traffic orders,		
		Dunoon Streets Various- updated at Business meeting, proposals amended.						
		Cromlech Road / Queens Road- included in Dunoon Streets Order						
		Agyll Raz Clyde Street- included in Dunoon Streets Order						
		Kim Marine Parade- included in Dunoon Streets Order						
		Marine Parade North Side of Kim Brae Westside- included in Dunoon Streets						
		Sarabank High Road and Bancorum Brae- to be included in traffic assessment for proposed developments at Dunloskin						
		Agyll Road parking bay opposite F'haven & Shuna Gains- with Headquarters for formal issue						
		Agyll Road parking bay opposite F'haven & Shuna Gains- with Headquarters for formal issue						
		Development of Local Transport Forum	Group Established	2010	Rowan Simpson			
	Action Plan Developed							
	Number of improvements to Rural Transport Provision							

Main campaigning theme	Topic	Area topic	Commentary
Infrastructure	Establishment of Dunoon and Cowal as the Marine Gateway to Scotlands First National Park.	Promotion of the new linkspan as the main transport hub for Dunoon and Cowal	Route needs to be successfully tendered with ferry operator running vehicle and passenger service from linkspan.
		To provide a prioritised scheme for upgrading of unadopted roads and footways across Bute and Cowal, and to lever in funding for improvement works to be carried out.	Input to development of Council policy on upgrading of unadopted roads. Campaign with the Scottish Government for funding for upgrading of unadopted roads. Where owners are willing to work in partnership facilitating the improvement of unadopted roads across Bute and Cowal on a prioritised basis.
	Coastal and Flood Protection Schemes	Implementation of the Loch Fyne Intergrated Coastal Zone Management Plan	

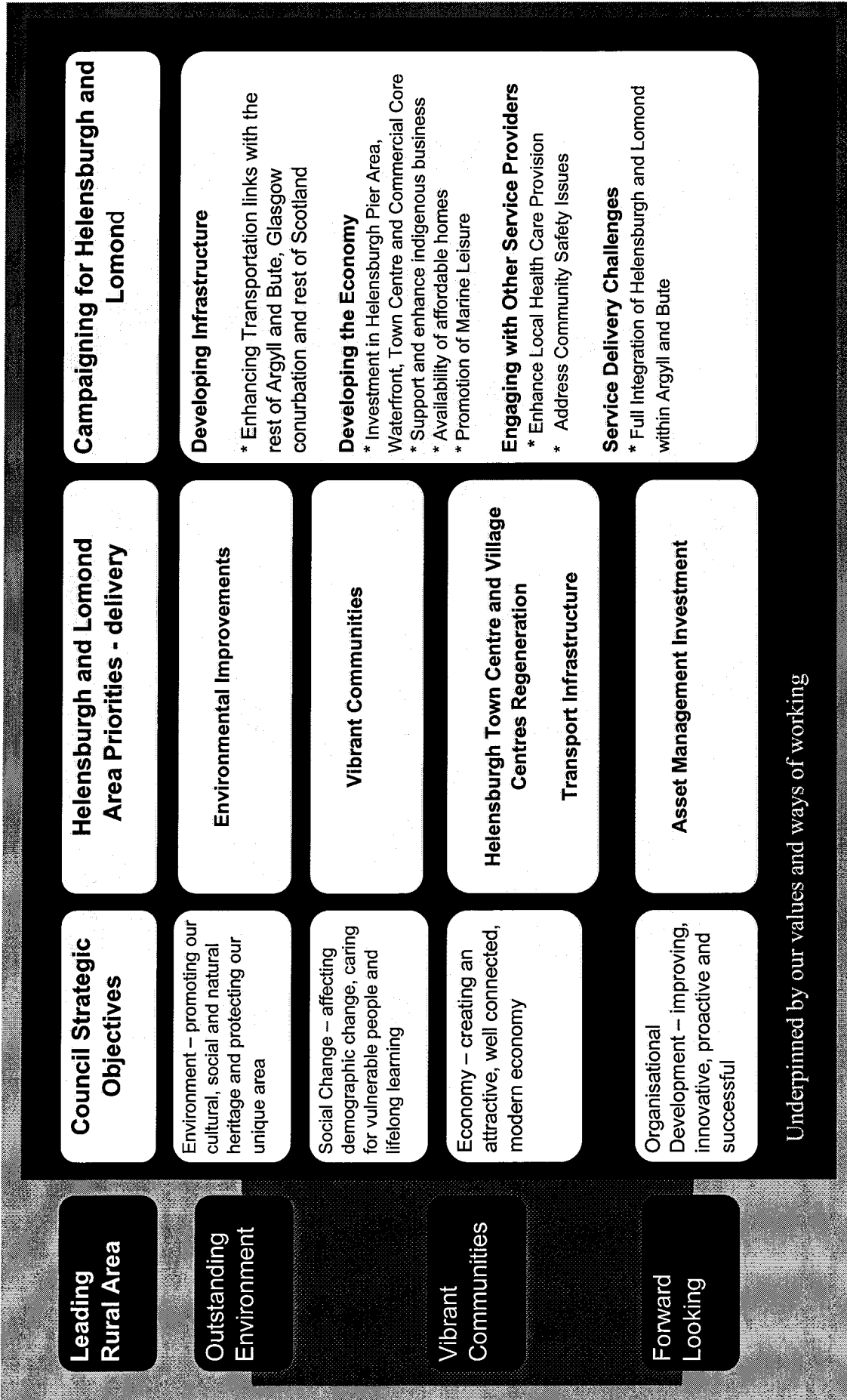
Main campaigning theme			
Developing the economy			
Topic	Area topic	Commentary	
Progress Development Opportunities in Bute & Cowal	Support business associations to become effective partnerships leading the regeneration of local business communities.	Proactively work with local organisations and business groups to improve the local retail and commercial environments, and to encourage the formation of business associations to lead in regenerating vibrant business communities.	

Main campaigning theme	Topic	Area topic	Commentary
<p>Remote and island communities</p>	<p>Attract and Retain Young People and Families in the Area</p>	<p>Promote and develop a diverse population in Bute and Cowal, encompassing a demographic spread across all age groups, in order to mitigate the predicted large increase in the percentage of the population who will be over 65 by 2020.</p>	<p>Maintain and develops high quality ferry services to the area in order to ensure good quality, affordable access for residents and visitors</p> <p>Ensure that local high quality education facilities are provided and managed in the primary, secondary and higher education sectors, providing opportunity for effective life long learning.</p> <p>Ensure provision of job opportunities across all sectors as a means of retaining people of working age in the community, and of attracting inward migration of key and skilled workers to Bute and Cowal.</p> <p>Ensure an adequate provision of good quality affordable housing in all communities</p> <p>Protect and enhance Bute and Cowals quality scenic area to protect and promote the area as a good place to visit, live and work for all age groups.</p>

Main campaigning theme	Topic	Area topic	Commentary
<p>Service delivery challenges</p>	<p>Work with service delivery organisations and Community Planning Partners on Service Design and Delivery</p>	<p>Work in partnership with NHS Highland, the Scottish ambulance Service the private sector and voluntary sector to ensure delivery of health care services which are responsive, appropriate and fit for purpose, are delivered in a local setting whenever possible and meet the needs of all sections of the Bute and Cowal communities.</p>	<p>Active participation in the Joint Health Locality Group</p>
		<p>Work in partnership with Registered Social Landlords, the private sector & voluntary sector to ensure delivery of housing services which & responsive, appropriate & fit for purpose, & meet the needs of all sections of the Bute and Cowal communities.</p>	<p>Active participation in the ACHA area committee Work with RSL's in identifying opportunities for social and affordable housing. Progression of developments on areas contained within the Strategic Land Bank.</p>

Main campaigning theme	Topic	Area topic	Commentary
Service delivery challenges	Work with service delivery organisations and Community Planning Partners on Service Design and Delivery	Work in partnership with Registered Social Landlords, the private sector and voluntary sector to ensure provision of housing which is energy efficient, well insulated has a low environmental impact, and works to eradicate fuel poverty.	Supporting of RSL's in upgrading of existing properties.

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Leading Rural Area

Outstanding Environment

Vibrant Communities

Forward Looking

Council Strategic Objectives

Environment – promoting our cultural, social and natural heritage and protecting our unique area

Social Change – affecting demographic change, caring for vulnerable people and lifelong learning

Economy – creating an attractive, well connected, modern economy

Organisational Development – improving, innovative, proactive and successful

Helensburgh and Lomond Area Priorities - delivery

Environmental Improvements

Vibrant Communities

Helensburgh Town Centre and Village Centres Regeneration

Transport Infrastructure

Asset Management Investment

Campaigning for Helensburgh and Lomond

Developing Infrastructure

- * Enhancing Transportation links with the rest of Argyll and Bute, Glasgow conurbation and rest of Scotland

Developing the Economy

- * Investment in Helensburgh Pier Area, Waterfront, Town Centre and Commercial Core
- * Support and enhance indigenous business
- * Availability of affordable homes
- * Promotion of Marine Leisure

Engaging with Other Service Providers

- * Enhance Local Health Care Provision
- * Address Community Safety Issues

Service Delivery Challenges

- * Full Integration of Helensburgh and Lomond within Argyll and Bute

Underpinned by our values and ways of working

AREA PLAN FOR HELENSBURGH AND LOMOND

Vibrant Communities

Economy - creating an attractive, well connected, modern economy

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks	Area devel	Area reduc
A	Transformed Helensburgh Town Centre Traffic Management and Streetscape improvements	Project Initiation Document completed August 2009 Initial Project Plan stages 1 to 9 completed Project / Programme Board approve preferred design scenario Project/ Programme Board sign off Full Business Case	<ul style="list-style-type: none"> Reduce food expenditure leakage by between x and y% within 3 - 5 years of the public realm works being completed Reduce non food expenditure leakage by between x and y% within 3 - 5 years of the public realm works See between 6% (Cogentisi estimated figure) and 15% (DTZ's estimated figure) increase in annual retail and hospitality GVA within 3 - 5 years of the public realm work being completed. Attract new retail and hospitality space of between 3000m2 and 3500m2 (based on Colliers CRE Report of July 2007) within 3 - 5 years of the public realm improvement works being completed. Attract investment of between £x and £y in retailing and hospitality within 3 - 5 years of works being completed Improve the local communities and visitors perception of the town centre waterfront eg. Safety, attractiveness, vibrancy etc. Increase the number of day visitors to Helensburgh by x% and their associated spend by within 3 - 5 years of the public realm works being completed. Improve perceptions of traffic congestion in the town centre. Reduce levels of illegal parking by 50% currently between 11 and 13%. See JMP Report of March 2009 Improve perceptions of ease of parking in town. 	01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015	Helen Ford	All outlined in PID All outlined in Project Plan		
	Redeveloped West Bay esplanade	Project Initiation Document completed August 2009 Initial Project Plan stages 1 to 8 completed Project / Programme Board approve preferred design scenario Project/ Programme Board sign off Full Business Case Redevelopment of West Bay Esplanade Site start	<ul style="list-style-type: none"> Reduce food expenditure leakage by between x% and y% within 3 - 5 years of the public realm works Reduce non food expenditure leakage by between x% and y% within 3 - 5 years of the public realm works. See between 6% (Cogentisi estimated figure) and 15% (DTZ's estimated figure) increase in annual retail and hospitality GVA within 3 - 5 years of the public realm works being completed. Attract new retail and hospitality space of between 3000m2 and 3500m2 (based on Colliers CRE Report of July 2007) within 3 - 5 years of the public realm improvement works being completed. Attract investment of between £x and £y in retailing and hospitality within 3 - 5 years of works being completed. 	01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015 01/11/2010 and 2015	Helen Ford	All outlined in PID All outlined in Project Plan		

Vibrant Communities		Economy - creating an attractive, well connected, modern economy		Actions to achieve outcome		Success measures		Key dates		Lead		Risks		Area		
Ref	Outcome	Redevelopment of West Bay Esplanade completed	Undertake community Audit in villages ouwith National Park	Deliver local Affordable Housing Investment programme as set out in SHIP:	Implement Section 72 Statement as per Housing (Scotland) Act 2006; and deliver RSL SHQS plans.	Improved options for homeless households and those with particular needs	Reported monthly in arrears as cases are closed after 28 days if not progressed to full homeless application.									
	Revitalised Village Centres							01/11/2010 and 2015	Helen Ford	All outlined in Project Plan						
								01/11/2010 and 2015								
								Mar-10	Lynn Smillie as part of LACFG	<ul style="list-style-type: none"> not included in LACFG Action Plan. Further decline in village centres. 						
								Jan-11								
								Mar-11								
	Increased business activity in Helensburgh and Lomond	Delivery of Business Support Measures through Business Gateway contract.						Mar-10	Iain Downrie	To be identified						
	Rationalise business land use to enhance economic development opportunities in town centre	Development of Colgrain Business Park						Dec-10	Robert Pollock	To be identified						
	Improved civic pride and increased visitors to area	Events marketed to enhance community involvement and encouraging growth in events including sports, arts, culture, food and music						Mar-10	Lynn Smillie	Leisure Develop grants within 2010/11 budget						
								Mar-10	Donald McVicar	Budget required as not in Service Plan						
	Increased provision for affordable homes for social rent and subsidised home ownership	Deliver local Affordable Housing Investment programme as set out in SHIP:						2009-2014	Maira McVicar	Proportion of annual AHP and PSHG to be confirmed						
	Reduction in below Tolerable Standard Housing and improved stock conditions in general	Implement Section 72 Statement as per Housing (Scotland) Act 2006; and deliver RSL SHQS plans.						2009-2014	Maira McVicar	Reduction nad loss of ring fencing for PSHG. Cut in ACHA BP subsidy						
	Prevention/reduction in homelessness	Improved options for homeless households and those with particular needs						2009-2014	Maira McVicar	to be identified						
								2009-2014	Maira McVicar	to be identified						

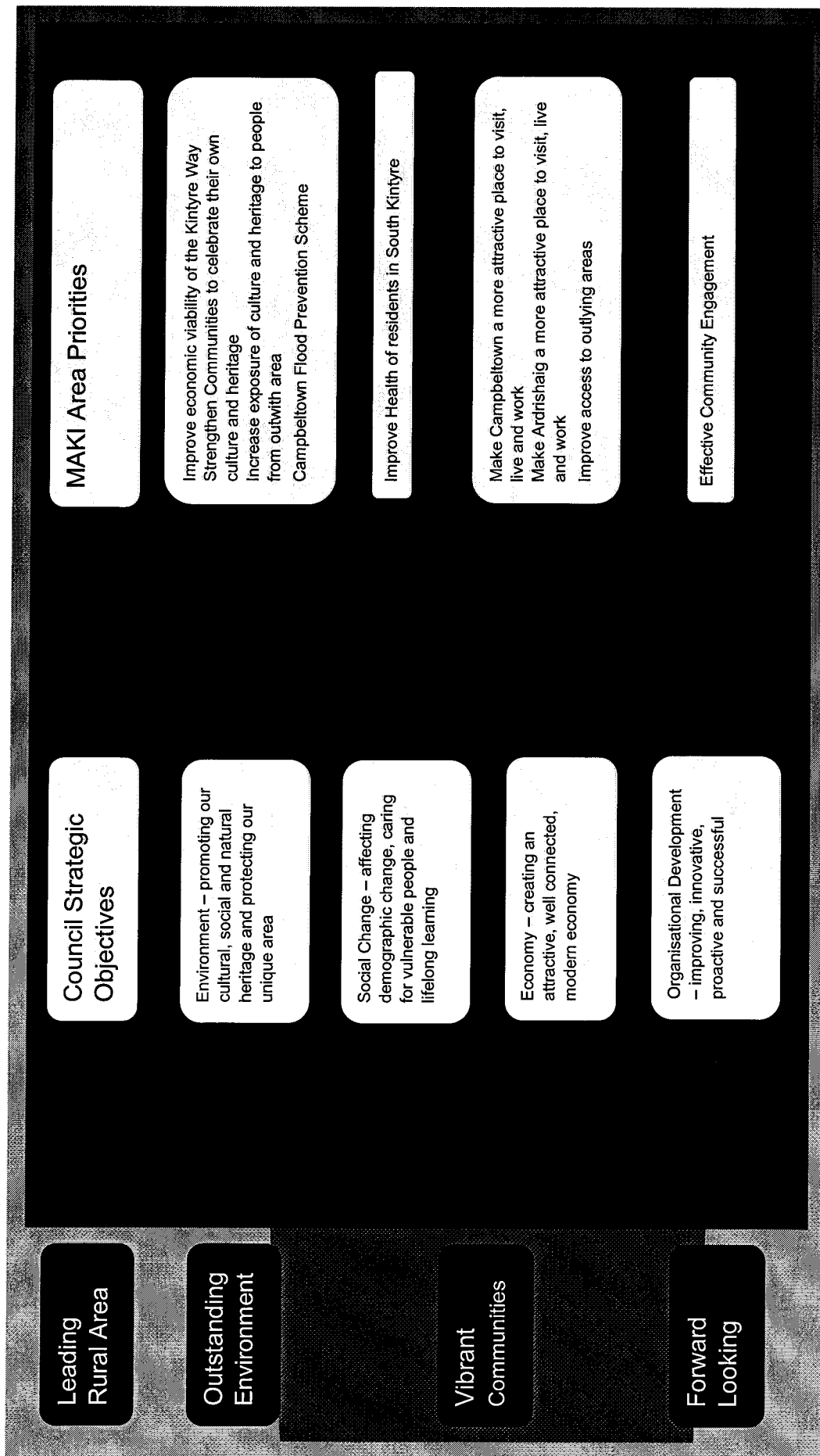
Vibrant Communities

Social Change - affecting demographic change, caring for vulnerable people and lifelong learning

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	risks	Area	Area	Area
	Personal development and community capacity building with adults and young people, achieved by developing confidence and skills in learning, economic activity, employment, health, community	Providing opportunities for community capacity	Level of support to community/third sector	Dec-10	Area Community Regeneration Manager	to be identified			
		Providing opportunity for adults	% adults in targeted groups accessing adult learning opportunities	Dec-10	Area Community Regeneration Manager	to be identified			
		Providing opportunities for young people	Number of contacts with young people (8 to 25 years) accessing learning that supports personal and social development	Dec-10	Area Community Regeneration Manager	to be identified			
	Improved Respite Care services for children with complex needs	Support Ardlui Trust to develop respite care facility and services	Provision of Respite Care services for children with complex needs. Service targets to be inserted.	to be confirmed	Dougie Dunlop	Risks centre around ensuring the financial viability of the model and engagement of parents in the scheme as outlined within the Executive report of 20/8/09			
	improved childrens' health and wellbeing. Social Work.	maintain childrens' play facilities to be accessible and a safe place to play	100% fortnightly management inspections	Dec-10	Tom Murphy	Level of budget available within 2010/11 budget process			
	improved provision for identified clients groups	Effective, timely assessments of adults requiring social work services with purposes of maintaining peoples independence	Service targets to be inserted.	on going	Ian Macfadyen	to be identified			

Main campaigning theme	Topic	Area topic	Commentary
Infrastructure	Roads and rail network	<ul style="list-style-type: none"> • Upgrade of A82 and A83 • Improve rail links between Helensburgh with Edinburgh and Glasgow and their airports • Improve public transport services • Provide Park and Ride Facilities 	<p>Lobbying Scottish Government and Transport Scotland to implement improvements to these trunk roads</p> <p>Lobbying Scottish Government and Transport Scotland to implement the proposed Helensburgh to Edinburgh Service.; GARL; Glasgow Crossrail; EARL</p> <p>Lobby SPT for funding for Craighendran Park and Ride and expansion of Cardross P&R and Car parking at Kilcreggan Pier</p> <p>Lobby SPT and Scottish Government to develop river links between Glasgow and the Lower Clyde Area</p>
Developing the economy	Strengthening existing activity	<ul style="list-style-type: none"> • Supports Trans Clyde Routes 	Working in partnership with businesses, local communities and other public bodies.
		<ul style="list-style-type: none"> • Investment in Helensburgh Pier area, Waterfront, Town Centre and Commercial Core • Promotion of Marine Leisure • Support and enhance indigenous business 	Support appropriate marina and pier developments
	New Opportunities	<ul style="list-style-type: none"> • Investment in Social Rented homes, lifestyle housing for particular client groups. • Availability of affordable homes 	Lobby COSLA and Scottish Government for a fair allocation of Local Regeneration Funds from Scottish Enterprise.
			Implementing SHIP and working with Community Planning Partners
			Implementing SHIP and influencing developers

Main campaigning theme	Topic	Area topic	Commentary
Service delivery challenges	Consistency of service delivery	Full integration of Helensburgh and Lomond within Argyll & Bute	Address perceptions of unfairness
Engaging with other Service Providers		Enhance local Health Care Provision.	<p>Support co-terminosity of electoral service provider boundaries with those of Argyll and Bute Council Area.</p> <ul style="list-style-type: none"> • Support a sustainable future for the Vale of Leven Hospital. • Support the delivery of local and community Health Services such as the sustainable future for the Vale of Leven Hospital and the Scottish Ambulance Service



Leading Rural Area

Outstanding Environment

Vibrant Communities

Forward Looking

Council Strategic Objectives

Environment – promoting our cultural, social and natural heritage and protecting our unique area

Social Change – affecting demographic change, caring for vulnerable people and lifelong learning

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Organisational Development – improving, innovative, proactive and successful

MAKI Area Priorities

Improve economic viability of the Kintyre Way
Strengthen Communities to celebrate their own culture and heritage
Increase exposure of culture and heritage to people from outwith area
Campbeltown Flood Prevention Scheme

Improve Health of residents in South Kintyre

Make Campbeltown a more attractive place to visit, live and work
Make Ardrishalg a more attractive place to visit, live and work
Improve access to outlying areas

Effective Community Engagement

Outstanding Environment

Environment - promoting our cultural, social and natural heritage and protecting our unique area

Ref	Area priority	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks
							What is the source of this outcome? Corporate Plan / SOA Ref Impact Assessment Best Value Review Audit / Inspection Legislative requirement Research / Consultation
							Area development bid Area reduction

Dalintober jetty Options appraisal

Martin Gorringe

Vibrant Communities

Social Change - affecting demographic change, caring for vulnerable people and lifelong learning

Ref	Area priority	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks
							What is the source of this outcome?
							SOA Ref / Corporate Plan / Impact Assessment Best Value Review Audit / Inspection Legislative requirement Research / Consultation
							Area development bid
							Area reduction

Bowmore All Weather Pitch IBC
 Community transport schemes carradale
 Community Transport scheme Southend

Sandy MacLaggart

Vibrant Communities

Economy - creating an attractive, well connected, modern economy

Ref	Area priority	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks
							What is the source of this outcome?
							SOA Ref / Corporate Plan / Impact Assessment Best Value Review Audit / Inspection Legislative requirement Research / Consultation
							Area development bid
							Area reduction

Traffic management

Campbeltown
 Bowmore

Mar-09 Neil Brown
 Mar-10 Neil Brown

Public Spaces

?
 Greenspace Audit

Feb-09 Audrey Martin

Inveraray Action Plan

Audrey Martin

Forward Looking

Organisational Development - continuous improvement, innovation and culture change


Ref	Area priority	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Risks
							What is the source of this outcome?
							Corporate Plan / SOA Ref Impact Assessment Best Value Review Audit / Inspection Legislative requirement Research / Consultation
							Area development bid Area reduction

Lochgiphead Office rationalisation
Campbeltown office rationalisation

Sandy mactaggart
sandy mactaggart

Main campaigning theme	Topic	Area topic	Commentary
Infrastructure	Roads network	Trunking of A83	Lobbying Scottish Government and Transport Scotland. Attention needs to be focussed on the impending Scottish Transport Review of the future Capital Programme 2012 to 2022.
		A83 Improvements	Widening at Erines, canal bridge at Ardirshaig
		Power grid to capitalise on renewables	
Developing the economy		Tarbert Flood Prevention	Nothing currently in Flood Prevention Strategy – no detail on nature or scope of problem
		Tarbert East Pier	Support local initiative to secure future for pier.
		Strengthening existing activity	
	New opportunities	Kilmory Home Farm	Support for community development

<p>Remote and island communities</p>	<p>Removing barriers to travel – financial, routes and timetabling</p>	<p>Jura Ferry</p>	<p>Currently funding in place for 3 year (08 – 10) passenger ferry</p>
		<p>Ballycastle/Ayrshire Ferry</p>	<p>Replacement of Feolin ferry (retain in capital programme) STAG to Ministers Aug 08</p>
		<p>Campaign for RET to be applied to Islay and Jura ASAP</p>	<p>To monitor the success of the existing pilot for RET and measure potential impacts on visitor numbers to Islay and Jura</p>
		<p>Enhanced air services</p>	<p>Campbeltown and Islay Jura – links to Argyll Air Services Project</p>
		<p>Access to services and support for key/iconic services</p>	
	<p>Opportunities to enable young people to stay in, or move to, island and remote communities</p>	<p>Tarbert and Craignish Housing</p>	<p>Ensuring PDA developable for 40 – 60 affordable housing units in Tarbert. Note that the 2 other Housing Associations in Tarbert now have a 25% affordability attached.</p>
			<p>Ensure Tarbert site is in the SHIP</p>
			<p>Affordable housing provision in Craignish</p>

Service delivery challenges 	Public service integration		
	Supersparsity		Further development of the Pathfinder North project to Campbelltown should help with this aiding our connectivity and opening up opportunity for services to be provided nationally from our local area
	People 'on the fringe'	Sustainability of Fairer Scotland Fund Initiatives	

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AREA PLAN FOR OBAN, LORN AND THE ISLES

Vibrant Communities

Economy - creating an attractive, well connected, modern economy

Actions to achieve outcome

Success measures

Key dates

Lead

Risks

Area
devel
Area
reduc

Ref	Outcome	Success measures	Key dates	Lead	Risks	Area devel	Area reduc
	Developing Oban to fulfil its role as the regional centre for the West Highlands and Islands	<p>Design and procurement of the construction of the Oban Development Road</p> <p>PID approved</p> <p>Obtain planning approval</p> <p>Obtain land entry</p> <p>Full Business Case submitted</p> <p>Funding secured</p> <p>Contract tendered</p> <p>Construction commenced</p> <p>Construction completed</p> <p>Number of new businesses started within the Oban, Lorn and the Isles area</p>	<p>Jun-09</p> <p>Oct-11</p> <p>Oct-13</p> <p>Nov-13</p> <p>2013/ 2014</p> <p>2014</p> <p>2014</p> <p>2016</p>	<p>Peter Ward/ Arthur McCulloch</p>	<p>Officer resource required</p> <p>Failure to submit by April 2011 or failure to obtain approval or call in by Scottish Government</p> <p>Will require CPO</p> <p>Funding to be identified. Funding bid fails</p> <p>Tender exceeds estimates</p> <p>Contractor defaults</p> <p>To be identified</p>		
	Increased business activity in Oban, Lorn and the Isles	<p>Delivery of business support measures through Business Gateway</p>	<p>Mar-10</p>	<p>Kate Fraser</p>	<p>Validity of existing application under question. (Planning system has changed). May be called in by Scottish Government. Objections by SNH to Will require CPO</p>		
	Improvements to transportation infrastructure	<p>Improvements to A848 Salen - Tobermory Road (Upgrading existing single track road to high quality dual track)</p> <p>Obtain planning approval</p> <p>Obtain land entry</p> <p>Funding secured</p> <p>Full Business Case developed</p> <p>Contract tendered</p> <p>Construction commenced</p> <p>Construction completed</p>	<p>Jul-10</p> <p>Jul-12</p> <p>Jul-14</p> <p>Mar-14</p> <p>Sep-14</p> <p>Jan-15</p> <p>Mar-16</p>	<p>Peter Ward/ Arthur McCulloch</p>	<p>Funding to be identified. Funding bid fails</p> <p>Tender exceeds estimate</p> <p>Contractor defaults</p>		

Forward Looking

Ref	Organisational Development - continuous improvement, innovation and culture change Outcome	Success measures	Key dates	Lead	Risks	Area development	Area reduction
	Communities are involved at a local level in the Area Committee	Communities have agreed local priorities		Jeannie Holles			
	Find out what subjects communities are most interested in	Appropriate methods are identified for all levels of					
	Find out the best methods for involvement	Communities have the capacity to engage effectively					
	Extend capacity building work with local communities	Resources are identified and committed to support community engagement at all levels					
	Council services identify staff, time, resources, training and funds to support engagement processes						

Main campaigning theme	Topic	Area topic	Commentary
Service delivery challenges	Work with service organisations and Planning Partners on Design and Delivery	Work in partnership with Registered Social Landlords, the private sector and voluntary sector to ensure provision of housing which is energy efficient, well insulated has a low environmental impact, and works to eradicate fuel poverty.	Supporting of RSL's in upgrading of existing properties.

FEES AND CHARGES

1 INTRODUCTION

- 1.1 This report summarises the key issues in relation to fees and charges for the 2010-11 budget.

2 RECOMMENDATION

- 2.1 The proposed levels of fees and charges are approved.

3 DETAIL

- 3.1 The Council raises fees and charges for a number of services it delivers. The Council reviews the levels of fees and charges each year.
- 3.2 In general it is proposed to increase fees and charge by 1.5% for 2010-11. In some cases fees and charges are rounded up or down and that gives a variation from the simple 1.5%. However the overall increase is based on 1.5% with a few exceptions. The main exceptions to this are:
- Commercial refuse collection – Increased in line with landfill tax.
 - Hire of sports pitches (Operational Services) increased to reflect actual cost of service provision.
 - No increase for school meals and car parking fees.
- 3.3 Appendix 1 contains the full list of fees and charges for each department.
- 3.4 As most inflationary provisions in the budget have been removed the draft budget has been prepared generally without any increase in income for fees and charges. This means the proposed fees and charges will yield £140,000 of additional income that is not built into the budget for 2010-11. The Council will need to decide how to utilise this income as part of the budget deliberations on the 11 February.
- 3.5 There are 2 areas where a change in the approach to charging is proposed. Both relate to car parking. It is proposed to introduce new chargeable car parks in both Rothesay and Tobermory. It is estimated this will yield an additional £20,000 of income. It is also proposed to remove the seasonality and have full year charging in Inveraray and Luss. It is estimated this will yield an additional £22,000 of income. Both these proposals are laid out in page 356 of the service plans pack.

- 3.6 The charging policy for Adult Services is currently being subject to a wholesale review and a further report will be brought to the Executive in due course. No budgetary implications have been identified in relation to this at this stage.

4 CONCLUSION

- 4.1 The proposal is to increase fees and charges by 1.5% within the main exceptions noted in paragraph 3.2. The increase will yield an additional £140,000 not built into the budget. The proposals for new charges are summarised in paragraph 3.5 and further detail is provided on page 356 of the main budget pack.

IMPLICATIONS

Policy – Sets levels of fees and charges for 2010-11

Financial - Sets levels of fees and charges for 2010-11

Legal – None

Personnel – None

Equal Opportunities – None

Bruce West, Head of Strategic Finance

3 February 2010

FEEES AND CHARGES 2010-2011

DEPARTMENT	PAGE
Community Services	3-8
Corporate Services	9-11
Operational Services	13-45

Fees and Charges

Description Of Charge	2009-2010	2010-2011	Increase £	Increase %	Comment
Mini Bus Hire					
Up to 4 hours	21.00	21.30	0.30	1.43%	RPI 1.5%
Per day	42.00	42.60	0.60	1.43%	RPI 1.5%
School Letting Charges per hour					
Category B	8.40	8.50	0.10	1.19%	RPI 1.5%
Category C	23.20	23.50	0.30	1.29%	RPI 1.5%
Pitch Letting Charges per hour					
Category B (with changing room)	23.20	23.50	0.30	1.29%	RPI 1.5%
Category B (without changing room)	12.60	12.80	0.20	1.59%	RPI 1.5%
Category C (with changing room)	68.30	70.00	1.70	2.49%	RPI 1.5%
Category C (without changing room)	47.30	48.00	0.70	1.48%	RPI 1.5%
Adult Education Course Fees					
Vocational 40 Hour Courses	65.20	66.20	1.00	1.53%	RPI 1.5%
Non-vocational 20 Hour Courses	32.60	33.10	0.50	1.53%	RPI 1.5%
Local Authority Residential Care Provision (Community Care) Weekly Charge	926.00	940.00	14.00	1.51%	RPI 1.5%
Respite:					
Over 60 (weekly charge)	155.30		-155.30	(100.00%)	Scottish Government Allowance Rates required for calculation unavailable at the moment
25 - 59 (weekly charge)	95.25		-95.25	(100.00%)	Scottish Government Allowance Rates required for calculation unavailable at the moment

Argyll and Bute Council Budget Preparation 2010-2011

Community Services

Fees and Charges

Description Of Charge	2009-2010	2010-2011	Increase £	Increase %	Comment
18 - 24 (weekly charge)	81.90		-81.90	(100.00%)	Scottish Government Allowance Rates required for calculation unavailable at the moment
Supplemented Establishments					
Red Tower (weekly charge)	879.00	892.00	13.00	1.48%	RPI 1.5%
Ronachan (weekly charge)	667.00	677.00	10.00	1.50%	RPI 1.5%
Approved Weekly Rates for Private Providers					
Residential Care:					
Elderly rate, as per CoSLA agreement	464.86		-464.86	(100.00%)	10/11 Still to be confirmed by COSLA
Enhanced Residential Rate (specific criteria)	500.00		-500.00	(100.00%)	10/11 Still to be confirmed by COSLA
Learning Disability	346.00	351.20	5.20	1.50%	RPI 1.5%
Nursing Care:					
Elderly rate, as per CoSLA agreement	540.10	540.10	0.00	0.00%	10/11 Still to be confirmed by COSLA
Learning Disability	438.00	444.60	6.60	1.51%	RPI 1.5%
Respite:					
Over 60	155.30		-155.30	(100.00%)	Scottish Government Allowance Rates required for calculation unavailable at the moment
25 - 59	95.25		-95.25	(100.00%)	Scottish Government Allowance Rates required for calculation unavailable at the moment

Fees and Charges

Description Of Charge	2009-2010	2010-2011	Increase £	Increase %	Comment
18 - 24	81.90		-81.90	(100.00%)	Scottish Government Allowance Rates required for calculation unavailable at the moment
Non-Residential Services					
Meals on Wheels - per meal	3.35	3.40	0.05	1.50%	RPI 1.5%
Lunch Clubs - per meal	3.20	3.25	0.05	1.50%	RPI 1.5%
Blue Badges - per badge	2.00	2.00	0.00	0.00%	
Community Alarms - per week	4.00	4.20	0.20	5.00%	No increase for previous 2 years
Home Help - hourly rate	13.15	14.60	1.45	11.03%	
Provision of Occupational Therapy Consultation:					
Per assessment / consultation	177.00	179.70	2.70	1.53%	RPI 1.5%
Provision of Professional Services:					
Per Community Care Assessment / Consultation	461.00	468.00	7.00	1.52%	RPI 1.5%
Full Needs Assessment only	350.00	355.25	5.25	1.50%	RPI 1.5%
Needs Review Only	128.00	130.00	2.00	1.56%	RPI 1.5%
Housing:					
Homeless Tenants Service Charge per week	33.61	35.12	1.51	4.50%	RPI 1.5% plus 3%

COMMUNITY SERVICES

Description Of Charge	2009-2010 Charges	2010/11 Proposed	Increase £	Increase %	Comment
Photocopying					
A4 (black & white) per side	0.10	0.10	0.00	0.00%	
A4 (coloured) per side	0.22	0.22	0.00	0.00%	
Fax					
Minimum charge (less than 10 seconds)	0.22	0.22	0.00	0.00%	
rate per 10 seconds thereafter	0.05	0.05	0.00	0.00%	
Receiving, per sheet (libraries)	0.53	0.54	0.01	0.00%	
Sale of Meals to Pupils - per meal	1.85	1.85	0.00	0.00%	No increase since this is an option within Education Service Review
Section 23 Charges per annum:					
Parklands	31,935.00	31,935.00	0.00	0.00%	No increase since this is an option within Education Service Review
Community Services Training Room, Whitegates - room hire:					
Outwith Community Services:					
Half day	75.00	76.13	1.13	1.50%	
Full day	150.00	152.25	2.25	1.50%	
Hostel & Inveraray Primary Charges - room hire:					
Argyll & Bute Council / Children's Hearing:					
Half day	16.39	16.64	0.25	1.50%	
Full day	27.32	27.73	0.41	1.50%	
Any other organisation					
Half day	27.32	27.73	0.41	1.50%	
Full day	49.17	49.91	0.74	1.50%	
Hostel & Inveraray Primary Charges - catering:					
Tea/Coffee and Biscuits	2.34	2.38	0.04	1.50%	
Soup and Sandwiches	4.62	4.69	0.07	1.50%	
Lunch (2 course with coffee)	7.11	7.22	0.11	1.50%	

COMMUNITY SERVICES

Description Of Charge	2009-2010 Charges	2010/11 Proposed	Increase £	Increase %	Comment
Hostel Charges - accommodation:					
Argyll and Bute Council					
Bed and Breakfast	27.32	27.73	0.41	1.50%	
Half Board	38.24	38.81	0.57	1.50%	
Other Groups					
Bed and Breakfast	27.32	27.73	0.41	1.50%	
Half Board	38.24	38.81	0.57	1.50%	
Full Board	43.71	44.37	0.66	1.50%	
Children & Families - Local Authority Residential Care Provision:					
Dunclutha (weekly charge)	1,408.00	1,446.00	38.00	2.70%	budgeted unit cost
Shellach View (weekly charge)	1,790.00	1,807.00	17.00	0.95%	budgeted unit cost
Helensburgh (weekly charge)	1,432.00	1,456.00	24.00	1.68%	budgeted unit cost
Children & Families - Residential Care Parental Contributions:					
Parents in receipt of income support	NIL	NIL	0.00	0.00%	
Parents not in receipt of income support	5% of net family income	5% of net family income			
Parents with other dependent children at home	2.5% of net family income	2.5% of net family income			
Respite	NIL	NIL	0.00	0.00%	
Children & Families - Other Charges:					
Inter-Country Adoptions	4,646.63	4,716.33	69.70	1.50%	
Inter-Authority Substitute Family Care Placements:					
within Scotland					
elsewhere - 1 child	13,229.54	13,427.98	198.44	1.50%	
elsewhere - 2 children (siblings placed together)	19,844.73	20,142.40	297.67	1.50%	
elsewhere - 3 children (siblings placed together)	26,458.74	26,855.62	396.88	1.50%	
Instrumental Instruction Charges - per annum	129.00	129.00	0.00	0.00%	No increase since this is an option within Education Service Review
Libraries:					

COMMUNITY SERVICES

Description Of Charge	2009-2010 Charges	2010/11 Proposed	Increase £	Increase %	Comment
Overdue charge - per item, per day (pro-rata for mobile libraries):					
adult	0.13	0.13	0.00	0.00%	
concession	0.06	0.06	0.00	0.00%	
Overdue notices:					
adult	0.53	0.54	0.01	0.00%	
concession	0.27	0.27	0.00	0.00%	
Requests per title:					
adult	0.74	0.75	0.01	0.00%	
concession	0.37	0.38	0.01	0.00%	
Inter library loans	borrower covers cost of postage	borrower covers cost of postage			
Lost or damaged stock	full cost or like-for-like replacement	full cost or like-for-like replacement			
Loss of computerised membership card:					
adult	2.12	2.15	0.03	1.50%	
concession	1.07	1.10	0.03	2.80%	

CORPORATE SERVICES LIST OF INCOME CHARGES FOR 2010/11 BUDGET					
Department	Description of Charge	2009-10 Charge	2010-11 Charge	Increase	% Increase
Corporate Services	Solicitors Property Enquiry Certificates	£120.00	£120.00	£0.00	0%
Corporate Services	Scottish Water Collection fee unit charge per SLA	£5.90	£5.90	0	0%
Corporate Services	Commission on trade union deductions	2.50%	2.50%	0	0%
Corporate Services	Arrestment handling charge per item	£1.00	£1.00	0	0%
Corporate Services	Charges for credit card payment	2.35%	1.89%	0	0%
Corporate Services	Charges for internet credit card payments	1.80%	1.80%	0	0%
Corporate Services	Issue of explosives store licence	£175.00	£175.00	0	0%
Corporate Services	Renewal of explosives store licence	£82.00	£82.00	0	0%
Corporate Services	Registration for keeping explosives	£103.00	£103.00	0	0%
Corporate Services	Renewal for registration for keeping explosives	£51.00	£51.00	0	0%
Corporate Services	Variation, transfer or replacement of licence or registration for keeping explosives	£34.00	£34.00	0	0%
Corporate Services	Poisons - registration	£30.00	£30.45	£0.45	1.5%
Corporate Services	Poisons - re-registration	£15.80	£16.04	£0.24	1.5%
Corporate Services	Poisons - amendment to registration	£8.05	£8.17	£0.12	1.5%
Corporate Services	Taxi Car Licence	£369.00	£374.54	£5.53	1.5%
Corporate Services	Private Hire Car Licence	£369.00	£374.54	£5.53	1.5%
Corporate Services	Taxi/Private Hire Car Driver Licence	£92.00	£93.38	£1.38	1.5%
Corporate Services	Second Hand Dealer Licence	£369.00	£374.54	£5.53	1.5%
Corporate Services	Second Hand Motor Dealer Licence	£425.00	£431.38	£6.37	1.5%
Corporate Services	Metal Dealer Licence	£425.00	£431.38	£6.37	1.5%
Corporate Services	Boat Hire Licence	£220.00	£223.30	£3.30	1.5%
Corporate Services	Street Trader Licence	£220.00	£223.30	£3.30	1.5%
Corporate Services	Street Trader - Charity/Temporary	£72.00	£73.08	£1.08	1.5%
Corporate Services	Market Operator Licence	£425.00	£431.38	£6.37	1.5%
Corporate Services	Market Operator - voluntary/charitable organisation holding one event per year	£141.00	£143.12	£2.11	1.5%
Corporate Services	Public Entertainment Licence	£425.00	£431.38	£6.37	1.5%

CORPORATE SERVICES LIST OF INCOME CHARGES FOR 2010/11 BUDGET						
Corporate Services	Public Entertainment temporary Licence	£118.00	£119.77	£1.77	1.5%	
Corporate Services	Late hours catering licence	£425.00	£431.38	£6.37	1.5%	
Corporate Services	Window Cleaner Licence	£220.00	£223.30	£3.30	1.5%	
Corporate Services	HMO - premises of up to 10 persons	£666.00	£675.99	£9.99	1.5%	
Corporate Services	HMO - premises with more than 10 persons	£820.00	£832.30	£12.30	1.5%	
Corporate Services	Amendment to HMO licence	£102.00	£103.53	£1.53	1.5%	
Corporate Services	Substitution of vehicle (taxi/private hire) - same day	£72.00	£73.08	£1.08	1.5%	
Corporate Services	Substitution of vehicle (taxi/private hire) - within 5 days	£51.00	£51.77	£0.76	1.5%	
Corporate Services	Certified copy of a licence	£31.00	£31.47	£0.46	1.5%	
Corporate Services	Re-issue of a badge	£31.00	£31.47	£0.46	1.5%	
Corporate Services	Re-issue of taxi/private hire car plate	£31.00	£31.47	£0.46	1.5%	
Corporate Services	Extract of Civic Government Register	£26.00	£26.39	£0.39	1.5%	
Corporate Services	Copy of Civic Government Register	£72.00	£73.08	£1.08	1.5%	
Corporate Services	Info to Banks etc - Handling Charge	£16.35	£16.60	£0.25	1.5%	
Corporate Services	Income from SLA - Departmental Recharges	£50.00	£50.00	£0.00	0%	
Corporate Services	Registrars Fees and Charges	£9.00	£9.00	£0.00	0%	
Corporate Services	Registrars Search & Geneology - Particular Search	£5.00	£5.00	£0.00	0%	
Corporate Services	Registrars Search & Geneology - General Search	£10.00	£10.00	£0.00	0%	
Corporate Services	Registrars Rental Income - Registrars Office Wedding	£63.00	£63.95	£0.94	1.5%	
Corporate Services	Registrars Rental Income - Registrars Office Wedding - Saturday	£125.00	£126.88	£1.87	1.5%	
Corporate Services	Marriage Notices (Per Person)	£28.00	£28.00	£0.00	0%	
Corporate Services	Civil Partnership Solemnisation	£50.00	£50.00	£0.00	0%	
Corporate Services	Admin charges, approved venue weekday	£125.00	£126.88	£1.87	1.5%	
Corporate Services	Admin charges, approved venue Saturday	£160.00	£162.40	£2.40	1.5%	
Corporate Services	Admin charges, evenings after 6pm	£190.00	£192.85	£2.85	1.5%	
Corporate Services	Approved Venue One Off Licence	£250.00	£253.75	£3.75	1.5%	

CORPORATE SERVICES LIST OF INCOME CHARGES FOR 2010/11 BUDGET						
Corporate Services	Approved Venue Three Year Licence		£500.00	£507.50	£7.50	1.5%
Corporate Services	Boat/Train Venue One Off Licence		£400.00	£406.00	£6.00	1.5%
Corporate Services	Boat/Train Venue Three Year Licence		£500.00	£507.50	£7.50	1.5%

OPERATIONAL SERVICES

2010/11 CHARGES - FINAL

NOTE: CHARGES APPLICABLE AFTER 1/4/2010

OPERATIONAL SERVICES CHARGES 2010/11

PEST CONTROL/DOG WARDENS		2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	
PEST CONTROL										
Eradication of Rodent or Insect Pests - Domestic dwelling premises. This covers all dwelling premises either private or rented from Housing Associations/Social Landlords/Private Landlords.		49.79	8.71	58.50	51.06	8.94	60.00	1.50	2.6%	Standard Charge includes £20.00 (inclusive of VAT) non refundable survey cost - Payment MUST be made in Advance If no treatment is required a refund of £40.00 (inclusive of VAT) will be made to the customer.
Eradication of Rodent or Insect Pests - Commercial										
Survey and/or Treatment up to 30 minutes		53.19	9.31	62.50	54.47	9.53	64.00	1.50	2.4%	
Subsequent Treatment per 20 minutes		32.77	5.73	38.50	33.19	5.81	39.00	0.50	1.3%	
Issue of Rodent Control Certificate		97.87	17.43	115.00	99.57	17.43	117.00	2.00	1.7%	
Annual Agreement - Commercial			By Negotiation			By Negotiation				
Eradication of Rodents or Insect Pests - Internal Recharge										Council Departments should be charged for each service at the same rates as commercial customers but with no VAT being added.
Survey and/or Treatment up to 30 minutes		53.00	0.00	53.00	54.47	0.00	54.47	1.47	2.8%	
Subsequent Treatment per 20 minutes		32.00	0.00	32.00	33.19	0.00	33.19	1.19	3.7%	
DOGS										
Standard Fee (Statutory Fee)		25.00	0.00	25.00	25.00	0.00	25.00	0.00	0.0%	Payment in advance. Proof of identity must be shown, at Area Office when payment is made. A receipt will then be issued to allow the owner to collect their dog from the kennels.
Daily Boarding Fee		10.90	0.00	10.90	10.90	0.00	11.00	0.10	0.9%	
Kennel Inoculation Fee		28.94	5.06	34.00	29.36	5.14	34.50	0.50	1.5%	Requirement of kennel operators on acceptance of stray dogs that they are inoculated for kennel cough.

OPERATIONAL SERVICES CHARGES 2010/11

REFUSE COLLECTION/STREET SWEEPING	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	Payment Details
Supply of Compost Bins									
Supply of Sacks for Commercial Use (pack of 50)	155.74	27.26	183.00	158.30	27.70	186.00	3.00	1.6%	Superseded by a national scheme subsidised by Scottish Government. Household holders can order direct by phoning 0845 077 0756 or www.wasteawarescotland.org.uk
Confidential Sacks - Includes Uplift, Shredding and disposal A minimum of 8 sacks per order	10.80	0.00	10.80	11.00	0.00	11.00	0.20	1.9%	Purchased at Area Offices (payment in advance). Also needs to be accompanied by completion of a duty of care form.
Poop Scoops - Refill Bags (Per 50)	0.65	0.10	0.75	0.85	0.15	1.00	0.25	33.3%	Internal Only (no vat on internal charges). Confidential sacks should be kept by Roads and Amenity Staff only for issuing
Sale of Wheelie Bins (subject to Council's purchase price)									Purchased at Area Offices (payment in advance).
Domestic Use Only 140 Litre Bins	24.52	0.00	24.52	25.00	0.00	25.00	0.48	2.0%	140 bin to be sold for domestic use only.
Domestic Use Only 240 Litre Bins	24.52	0.00	24.52	25.00	0.00	25.00	0.48	2.0%	Payment must be received in advance for all domestic bins
Commercial Use Only 240 Litre Bins	62.13	10.87	73.00	62.98	11.02	74.00	1.00	1.4%	360-1280 bins are for commercial use and should
Commercial Use Only 360 Litre Bins	90.21	15.79	106.00	91.91	16.09	108.00	2.00	1.9%	only be sold in exceptional circumstances for
Commercial Use Only 660 Litre Bins	229.79	40.21	270.00	233.19	40.81	274.00	4.00	1.5%	household use
Commercial Use Only 1100 Litre Bins	279.15	48.85	328.00	283.40	49.60	333.00	5.00	1.5%	
Commercial Use Only 1280 Litre Bins	287.66	50.34	338.00	291.91	51.09	343.00	5.00	1.5%	
Householder Special Refuse Collection (minimum charge) (Minimum Charge covers work of two men and vehicle up to ten minutes at house)	24.96	0.00	24.96	30.00	0.00	30.00	5.04	20.2%	Payment in advance for minimum charge. (10mins)
Extra Charge, charged per 10 minutes over minimum charge	4.70	0.00	4.70	10.00	0.00	10.00	5.30	112.8%	If uplift going to take more than 10 mins then an officer should be informed and a site visit arranged to allow an estimated time and cost to be agreed
Commercial Special Uplift (Charge Per Hour -Minimum Charge 1 hour) Housing Associations should be charged at this rate.	75.74	13.26	89.00	85.11	14.89	100.00	11.00	12.4%	Charge is £100.00 (inc VAT) per hour based on £57.50 (£48.94 ex VAT) for uplift and disposal charge of £42.50 (£36.17 ex VAT) (assumed load of 0.5 tonnes) Time to be charged from vehicle leaving depot until return to depot.
Householder Asbestos cement collection (minimum charge £190.00 up to 30mins.) £95.00 every further 30mins. Only available to householders.	186.96	0.00	186.96	200.00	0.00	200.00	13.04	7.0%	Ferry fares to apply here at cost but for some islands with difficult access customers may have to be advised of specific arrangements.
Return of Supermarket trolleys (each)	29.45	5.15	34.60	29.79	5.21	35.00	0.40	1.2%	
PUBLIC CONVENIENCES									
Entrance Fee (where turnstile fitted)	0.20	0.00	0.20	0.20	0.00	0.20	0.00	0.0%	
Radar Keys	3.00	0.00	3.00	3.00	0.00	3.00	0.00	0.0%	Purchased at Area Offices. A supply is kept at Manse Brae

OPERATIONAL SERVICES CHARGES 2010/11

COMMERCIAL REFUSE COLLECTION			
Bands	2009/10 NET	VAT	2009/10 GROSS
1-5	416.52	72.89	489.41
6-10	938.26	164.20	1,102.46
11-15	1,459.13	255.35	1,714.48
16-20	1,980.00	346.50	2,326.50
21-25	2,502.61	437.96	2,940.57
26-30	3,024.35	529.26	3,553.61
31-35	3,545.22	620.41	4,165.63
36-40	4,066.09	711.57	4,777.65
41-45	4,588.70	803.02	5,391.72
46-50	5,110.43	894.33	6,004.76
51-55	5,629.57	985.17	6,614.74
56-60	6,151.30	1,076.48	7,227.78
61-65	6,673.04	1,167.78	7,840.83
66-70	7,193.91	1,258.93	8,452.85
71-75	7,714.78	1,350.09	9,064.87
76-80	8,236.52	1,441.39	9,677.91

Wheeled Bins			
	2009/10 NET	VAT	2009/10 GROSS
(based on 1 uplift per week)			
140/240 ltr	171.30	29.98	201.28
340 ltr	242.61	42.46	285.07
660 ltr	465.22	81.41	546.63
1100 ltr	775.65	135.74	911.39
1280 ltr	902.61	157.96	1,060.57

COMMERCIAL REFUSE COLLECTION			
Bands	2009/10 NET	VAT	2009/10 GROSS
81-85	8,759.13	1,532.85	10,291.98
86-90	9,279.13	1,623.85	10,902.98
91-95	9,800.87	1,715.15	11,516.02
96-100	10,322.61	1,806.46	12,129.07
101-105	10,844.35	1,897.76	12,742.11
106-110	11,366.09	1,989.07	13,355.15
111-115	11,886.09	2,080.07	13,966.15
116-120	12,406.96	2,171.22	14,578.17
121-125	12,928.70	2,262.52	15,191.22
126-130	13,450.43	2,353.83	15,804.26
131-135	13,971.30	2,444.98	16,416.28
136-140	14,492.17	2,536.13	17,028.30
141-145	15,014.78	2,627.59	17,642.37
146-150	15,536.52	2,718.89	18,255.41
151-155	16,056.52	2,809.89	18,866.41
156-160	16,578.26	2,901.20	19,479.46

Commercial Refuse Agreements are sent direct from Manse Brae based on the information kept on the central database. The Agreement is also used as a Waste Transfer Note.

In circumstances where premises are compacting waste the Council reserves the right to adjust load count or wheeled bin measurements accordingly.

Minimum Charge for 2009/10 - £201.28 (Gross).

Equivalent to the 240 litre bin charge for collection and landfill tax uplifted once a week.

OPERATIONAL SERVICES CHARGES 2010/11

COMMERCIAL REFUSE COLLECTION				Increase (£)	Increase %
Bands	2010/11 NET	VAT	2010/11 GROSS		
1-5	446.81	78.19	525.00	35.59	7.3%
6-10	1006.81	176.19	1,183.00	80.54	7.3%
11-15	1565.96	274.04	1,840.00	125.52	7.3%
16-20	2124.26	371.74	2,496.00	169.50	7.3%
21-25	2685.11	469.89	3,155.00	214.43	7.3%
26-30	3245.11	567.89	3,813.00	259.39	7.3%
31-35	3804.26	665.74	4,470.00	304.37	7.3%
36-40	4362.55	763.45	5,126.00	348.35	7.3%
41-45	4923.40	861.60	5,785.00	393.28	7.3%
46-50	5483.40	959.60	6,443.00	438.24	7.3%
51-55	6040.85	1057.15	7,098.00	483.26	7.3%
56-60	6600.00	1155.00	7,755.00	527.22	7.3%
61-65	7160.00	1253.00	8,413.00	572.17	7.3%
66-70	7719.15	1350.85	9,070.00	617.15	7.3%
71-75	8278.30	1448.70	9,727.00	662.13	7.3%
76-80	8837.45	1546.55	10,384.00	706.09	7.3%

Commercial Refuse Agreements are sent direct from Manse Brae based on the information kept on the central database. The Agreement is also used as a Waste Transfer Note.

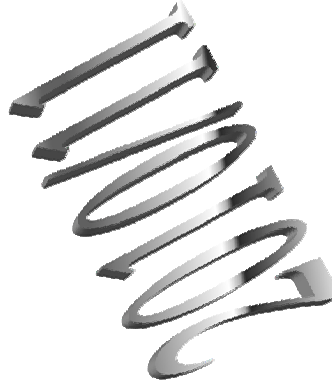
In circumstances where premises are compacting waste the Council reserves the right to adjust load count or wheeled bin measurements accordingly.

COMMERCIAL REFUSE COLLECTION				Increase (£)	Increase %
Bands	2010/11 NET	VAT	2010/11 GROSS		
81-85	9398.30	1644.70	11,043.00	751.02	7.3%
86-90	9956.60	1742.40	11,699.00	796.02	7.3%
91-95	10516.60	1840.40	12,357.00	840.98	7.3%
96-100	11075.74	1938.26	13,014.00	884.93	7.3%
101-105	11635.74	2036.26	13,672.00	929.89	7.3%
106-110	12195.74	2134.26	14,330.00	974.85	7.3%
111-115	12754.04	2231.96	14,986.00	1,019.85	7.3%
116-120	13312.34	2329.66	15,642.00	1,063.83	7.3%
121-125	13872.34	2427.66	16,300.00	1,108.78	7.3%
126-130	14432.34	2525.66	16,958.00	1,153.74	7.3%
131-135	14991.49	2623.51	17,615.00	1,198.72	7.3%
136-140	15549.79	2721.21	18,271.00	1,242.70	7.3%
141-145	16110.64	2819.36	18,930.00	1,287.63	7.3%
146-150	16670.64	2917.36	19,588.00	1,332.59	7.3%
151-155	17228.94	3015.06	20,244.00	1,377.59	7.3%
156-160	17788.09	3112.91	20,901.00	1,421.54	7.3%

Wheeled Bins				Increase (£)	Increase %
	2010/11 NET	VAT	2010/11 GROSS		
(based on 1 uplift per week)					
140/240 ltr	183.83	32.17	216.00	14.72	7.3%
340 ltr	260.43	45.57	306.00	20.93	7.3%
660 ltr	499.57	87.43	587.00	40.37	7.4%
1100 ltr	832.34	145.66	978.00	66.61	7.3%
1280 ltr	968.51	169.49	1,138.00	77.43	7.3%

Minimum Charge for 2010/11 - £216.00 (Gross).

Equivalent to the 240 litre bin charge for collection and landfill tax uplifted once a week.



**OPERATIONAL SERVICES CHARGES 2010/11
RECYCLING CHARGES**

Charges for recycling collections or treatment should in general be levied on the commercial sector on the same basis as normal refuse collection or disposal, but with the benefit of no landfill tax payment being applied to the charge.

All Waste Disposal Sites and Civic Amenity/Recycling Sites, use by the commercial sector (if permitted by the license conditions) should only be allowed in return for the payment of the appropriate rate, equivalent to the disposal charge excluding landfill tax. In this respect there has been a pre-paid punch card system brought into use from February 2002.

Users of our sites should be provided with a Duty of Care Certificate under the Environmental Protection Act 1990 to meet their, and the Council's legal requirement. (Guidance issued prior to start of service)

2010-11 - Minimum Charge for cardboard and glass recycling is £65.00 (Gross)

RECYCLING CHARGES		2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	VAT Cat	Cost Centre/Account Code - Paper
Office Paper Amount											
Large Bag/1 x wk		86.81	15.19	102.00	88.51	15.49	104.00	2.00	2.0%	1	A701000**00 61160
Paper and Cardboard Collection (fortnightly)											
Weekly services shall be charged accordingly at fortnightly rate x 2 (Bin provided by Council as part of collection charge) (Service not available in all areas, check with local area office)											
340ltr Bin		54.47	9.53	64.00	55.32	9.68	65.00	1.00	1.6%	1	A701000**00 61160
660ltr Bin		77.45	13.55	91.00	78.30	13.70	92.00	1.00	1.1%	1	A701000**00 61160
1100ltr Bin		148.09	25.91	174.00	150.64	26.36	177.00	3.00	1.7%	1	A701000**00 61160
Commercial Sacks for Recyclable Waste		246.81	43.19	290.00	250.21	43.79	294.00	4.00	1.4%	1	A701000**00 61160
(Service available in Kintyre, (inc Tarbert) Bute and areas of Cowal serviced by Fyne Futures)											
Sacks can be purchased (payment in advance) from Operational Services Offices in Burnet Building, Campbelltown and High Street, Rothesay. Cowal customers from Milton House, Dunoon. A completed Duty of Care Form must be completed.											
Sack		0.85	0.15	1.00	0.85	0.15	1.00	0.00	0.0%	1	A701000**00 62211
Recyclable Waste Brought to Civic Amenity/Recycling Facilities											
Purchase of Punch Card - Price per card Payment must be made in advance		25.19	4.41	29.60	25.53	4.47	30.00	0.40	1.4%	1	A701000**00 62211
Cooking Oil Collection (per 20/24ltr container) Mull, Iona & Tiree		2.04	0.36	2.40	2.09	0.36	2.45	0.05	2.1%	1	A701000**00 62209
Glass Collection - Segregated available on mainland Argyll & Isle of Bute											
240 litre bin/1 x wk		36.34	6.36	42.70	37.02	6.48	43.50	0.80	1.9%	1	A701000**00 61140
330/360 litre bin 1 x wk		49.36	8.64	58.00	50.21	8.79	59.00	1.00	1.7%	1	A701000**00 61140
660 litre bin 1 x wk		97.87	17.13	115.00	99.57	17.43	117.00	2.00	1.7%	1	A701000**00 61140
1100/1280 litre bin 1 x wk		151.30	22.70	174.00	150.64	26.36	177.00	3.00	1.7%	1	A701000**00 61140
Glass Collection - Mixed (fortnightly service)											
(Service available only on Isles of Islay, Jura, Iona, Mull and Tiree)											
240 litre bin		54.47	9.53	64.00	55.32	9.68	65.00	1.00	1.6%	1	A701000**00 61140
660 litre bin		148.09	25.91	174.00	150.64	26.36	177.00	3.00	1.7%	1	A701000**00 61140

OPERATIONAL SERVICES CHARGES 2010/11

FRONT END LOADER BINS	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Commercial/Industrial								
Per cubic Yard / Uplifted twice weekly	927.83	139.17	1,067.00	995.65	149.35	1,145.00	78.00	7.3%
Per Cubic Metre/Uplifted twice weekly	1,068.56	164.35	1,260.00	1,068.56	176.35	1,352.00	92.00	7.3%
<p>Any charge by Shanks above this level to be re-charged at cost + 2% for internal or external customers Only a few FEL bins are charged directly by the council, reflecting the PPP Waste Management Agreement.</p>								

OPERATIONAL SERVICES CHARGES 2010/11

SKIPS		2009/10		2010/11		2010/11		Increase (%)		PAYMENT DETAILS
THIS SERVICE ONLY AVAILABLE ON ISLAY, MULL AND TIRRE. CUSTOMERS IN ALL OTHER AREAS TO BE DIRECTED TO SHANKS		NET	VAT	GROSS	NET	VAT	GROSS	£	%	
Hire of Skips for 24 hours		4.00	0.70	4.70	4.09	0.71	4.80	0.10	2.1%	Where skip hires are for 'one off' occasions, or
Commercial										hired by firms from outside the area, or are known
Service of Skip - Up to 10miles travel, one way from disposal point		51.91	9.09	61.00	52.77	9.23	62.00	1.00	1.6%	bad payers', payment should be requested in advance
Service of Skip - Up to 20miles travel, one way from disposal point		66.38	11.62	78.00	67.23	11.77	79.00	1.00	1.3%	This payment is based on an estimate by the
Service of Skip - Over 20miles travel, one way from disposal point		82.55	14.45	97.00	84.26	14.74	99.00	2.00	2.1%	customer of the number of days the skip will be hired
Tipping Charge per Service, including Landfill Tax (Active) Tiree Only - See note below		163.40	28.60	192.00	185.53	32.47	218.00	26.00	13.5%	and the estimated number of services and tonnage.
Tipping Charge per Service, including Landfill Tax (Inactive) Tiree Only - See note below		96.17	16.83	113.00	97.87	17.13	115.00	2.00	1.8%	The skip should not be put on site until this payment is
Fish Wastes (additional charge per skip)		80.00	14.00	94.00	81.70	14.30	96.00	2.00	2.1%	received. The instruction issued should state the
Tipping Charges - Tiree based on 2.7 tonnes (average weight)										day the skip should be removed.
Tipping Charges - Islay and Mull - As Gartbreck (Islay) and Glengorm (Mull) Landfill Sites have a weighbridge the Tipping										Inform the customer of these requirements and ask
Charge element should be charged as per the prices on the Waste Disposal page of the charges. Currently £85.00 per tonne.										them to notify you and make further payment if skip is
Any ferry charges involved with skip hire will be recharged at cost										required for more than the original time agreed.

OPERATIONAL SERVICES CHARGES 2010/11

Scrap Car Removal and Disposal from households only
*Commercial Premises are not included in this service
 and should make their own arrangements with appropriate
 vehicle dismantlers*

SCRAP CARS	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	
Scrap Car Deposit Voucher - per car	69.79	12.21	82.00	70.64	12.36	83.00	1.00	1.2%	Householder must pay fee and show registration document as proof of ownership before voucher can be issued. Car must be taken to appropriate Council or Shanks disposal site by Householder. The voucher services is not available in Helensburgh and Lomond where advice can be given on disposal.
Removal and disposal from householders	114.89	20.11	135.00	116.60	20.40	137.00	2.00	1.5%	Householders should be advised of national takeback schemes i.e. Cartakeback and Autogreen, before proceeding with removal request and payment.
Removal of abandoned car where owner can be traced	300.00	0.00	300.00	300.00	0.00	300.00	0.00	0.0%	If car has to be stored due to its condition (e.g. still taxed) in Council Depot an additional £20 per storage charge per day should be added.
Removal of car by arrangement on private, or other public sector ground, where the last registered keeper cannot be traced. The Service Director shall have the discretion to require a payment in advance from the landowner prior to instructing the removal of such abandoned vehicle (refer to 3.4.7 (ii) of report on charges in Operational Services to Strategic Policy Committee of 27/1/2005.	114.89	20.11	135.00	116.60	20.40	137.00	2.00	1.5%	A 24 hour notice on the car must be served prior to removal and disposal.

Ferry fares to apply here at cost for some islands with difficult access. Customers may have to be advised of specific arrangements where car cannot be accessed or uplifted by normal vehicle(s) due to its location or condition

OPERATIONAL SERVICES CHARGES 2010/11

Waste Disposal	Assumed Load	Ordinary Waste incl Landfill Tax 2009/10 NET	VAT	Ordinary Waste incl Landfill Tax 2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	Inactive Waste incl Landfill Tax 2009/10 NET	VAT	Inactive Waste incl Landfill Tax 2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	Payment Details
Waste Disposal Cost per tonne (Where weighbridge used) or at a higher rate if this reflects a re-charge by Shanks		63.83	11.17	75.00	72.34	12.66	85.00	10.00	13.3%	6.04	1.06	7.10	6.13	1.07	7.20	0.10	1.4%	Prepayment account system can be set up for Mull and Islay weighbridge users.
Landfill Tax Element of above charges (per tonne)				47.00	48.00	8.40	56.40	9.40	20.0%	2.13	0.37	2.50	2.17	0.38	2.55	0.05	2.0%	
Pre Paid Tipping Vouchers (Tiree only)																		
Vehicle Gross Weight																		Inactive waste rate applies (where applicable) at all sites
7.5 tonnes - 17 tonnes	8 tonnes	510.64	89.36	600.00	578.72	101.28	680.00	80.00	13.3%	48.51	8.49	57.00	49.02	8.58	57.60	0.60	1.1%	All tipping vouchers are pre paid at the Area Office
17 tonnes - 26 tonnes	12 tonnes	765.96	134.04	900.00	868.09	151.91	1,020.00	120.00	13.3%	72.34	12.66	85.00	73.53	12.87	86.40	1.40	1.6%	Council has the right not to accept Commercial/Industrial Hazardous Waste and has the right to refuse difficult waste unsuitable for landfill e.g. large plastic volumes.
Over 26 tonnes	15 tonnes	957.45	167.95	1,125.00	1,085.11	189.89	1,275.00	150.00	13.3%	90.21	15.79	106.00	91.91	16.09	108.00	2.00	1.9%	
Assumed loads per vehicle type																		
Small Van/pick up (Escort size)	0.4 tonnes	25.53	4.47	30.00	28.94	5.06	34.00	4.00	13.3%									
Medium Van/pick up (Transit size)	0.8 tonnes	51.06	8.94	60.00	57.87	10.13	66.00	8.00	13.3%									
Large Van/pick up (twin wheeled)	1.2 tonnes	76.60	13.40	90.00	86.81	15.19	102.00	12.00	13.3%									
Tipper/Large Box Van (over 3.5 tonnes and less than 7.5 tonnes)	3 tonnes	191.49	33.51	225.00	217.02	37.98	255.00	30.00	13.3%									

OPERATIONAL SERVICES CHARGES 2010/11

OUTDOOR RECREATION	2009/10		2010/11		Increase %	2009/10		2010/11		Increase (£)	Increase %	
	NET	VAT	GROSS	Adult		NET	VAT	GROSS	Adult			
Putting/Crazy Golf/Trampoline	1.79	0.31	2.10	1.83	0.05	0.85	0.15	1.00	0.89	0.16	1.05	5.0%
Tennis												
Per Session	1.79	0.31	2.10	1.83	0.05	0.85	0.15	1.00	0.89	0.16	1.05	5.0%
Season Ticket	33.53	5.87	39.40	34.04	0.60	16.17	2.83	19.00	17.02	2.98	20.00	5.3%
Hire of Racquet and balls	1.79	0.31	2.10	1.83	0.05	0.85	0.15	1.00	0.89	0.16	1.05	5.0%
Cricket Wicket (unprepared)	22.64	3.96	26.60	22.98	0.40	-	-	-	-	-	-	-
Cricket Wicket (prepared)	40.85	7.15	48.00	41.70	1.00	-	-	-	-	-	-	-
Bowling Season Ticket (Season April-Sept)	40.85	7.15	48.00	41.70	1.00	19.74	3.46	23.20	20.86	3.65	24.50	5.6%
Bowling	1.79	0.31	2.10	1.83	0.05	0.89	0.16	1.05	0.89	0.16	1.05	0.0%
Hire of Stadium (Mossfield, Duncon and Rothessay) for a Major Event	485.11	64.89	570.00	510.64	30.00	-	-	-	-	-	-	5.3%
Hire of McCaigs Tower (weddings)	189.79	33.21	223.00	212.77	27.00	-	-	-	-	-	-	12.1%
Cowal Games	4,000.00	700.00	4,700.00	4,085.11	100.00	-	-	-	-	-	-	2.1%
Rental of Stall - Per Linear Metre	51.50	0.00	51.50	51.50	0.50	-	-	-	-	-	-	1.0%
Rent of Stall by Registered Charity-per stall	20.00	3.50	23.50	20.30	0.35	-	-	-	-	-	-	1.5%

When any of the stadiums are to be hired for a major event they should be charged an amount which covers all preparation costs incl staff time, clearing up costs as well as the hire for the time used.

OPERATIONAL SERVICES CHARGES 2010/11

PLAYING FIELDS		2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %	PAYMENT DETAILS	
Hire of Pitch (per game)	Adult	26.81	4.69	31.50	51.06	8.94	60.00	28.50	90.5%		Applications should be made for the hire of playing fields and a letter confirming dates should be issued. Forms are available from Roads and Amenity Services, Manse Brae. All hires must be paid in advance. Booking/Payment 10 Games in Advance Clubs should be encouraged to book and pay for 10 games in advance. They will save money as they are exempt from paying VAT. The Finance Cash Receipting system includes a choice for this payment which must go through differently than normal. The VAT category for this option is 3 If games are cancelled this payment can be carried to the next available date. NO REFUNDS SHOULD BE GIVEN
	Concession	13.40	2.35	15.75	25.53	4.47	30.00	14.25	90.5%		
Hire of Pitch for training (per Session)	Adult	7.06	1.24	8.30	12.77	2.23	15.00	6.70	80.7%		
	Adult	15.06	2.64	17.70	15.32	2.68	18.00	0.30	1.7%		
	(Concession)	7.53	1.32	8.85	7.66	1.34	9.00	0.15	1.7%		
Grandstand (Public Restricted)	Adult	159.15	27.85	187.00	161.70	28.30	190.00	3.00	1.6%		
	(Concession)	-	-	-	-	-	-	-	-		
DUNNOON STADIUM											
Hire of running Track-without marking		8.09	1.41	9.50	8.51	1.49	10.00	0.50	5.3%		
Hire of Running Track-with marking		37.45	6.55	44.00	38.30	6.70	45.00	1.00	2.3%		
Grass Tracks:-											
Hire of Running Track (without marking)		8.09	1.41	9.50	8.51	1.49	10.00	0.50	5.3%		
Hire of Running Track (with marking)		113.19	19.81	133.00	114.89	20.11	135.00	2.00	1.5%		

OPERATIONAL SERVICES CHARGES 2010/11

FAIRS	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Hire of ground for 1 week (7 days) With total frontage of all rides/stalls, less than 49 linear metres	256.00	0.00	256.00	260.00	0.00	260.00	4.00	1.6%
Hire of Ground for 1 week (7 days). With total frontage of all rides/stalls, over 49 linear metres - per linear metre	5.25	0.00	5.25	5.30	0.00	5.30	0.05	1.0%
Food Vans/Stalls - Hire of Ground per week (7days) - per linear metre	3.90	0.00	3.90	3.95	0.00	3.95	0.05	1.3%
Charitable Organisations - Hire of Ground up to 7 days - per linear metre	2.61	0.00	2.61	2.65	0.00	2.65	0.04	1.5%

An application must be received from the Fair Operators.

The Basic Charge for every Ride/Stall is £260 (Up to 7 days) up to 49 Linear Metres. If a stall is over 49 Linear Metres it should be charged at £5.30 per Linear Metre i.e Ride frontage of 51 Linear Metres = 51 x £5.30 = £270.30
A master copy of the Application form is available from Roads and Amenity Services at Manse Brae, Lochgilphead as well as the instructions

These Charges do not include any charge for Commercial Refuse Collection this will require to be calculated by identified need

OPERATIONAL SERVICES CHARGES 2010/11

FLORAL DECORATION, charges are per day	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Hire of Round or Half Baskets (ea)	12.85	2.25	15.10	13.02	2.28	15.30	0.20	1.3%
Troughs 1 Metre Long (ea)	15.57	2.73	18.30	15.83	2.77	18.60	0.30	1.6%
Tubs to 16" diameter (ea)	18.38	3.22	21.60	18.64	3.26	21.90	0.30	1.4%
Tubs over 16" diameter (ea)	26.72	4.68	31.40	27.15	4.75	31.90	0.50	1.6%
Delivery Charge	At cost price with prior notice		At cost price with prior notice					

The supply of floral decorations may be part of a bigger job where the department has been requested to maintain the flowers throughout the summer.

Note:

Loss or damage to containers will be charged to hirer at replacement value.

OPERATIONAL SERVICES CHARGES 2010/11

BURIAL GROUNDS	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
*Interment/Re Opening Lair	422.00	0.00	422.00	422.00	0.00	428.00	6.00	1.4%
Interment (Child under 16)	No Charge	0.00	No Charge	No Charge	0.00	No Charge	0.00	
Exhumations (not including re interment)	451.00	0.00	451.00	458.00	0.00	458.00	7.00	1.6%
Exhumations of Caskets (<i>hourly rate</i>)	29.60	0.00	29.60	30.00	0.00	30.00	0.40	1.4%
*Burial of Cremated Remains	95.00	0.00	95.00	97.00	0.00	97.00	2.00	2.1%
*Scattering of Ashes	73.00	0.00	73.00	74.00	0.00	74.00	1.00	1.4%
*Purchase of Single Lair, incl maintenance	498.00	0.00	498.00	505.00	0.00	505.00	7.00	1.4%
*Purchase of Double Lair, incl maintenance	996.00	0.00	996.00	1010.00	0.00	1010.00	14.00	1.4%
*Purchase of Treble Lair, incl maintenance	1494.00	0.00	1494.00	1515.00	0.00	1515.00	21.00	1.4%
*Lair for Casket only	102.00	0.00	102.00	104.00	0.00	104.00	2.00	2.0%
Transfer of Title Deeds	26.60	0.00	26.60	27.00	0.00	27.00	0.40	1.5%
Extract/Search Register	15.20	0.00	15.20	15.40	0.00	15.40	0.20	1.3%
Administration Fee for Return of Lair	10% of purchase price	0.00	10% of purchase price	10% of purchase price	0.00	10% of purchase price		
Permission to erect Standard Memorial or one off design	81.74	0.00	81.74	83.00	0.00	83.00	1.26	1.5%
Permission to erect semi recumbant book type memorial	40.70	0.00	40.70	41.30	0.00	41.30	0.60	1.5%
Erection of plaques at Cemeteries (where consent granted)	40.70	0.00	40.70	41.30	0.00	41.30	0.60	1.5%
Erection of inscribed memorial plaque (for previously unmarked graves)	137.39	0.00	137.39	140.00	0.00	140.00	2.61	1.9%
Erection of Headstone (Tiree ONLY)	106.09	0.00	106.09	108.00	0.00	108.00	1.91	1.8%

Notes:

* 100% to be added to interment/lair charges (except for the transfer of title deed) for non residents of Argyll & Bute with the following exemptions:

1: - Clear proof that deceased lived permanently in Argyll & Bute within 10 years of death;

2: - If the deceased person has been in long term residential care outwith the boundaries of Argyll & Bute Council, but was previously a resident of Argyll & Bute and was moved to such residential care at the behest of this, or a previous Local Authority;

3: - Any resident or former resident of Argyll & Bute who has died in the service of their country

*£160 will be added to above charges for interments carried out on Saturday, Sunday or a Public Holiday.

OPERATIONAL SERVICES CHARGES 2010/11

CREMATION FEES		2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Child (under 16)		No Charge	-	No Charge	No Charge	-	No Charge		
Adults 16 years and over		438.00	0.00	438.00	438.00	0.00	445.00	7.00	1.6%
Adults 16 years and over - Saturday and Public Holidays		485.00	0.00	485.00	485.00	0.00	492.00	7.00	1.4%
Invoices are usually issued either to the Undertaker, an Executor or a relation. If an invoice is issued to an executor is should be addressed to "Executor of the Late___", c/o Name of Executor.									
Other Services									
Clergy		54.00	0.00	54.00	55.00	0.00	55.00	1.00	1.9%
Dispersion of Ashes		16.90	0.00	16.90	17.20	0.00	17.20	0.30	1.8%
Casket - Purchase		36.90	0.00	36.90	37.50	0.00	37.50	0.60	1.6%
Urn (plus carrier) - Purchase		16.90	0.00	16.90	17.20	0.00	17.20	0.30	1.8%
Book of Remembrance (per line)		19.49	3.41	22.90	19.74	3.46	23.20	0.30	1.3%
Small Book of Remembrance (2 Lines)		62.13	10.87	73.00	62.98	11.02	74.00	1.00	1.4%
Small Book of Remembrance (5 Lines)		115.74	20.26	136.00	117.45	20.55	138.00	2.00	1.5%
Small Book of Remembrance (8 Lines)		171.06	29.94	201.00	173.62	30.38	204.00	3.00	1.5%
Small Book of Remembrance (Gilded Motif/Capital Letter)		41.70	7.30	49.00	42.55	7.45	50.00	1.00	2.0%
Badges		31.49	5.51	37.00	31.91	5.59	37.50	0.50	1.4%
Coat of Arms and Floral Motif		44.26	7.74	52.00	45.11	7.89	53.00	1.00	1.9%
Retention of Ashes - per month		8.70	0.00	8.70	8.70	0.00	8.80	0.10	1.1%
Chapel of Rest		28.20	0.00	28.20	28.20	0.00	28.60	0.40	1.4%
Plaque - Single with inscription		108.09	18.91	127.00	109.79	19.21	129.00	2.00	1.6%
Plaque - Double with single inscriptions		157.45	27.55	185.00	160.00	28.00	188.00	3.00	1.6%
Plaque - Double with two inscriptions		200.00	35.00	235.00	203.40	35.60	239.00	4.00	1.7%
Additional inscription		58.72	10.28	69.00	59.57	10.43	70.00	1.00	1.4%
Use of Crematorium Chapel for a Burial Service		165.00	0.00	165.00	165.00	0.00	167.00	2.00	1.2%
Memorial Kerbstone - (10 years)		135.32	23.68	159.00	137.02	23.98	161.00	2.00	1.3%
Inscription for Kerbstone		4.85	0.85	5.70	4.94	0.86	5.80	0.10	1.8%
The majority of this income is taken at the Crematorium and is recorded on an Income Journal.									
Usually Undertakers directed to clergy from list available at Crematorium									

OPERATIONAL SERVICES CHARGES 2010/11

A - Rates on Vessels	Harbour Dues 2009/10			
	Per Visit	Concession Rates for unlimited Use		
		Up to 24 hours	1 st Week	Summer Comment 4
Category (see Comments 2 & 3)			See Comments 3	
1 - BASIC RATE. All vessels to be charged at this rate unless otherwise approved by the Director of Operational Services (see comment 8)				
Up to 5 metres in length	7.35	36.50	254.00	182.00
Up to 6 metres in length	8.75	43.80	306.00	218.00
Up to 7 metres in length	10.20	51.50	357.00	255.00
Up to 8 metres in length	11.60	59.00	408.00	292.00
Up to 9 metres in length	13.15	66.00	459.00	329.00
Up to 10 metres in length	14.60	73.00	511.00	365.00
Over 10 metres in length	£1.47 per metre			
2 - Vessels actively engaged in a commercial undertaking. (See Comment 7)				
if registered:- per gross registered tonne (see comment 6)	0.25			
Up to 5m in length	3.70	18.45	130.00	93.00
Up to 10m in length	7.45	37.00	260.00	184.00
Up to 15m in length	11.15	55.50	388.00	278.00
Up to 20m in length	14.85	74.00	518.00	371.00
Up to 25m in length	18.60	93.00	648.00	464.00
Up to 30m in length	22.65	111.00	778.00	556.00
Over 30 metres in length	£0.80 per metre			
Bruichladdich Pier only				
3 - All vessels operating a scheduled ferry or pleasure service per gross registered tonne. (See Comment 2)	0.070			
Unmanned Pier	0.065			
4 - Vessels regularly engaged in commercial fishing and paying appropriate fish landing dues to Argyll & Bute Council. (See Comment 3)				
Up to 10m in length	1.70	8.70	62.00	52.50
Up to 15m in length	2.50	13.10	92.00	79.00
Up to 20m in length	3.40	17.40	123.00	104.00
Up to 25m in length	4.20	21.80	152.00	152.00
Up to 30m in length	5.05	26.10	182.00	182.00
Over 30 metres in length	£0.19 per metre			

In ALL of the above cases, zero-rating (for VAT) will ONLY apply where the vessels are "qualifying ships". A "qualifying ship" is legally defined as any ship of a gross tonnage of not less than 15 tonnes and neither designed nor adapted for use for recreation or pleasure.

COMMENTS

- The category and rate under which a vessel is to be charged must be paid at the time of the berthing or on invoicing as appropriate. Failure to make such payment will render the master/owner liable for dues at the "per visit" Basic Rate for each day in harbour, including where the master/owner delays payment pending appeal and the appeal is subsequently rejected. Appeals should be made in writing to:
Director of Operational Services, Argyll and Bute Council, Manse Brae, Lochgilphead, PA31 8RD.
- All vessels are liable for dues at the Basic Rate. Only those, which are actively engaged in the relevant activity, are eligible for Category 2,3 or 4.
- Concession rates for unlimited use will be available only for vessels "regularly sailing". Additional dues will be required for vessels, which have made payment for unlimited use but are not "regularly sailing". A vessel will be deemed to be "regularly sailing" if it leaves the installation for a continuous period of not less than 6 hours between 0600 hours and 2000 hours in any one day for more than 14 days.
- Periods are:
 - 6 month summer period April to September inclusive, or part thereof
 - 6 month winter period October to March inclusive, or part thereof
- All concession Rates for unlimited use must be paid for in advance of the period for which they cover. Failure to do so will result in full rates being applied.
- All vessels actively engaged in commercial undertaking, these would be subject to minimum payment by length as for unregistered vessels.
- Payment for unlimited use should be made in writing to the Director of Operational Services. The ultimate decision if different from the daily rate will be referred to the full Council.
- At Rothesay and Campbeltown Harbours, increased charges are in operation at the pontoon. These rates do not apply.
- The rates and dues include Port Waste Facilities, to the level required by local and leisure craft. Any requirements for additional waste facilities or specialised waste disposal, in terms of the Merchant Shipping & Fishing Vessels (Port Waste Reception Facilities) Regulations 2003, must be made to the Director of Operational Services at least 24 hours in advance. A cost shall be provided this cost shall be paid prior to the provision of the service.

OPERATIONAL SERVICES CHARGES 2010/11

Category (see Comment 2)	Harbour Dues 2010/11							
	Per Visit	Concession Rates for unlimited Use						
	Up to 24 hours	Increase (£)	Increase %	Weekly				
1 - BASIC RATE. All vessels to be charged at this rate unless otherwise approved by the Service Director (see comment 5)	Up to 5 metres in length	7.45	0.10	1.4%	37.00	0.50	1.4%	
	Up to 6 metres in length	8.90	0.15	1.7%	44.50	0.70	1.6%	
	Up to 7 metres in length	10.35	0.15	1.5%	52.50	1.00	1.9%	
	Up to 8 metres in length	11.80	0.20	1.7%	60.00	1.00	1.7%	
	Up to 9 metres in length	13.35	0.20	1.5%	67.00	1.00	1.5%	
	Up to 10 metres in length	14.80	0.20	1.4%	74.00	1.00	1.4%	
	Over 10 metres in length	£1.49 per metre	0.02	1.3%				
	2 - Vessels actively engaged in a commercial undertaking.	If registered:- per gross registered tonne (see comment 6)	0.255	0.005	2.0%			
		If not registered then						
		Up to 5m in length	3.75	0.05	1.4%	18.70	0.25	1.4%
Up to 10m in length		7.55	0.10	1.3%	37.55	0.55	1.5%	
Up to 15m in length		11.30	0.15	1.3%	56.50	1.00	1.8%	
Up to 20m in length		15.10	0.25	1.7%	75.00	1.00	1.4%	
Up to 25m in length		18.90	0.30	1.6%	94.00	1.00	1.1%	
Up to 30m in length		23.00	0.35	1.5%	113.00	2.00	1.8%	
Over 30m in length		£0.81 per metre	0.01	1.2%				
Bruichladdich Pier only								
3 - All vessels operating a scheduled ferry or pleasure service per gross registered tonne.	£1.03 per gross registered tonne							
	0.0730	0.003	4.3%					
4 - Vessels regularly engaged in commercial fishing and paying appropriate fish landing dues to Argyll & Bute Council.							Annual Charge	
	Up to 10m in length	1.75	0.05	2.9%	8.85	0.15	1.7%	
	Up to 15m in length	2.55	0.05	2.0%	13.30	0.20	1.5%	
	Up to 20m in length	3.45	0.05	1.5%	17.70	0.30	1.7%	
	Up to 25m in length	4.25	0.05	1.2%	22.10	0.30	1.4%	
	Up to 30m in length	5.10	0.05	1.0%	26.50	0.40	1.5%	
	Over 30m in length	£0.19 per metre	0.00	0.0%				

COMMENTS

- The category and rate under which a vessel is to be charged must be paid at the time of the berthing or on invoicing as appropriate.
- All vessels are liable for dues at the Basic Rate. Only those, which are actively engaged in the relevant activity, are eligible for Category 2,3 or 4.
- All vessels actively engaged in commercial undertaking, these would be subject to minimum payment by length as for unregistered vessels.
- At Rothesay and Campbeltown Portoon are not managed by Argyll and Bute and are subject to their own charges.
- The above rates and dues include for Port Waste Facilities to the level required by local and leisure craft. Any requirements for additional waste facilities or specialised waste disposal, in terms of the Merchant Shipping & Fishing Vessels (Port Waste Reception Facilities) Regulations 2003, must be made to the Service Director at least 24 hours in advance. This cost shall be paid prior to the provision of the service

In ALL of the above cases, zero-rating will ONLY apply where the vessels are 'qualifying ships'. A "qualifying ship" is legally defined as any ship of a gross tonnage of not less than 15 tonnes and neither designed nor adapted for use for recreation or pleasure.

OPERATIONAL SERVICES CHARGES 2010/11

	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
B – Rates for Goods Shipped, Transhipped or Unshipped at the Pier or Ferry Slip or within the Harbour General Goods Packaged (per tonne)								
Includes Fruit, Beverages, Meat, Dairy Products, General Groceries and Confectionery, Cured Fish, etc.	1.46	0.00	1.46	1.48	0.00	1.48	0.02	1.4%
Dry Bulk Commodities (per tonne)								
Ores, Aggregates and Crushed Stone, Cement and Building Materials, Timber (including Logs), Salt, etc.	1.24	0.00	1.24	1.27	0.00	1.27	0.03	2.4%
Liquid and Gaseous Bulk Products (per tonne)	1.59	0.00	1.59	1.61	0.00	1.61	0.02	1.3%
Liquid and Gaseous Bulk Products (per tonne) - Bruchladdich only	5.61	0.00	5.61	5.70	0.00	5.70	0.09	1.6%
Explosives (per tonne)	56.10	0.00	56.10	57.00	0.00	57.00	0.90	1.6%
Livestock								
Poultry (per bird)	0.24	0.00	0.24	0.25	0.00	0.25	0.01	4.2%
Animals (per animal)	0.45	0.00	0.45	0.46	0.00	0.46	0.01	2.2%
Smolt (per thousand)	3.20	0.00	3.20	3.25	0.00	3.25	0.05	1.6%
Fish, including Shellfish								
Fresh, all varieties and also fish consigned for sale at other markets - commuted dues at percentage of previous years landings.	2.50%	0.00	2.50%	2.50%	0.00	2.50%		
C – Rates on Passenger and Vehicles								
Adult Passengers landing at or embarking from pier (each)	0.28	0.00	0.28	0.29	0.00	0.29	0.01	3.6%
Child passengers landing at or embarking from pier (each)	0.14	0.00	0.14	0.15	0.00	0.15	0.01	7.1%
Private Cars, Taxis, Horses and Agricultural Machinery (Tractors, Trailers, etc.) (each)	0.88	0.00	0.88	0.89	0.00	0.89	0.01	1.1%
Caravans or Trailers (except Commercial Trailers) (each)	1.40	0.00	1.40	1.42	0.00	1.42	0.02	1.4%
Cycles (each)	0.24	0.00	0.24	0.25	0.00	0.25	0.01	4.2%
Motor Cycles (including Sidecar) (each)	0.57	0.00	0.57	0.58	0.00	0.58	0.01	1.8%
Buses (each)	5.00	0.00	5.00	5.00	0.00	5.10	0.10	2.0%
Commercial Vehicles (per metre)	0.58	0.00	0.58	0.59	0.00	0.59	0.01	1.7%
D - Rates for Storage								

For goods remaining in sheds or on the pier or quays for a period longer than 24 hours, 50% of the original pier dues shall be charged for each 24 hours or part thereof.

Provided that in the case of sheds occupied from time to time under lease or let from the Council such dues shall not be charged against the occupier or lessee

The terms of such leases or lets shall be subject to individual negotiation with the Service Director.

NOTES:

- In determining weights for the purpose of charging dues, the weights of the containers of any goods shall be included.
- In terms of terms of liquid, gaseous bulk products, bulk shipments of materials may be charged at discounted rates subject to a request being made in writing to the Service Director, who will then refer the letter to the full Council.
- All empty boxes, barrels, sacks and packages if previously shipped or landed shall be exempt.
- All items not previously specified across shall be chargeable in proportion to other goods of similar bulk and value listed. In the case of any doubt, goods shall be charged as follows:
 - Parcels and packages up to 50kg - £0.23 per package
 - In the case of articles which can be measured - £2.66 per cubic metre
 - In other cases - £2.66 per tonne
- Passengers personal baggage shall be free.

OPERATIONAL SERVICES CHARGES 2010/11

	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
E – Miscellaneous Rates								
Mobile Cranage for each lift	6.55	0.00	6.55	6.65	0.00	6.65	0.10	1.5%
Fresh Water per tonne or part thereof	1.05	0.00	1.05	1.07	0.00	1.07	0.02	1.9%
Left Luggage per article up to 24 hours	1.91	0.34	2.25	1.96	0.34	2.30	0.05	2.2%
Rope Handling To be charged each time i.e., Arrival and departure to charged separately	43.25	0.00	43.25	44.00	0.00	44.00	0.75	1.7%
Timber Debris Clearance Use of Linkspan - Campbelltown Harbour	51.06	8.94	60.00	85.11	14.89	100.00	40.00	66.7%
	228.00	0.00	228.00	231.00	0.00	231.00	3.00	1.3%

OPERATIONAL SERVICES CHARGES 2010/11

Ferry Fares	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Easdale								
Adult - Return	1.60	0.00	1.60	1.65	0.00	1.65	0.05	3.1%
Adult - 5 Return Book	5.30	0.00	5.30	5.40	0.00	5.40	0.10	1.9%
Child - Return	0.80	0.00	0.80	0.85	0.00	0.85	0.05	6.2%
Child - 5 Return Book	2.55	0.00	2.55	2.60	0.00	2.60	0.05	2.0%
Up to Midnight	54.00	0.00	54.00	55.00	0.00	55.00	1.00	1.9%
After Midnight	69.00	0.00	69.00	70.00	0.00	70.00	1.00	1.4%
Cuan								
Adult - Return	1.60	0.00	1.60	1.65	0.00	1.65	0.05	3.1%
Adult - 5 Return Book	5.30	0.00	5.30	5.40	0.00	5.40	0.10	1.9%
Child - Return	0.80	0.00	0.80	0.85	0.00	0.85	0.05	6.2%
Child - 5 Return Book	2.55	0.00	2.55	2.60	0.00	2.60	0.05	2.0%
Motor Cars & Small Vans - Return	6.45	0.00	6.45	6.55	0.00	6.55	0.10	1.6%
Motor Cars & Small Vans - 10 Journey Book	20.70	0.00	20.70	21.00	0.00	21.00	0.30	1.4%
Motor Cars 50% Disability discount - Return	3.20	0.00	3.20	3.25	0.00	3.25	0.05	1.6%
Commercial Vehicles < 3.5t - Return	9.45	1.65	11.10	9.57	1.68	11.25	0.15	1.4%
Commercial Vehicles < 3.5t - 10 Journey Book								
Commercial Vehicles > 3.5t - Return	47.66	8.34	56.00	48.51	8.49	57.00	1.00	1.8%
Commercial Vehicles > 3.5t - 10 Journey Book	12.34	2.16	14.50	12.51	2.19	14.70	0.20	1.4%
Trailers <2.5m - Return	61.28	10.72	72.00	62.13	10.87	73.00	1.00	1.4%
Trailers & Caravans > 2.5m - Return	4.30	0.00	4.30	4.35	0.00	4.35	0.05	1.2%
Motorcycle - Return	9.50	0.00	9.50	9.65	0.00	9.65	0.15	1.6%
Motorcycle - 10 Journey Book	2.65	0.00	2.65	2.70	0.00	2.70	0.05	1.9%
Motor Cars & Small Vans - 3 Monthly Unlimited	8.40	0.00	8.40	8.50	0.00	8.50	0.10	1.2%
Up to Midnight	185.00	0.00	185.00	188.00	0.00	188.00	3.00	1.6%
After Midnight	54.00	0.00	54.00	55.00	0.00	55.00	1.00	1.9%
	69.00	0.00	69.00	70.00	0.00	70.00	1.00	1.4%
Lismore								
Adult - Single	1.35	0.00	1.35	1.40	0.00	1.40	0.05	3.7%
Adult - 10 journey Book	9.50	0.00	9.50	9.65	0.00	9.65	0.15	1.6%
Child - Single	0.70	0.00	0.70	0.75	0.00	0.75	0.05	7.1%
Child - 10 Journey Book	4.60	0.00	4.60	4.70	0.00	4.70	0.10	2.2%
Up to Midnight	54.00	0.00	54.00	55.00	0.00	55.00	1.00	1.9%
After Midnight	69.00	0.00	69.00	70.00	0.00	70.00	1.00	1.4%

OPERATIONAL SERVICES CHARGES 2010/11

Ferry Fares	2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Jura								
Adult - Single	1.35	0.00	1.35	1.40	0.00	1.40	0.05	3.7%
Adult - 10 Journey Book	9.50	0.00	9.50	9.65	0.00	9.65	0.15	1.6%
Child - Single	0.70	0.00	0.70	0.75	0.00	0.75	0.05	7.1%
Child - 10 Journey Book	4.60	0.00	4.60	4.70	0.00	4.70	0.10	2.2%
Cars <5m	7.60	0.00	7.60	7.70	0.00	7.70	0.10	1.3%
Excursion Return (excl Driver)	12.10	0.00	12.10	12.30	0.00	12.30	0.20	1.7%
10 Journey Book (excl Driver)	49.00	0.00	49.00	50.00	0.00	50.00	1.00	2.0%
50 Journey Book (Incl Driver)	249.00	0.00	249.00	253.00	0.00	253.00	4.00	1.6%
Motor Cars 50% Disability discount – Return	-	0.00	-	3.85	0.00	3.85	New Charge	
Comm Veh up to 3.5T (Excl Driver)	13.53	2.37	15.90	13.70	2.40	16.10	0.20	1.3%
Comm Veh over 3.5T (Excl Driver)	17.11	2.99	20.10	17.36	3.04	20.40	0.30	1.5%
Trailers <2.5M	5.10	0.00	5.10	5.20	0.00	5.20	0.10	2.0%
Trailers over 2.5M & Caravans	10.00	0.00	10.00	10.15	0.00	10.15	0.15	1.5%
Motorcycle (Excl Rider)	3.10	0.00	3.10	3.15	0.00	3.15	0.05	1.6%
Motorcycle - 10 Journey Book (Excl Rider)	19.70	0.00	19.70	20.00	0.00	20.00	0.30	1.5%
Up to Midnight	69.00	0.00	69.00	70.00	0.00	70.00	1.00	1.4%
After Midnight	69.00	0.00	69.00	70.00	0.00	70.00	1.00	1.4%

OPERATIONAL SERVICES CHARGES 2010/11 Airfield Charges

All charges are inclusive of VAT, unless otherwise stated.

Standard Landing Charges Applicable to all types of operation (including "Touch and Go" and circuits)			
	2009/10	2010/11	Increase (£)
Up to 1000kg MTWA	£10.00	£10.30	£0.30
1001kg to 1500kg MTWA	£15.00	£15.50	£0.50
1501kg to 2000kg MTWA	£20.00	£20.60	£0.60
2001kg to 2500kg MTWA	£25.00	£25.75	£0.75
2501kg to 3000kg MTWA	£0.00	£36.00	£36.00 New Charge
3001kg to 3500kg MTWA	£0.00	£46.35	£46.35 New Charge
3501kg to 4000kg MTWA	£0.00	£57.00	£57.00 New Charge
4001kg to 4500kg MTWA	£0.00	£67.00	£67.00 New Charge
4501kg to 5000kg MTWA	£0.00	£77.00	£77.00 New Charge
Over 5000kg MTWA	£10.00	£10.30	£0.30
MTWA - Maximum Take-off Weight Authorised			

per additional 500kg or part thereof

Landing Charge Rebates

Only available if full payment is made prior to final departure or approved credit facilities have been agreed:

a) Based Aircraft

Private aircraft - 50% discount

Flying School aircraft on training flights - 75% discount

Other aircraft on training flights - 75% discount (applicable to public transport operator training or private aircraft when being used on a bona fide training course)

b) Visiting Aircraft on Training Flights

First landing - full rate

Subsequent landings - 50% discount

c) Cargo Aircraft

Empty or loaded - 20% discount

Safety-related Diversions Landing (AOPA Scheme)

The Council is prepared to consider requests for waiver of charges from a General Aviation (GA) pilot who makes a general safety-related diversionary landing. This waiver only applies to domestic GA traffic. The council reserves the right to opt out of the AOPA scheme at any time subject to three month's notice being given to AOPA by the council. Eligibility for waiver will be based on the same criteria as for a light aircraft landing fee. i.e. private flight in accordance with Article 115 of the ANO 2005

OPERATIONAL SERVICES CHARGES 2010/11**Flying Clubs**

The council may negotiate agreements for reduced landing charges for flights made for the purpose of the clubs at an airport but not flights made for hire or reward outside the normal range or scope of club activities

**Flights outside normal hours of availability
(Air Ambulance and Search and Rescue)**

Normal hours of availability of Council airports are published in the UK Aeronautical Information Publication (AIP) and on the Council website. Where flights are made outside of these hours by arrangement with the Council an out of hours charge will be payable in accordance with the following rates or such rates as agreed with the Council at the time of the arrangement:

Oban	£370 per hour or part thereof
Coll	£150 per hour or part thereof (helicopter fire cover only)
Colonsay	£150 per hour or part thereof (helicopter fire cover only)
Glenforsa	Not available except for emergency flights by arrangement

The above rates are subject to a minimum charge equivalent to two hours.

Indemnity Certificate - £30 per Airfield

OPERATIONAL SERVICES CHARGES 2010/11 AIRFIELD CHARGES

Aircraft Parking Charges

a) For a period of 24 hours or part thereof

	2009/10	2010/11	Increase (£)	Increase %
First 24 hours	No Charge	No Charge	0.00	0.0%
Thereafter				
Not Exceeding 5 Tonnes MTWA	£1.25 per 500kg or part thereof	£1.30 per 500kg or part thereof	0.05	4.0%
Over 5 tonnes MTWA	£2.50 per tonne or part thereof	£2.60 per tonne or part thereof	0.10	4.0%

b) Weekly, Monthly and Annual Aircraft Parking Fees - applications may be made to the Airport Manager for the purchase of these at a discounted rate. Arrangement and payment must be made in advance of the aircraft parking fee arrangement period.

c) The Council may at any time order an aircraft operator either to move a parked aircraft to another position or remove it from the airport. Failure to comply with the order within the period specified in it will render the operator liable to a **special charge of £40.00 per day plus the standard aircraft parking charge as shown above.**

Passenger Load Supplement (inclusive of Security Charge if Applicable)

Amount payable for each arriving passenger on a Public Transport Flight over the age of two years old.

	2009/10	2010/11	Increase (£)	Increase %
Domestic and International	£7.50	£7.60	0.10	1.3%
				VAT Zero Rated

Cargo Throughput Charge

No charge

**OPERATIONAL SERVICES CHARGES 2010/11
Vehicle Permits**

Annual permit available on application from the Airport Manager

	2009/10	2010/11	Increase (£)	Increase %
Airside Vehicle Permit	£50	£51	1.00	2.0%
Replacement of lost, Stolen or damaged permits	£50	£51	1.00	2.0%

Note: All vehicles proceeding airside must have the minimum level of insurance as specified by Argyll and Bute Council (details on request).

Damage to Airport Property

Where an airport user damages airport property (for which the avoidance of doubt includes, but is not limited to, the runway, buildings, security barriers and fences) the Council shall have the right to recharge the user for any and all reasonable costs incurred by the Council. This includes, but is not limited to make good materials, vehicles, manpower, equipment etc., deemed necessary to make good the damage.

OPERATIONAL SERVICES CHARGES 2010/11

Parking Type	Period	2009/10		2009/10		2010/11		2010/11		Increase (£)	Increase %
		NET	VAT	GROSS	VAT	NET	GROSS	NET	GROSS		
Oban Car Parks (Except Corran No.1) Helensburgh including Pier Area A	0 to 4 hrs	0.17 per 15 mins	0.03	0.20 per 15mins	0.03	0.17 per 15 mins	0.03	0.20 per 15mins	0.00	0.0%	
		0.34 per 30 mins	0.06	0.40 per 30 mins	0.06	0.34 per 30 mins	0.06	0.40 per 30 mins	0.00	0.0%	
		0.51 per 45 mins	0.09	0.60 per 45 mins	0.09	0.51 per 45 mins	0.09	0.60 per 45 mins	0.00	0.0%	
		0.68 per 60 mins	0.12	0.80 per 60 mins	0.12	0.68 per 60 mins	0.12	0.80 per 60 mins	0.00	0.0%	
		0.68 per hour thereafter	0.12	0.80 per hour thereafter	0.12	0.68 per hour thereafter	0.12	0.80 per hour thereafter	0.00	0.0%	
Craignure	Quarterly Season	96.17	16.83	113.00	16.83	97.87	17.13	115.00	2.00	1.8%	
Inveraray	6 monthly season	178.72	31.28	210.00	31.28	181.28	31.72	213.00	3.00	1.4%	
Luss	9 monthly season	257.02	44.98	302.00	44.98	260.43	45.57	306.00	4.00	1.3%	
Tobermory	Annual Season	336.17	58.83	395.00	58.83	340.43	59.57	400.00	5.00	1.3%	
<u>Helensburgh</u>											
Sinclair Street	Maximum 4 Hours	0.17 per 15 mins	0.03	0.20 per 15mins	0.03	0.17 per 15 mins	0.03	0.20 per 15mins	0.00	0.0%	
		0.34 per 30 mins	0.06	0.40 per 30 mins	0.06	0.34 per 30 mins	0.06	0.40 per 30 mins	0.00	0.0%	
		0.51 per 45 mins	0.09	0.60 per 45 mins	0.09	0.51 per 45 mins	0.09	0.60 per 45 mins	0.00	0.0%	
		0.68 per 60 mins	0.12	0.80 per 60 mins	0.12	0.68 per 60 mins	0.12	0.80 per 60 mins	0.00	0.0%	
Commercial Parking in Town Centre											
Lochavullin, Helensburgh Pier Area B Car Park and Longsdale, Oban	0 to 8 hrs	0.94	0.16	1.10	0.16	0.94	0.16	1.10	0.00	0.0%	
	8 to 24 hrs	8.51	1.49	10.00	1.49	8.51	1.49	10.00	0.00	0.0%	
		0.26 per hour	0.04	0.30 per hour	0.04	0.26 per hour	0.04	0.30 per hour	0.00	0.0%	
		0.87 per day	0.13	1.00 per day	0.13	0.87 per day	0.13	1.00 per day	0.00	0.0%	
Seasonal Car Parks											
Fionnphort Corran No 1	0 to 4 hrs	0.17 per 15 mins	0.03	0.20 per 15mins	0.03	0.17 per 15 mins	0.03	0.20 per 15mins	0.00	0.0%	
		0.34 per 30 mins	0.06	0.40 per 30 mins	0.06	0.34 per 30 mins	0.06	0.40 per 30 mins	0.00	0.0%	
		0.51 per 45 mins	0.09	0.60 per 45 mins	0.09	0.51 per 45 mins	0.09	0.60 per 45 mins	0.00	0.0%	
		0.68 per 60 mins	0.12	0.80 per 60 mins	0.12	0.68 per 60 mins	0.12	0.80 per 60 mins	0.00	0.0%	
	4 to 10 hrs	0.70 per hour thereafter	0.10	0.80 per hour thereafter	0.10	0.70 per hour thereafter	0.10	0.80 per hour thereafter	0.00	0.0%	
Seasonal Car Parks - Permits	Seasonal period	74.04	12.96	87.00	12.96	74.89	13.11	88.00	1.00	1.1%	

OPERATIONAL SERVICES CHARGES 2010/11

EXCESS CHARGES – OFF STREET CAR PARKS ONLY											
Penalty Charges	Period	2009/10		2009/10		2010/11		2010/11		Increase (£)	Increase %
		NET	VAT	GROSS	VAT	NET	GROSS				
Excess charge – paid within 7 days		12.30	0.00	12.30	0.00	15.00	0.00	15.00	2.70	22.0%	
Excess charge – paid after 7 days		30.75	0.00	30.75	0.00	35.00	0.00	35.00	4.25	13.8%	
No ticket' charge		41.00	0.00	41.00	0.00	45.00	0.00	45.00	4.00	9.8%	
Irregular parking charge		41.00	0.00	41.00	0.00	45.00	0.00	45.00	4.00	9.8%	
ON STREET											
Inner Zone	Limited to 2 hours maximum	2009/10		2009/10		2010/11		2010/11		Increase (£)	Increase %
		NET	VAT	GROSS	VAT	NET	GROSS				
		80p per 40 mins	0.00	80p per 40 mins	0.00	80p per 40 mins	0.00	80p per 40 mins	0.00	0.0%	
Outer Zone	Limited to 4 hours maximum	2009/10		2009/10		2010/11		2010/11		Increase (£)	Increase %
		NET	VAT	GROSS	VAT	NET	GROSS				
		80p per 40 mins	0.00	80p per 40 mins	0.00	80p per 40 mins	0.00	80p per 40 mins	0.00	0.0%	
Residents Permit	Annual charge	2009/10		2009/10		2010/11		2010/11		Increase (£)	Increase %
		NET	VAT	GROSS	VAT	NET	GROSS				
		77.00	0.00	77.00	0.00	78.00	0.00	78.00	1.00	1.3%	
	Quarterly charge	28.00	0.00	28.00	0.00	28.50	0.00	28.50	0.50	1.8%	

OPERATIONAL SERVICES CHARGES 2010/11

Traffic Management Charges		2009/10 NET	VAT	2009/10 GROSS	2010/11 NET	VAT	2010/11 GROSS	Increase (£)	Increase %
Activity									
Temporary Traffic Regulation Orders									
Provision of Temporary TRO	560.00	0.00	560.00	568.00	0.00	568.00	8.00	1.4%	Plus cost of Advert * See note 1 & 2
Provision of Temporary TRO for Annual Events (2nd year and thereafter)	280.00	0.00	280.00	284.00	0.00	284.00	4.00	1.4%	Plus cost of Advert * See note 1 & 2
Provision of Extension of Temporary TRO	280.00	0.00	280.00	284.00	0.00	284.00	4.00	1.4%	Plus cost of Advert * See note 1 & 2
Provision of Emergency Notice TRO	280.00	0.00	280.00	284.00	0.00	284.00	4.00	1.4%	Plus cost of Advert * See note 1 & 2
Controlled Signing									
Removal of illegal signs	At Cost	0.00	At Cost	At Cost	0.00	At Cost	At Cost		
Release of impounded signs	10.55	0.00	10.55	10.70	0.00	10.70	0.15	1.4%	
Scaffolding and Hoardings									
Fees for Licence	56.40	0.00	56.40	57.20	0.00	57.20	0.80	1.4%	per 4 weeks
Extension of the Licence	22.65	0.00	22.65	23.00	0.00	23.00	0.35	1.5%	One off + £12.50 per week or part thereof
Other Miscellaneous Charges									
Builders skips placed on the Road - consideration of Licence	16.90	0.00	16.90	17.15	0.00	17.15	0.25	1.5%	
Provision of signing and guarding	At Cost + 12.5%	0.00	At Cost + 12.5%	At Cost + 12.5%	0.00	At Cost + 12.5%			
Permission to open up the Road by non Statutory Organisations - Commercial	143.83	25.17	169.00	146.38	25.62	172.00	3.00	1.8%	For each and every opening. To be charged at commercial rate. Unless advised differently.
Permission to open up the Road by non Statutory Organisations - Residential	72.34	12.66	85.00	73.19	12.81	86.00	1.00	1.2%	by Assistant Network and Environment Manager
Permission to erect Traffic Signals on Roads (1 Month)				51.06	8.94	60.00	New Charge		
Permission to erect Traffic Signals on Roads (Up to 3 Months)				102.13	17.87	120.00	New Charge		
Permission to erect Temporary Signs for Events (Up to 3 Months)				51.06	8.94	60.00	New Charge		
Permission to erect Sign for New Development (Up to 12 Months)				255.32	44.68	300.00	New Charge		This is for assessment and Permission. Not supply and erection.
Permission to erect Sign for Cafe etc. (First Year)				127.66	22.34	150.00	New Charge		This is for assessment and Permission. Not supply and erection.
Permission to erect Sign for Cafe etc. (Renewal)				42.55	7.45	50.00	New Charge		
RCC Inspections (per RCC)				40.00	0.00	40.00	New Charge		£40.00 per £1,000 of Road Bond Value. Option of Time in Line to be available
RCC Processing (Initial Application + 1 Review)						Nil	New Charge		
RCC Processing (Further Reviews)						Staff Cost	New Charge		Staff Costs + Oncosts for Sub Standard Application
Street Works Register - Fines									
Fines are only levied against Utility Companies if they breach the recording of road openings on the Street Works Register. As determined by the Network and Environment Units Roadspace Manager. Fines are levied at a cost of £120.00 per breach. This fine can be reduced to £80.00 if paid within 28 days.									
Road Inspections as a result of Road Openings									
1st Inspection	30.00	0.00	30.00	31.00	0.00	31.00	1.00	3.3%	Statutory Charges not set by Operational Services
Further Inspections (each inspection)	60.00	0.00	60.00	62.00	0.00	62.00	2.00	3.3%	Statutory Charges not set by Operational Services
Roads Charges									
Removal of materials from Road	At Cost + 12.5%		At Cost + 12.5%	At Cost + 12.5%	0.00	At Cost + 12.5%			
Re-locating Street Lights or Other Street Furniture	At Cost + 12.5%		At Cost + 12.5%	At Cost + 12.5%	0.00	At Cost + 12.5%			
Site Clearance after Accidents	At Cost + 12.5%		At Cost + 12.5%	At Cost + 12.5%	0.00	At Cost + 12.5%			
Salt Bins	At Cost + refill		At Cost + refill	At Cost + refill	0.00	At Cost + refill			

Notes:
 1 - Discretion to reduce or waive fees for charity events at behest of Area Network and Environment Manager.
 2 - Cost of adverts, will vary depending on the publication in which they are placed.

OPERATIONAL SERVICES CHARGES 2010/11
MAJOR FACILITIES PROPOSED CHARGES: 1st APRIL 2010 - 31st MARCH 2011
 All charges are exclusive of VAT. VAT should be added for all hires where it applies

Main Hall

Community Use (including Exhibitions, Meetings, Birthday Parties, Sports Events and Conferences)

	2009/10	2010/11	Increase (£)	Increase (%)
Monday - Friday 0900 - 1700	£16.50 per hour	£17.00 per hour	0.50	3.0%
Monday - Friday from 1700	£33.00 per hour	£33.50 per hour	0.50	1.5%
Saturday and Sunday	£33.00 per hour	£33.50 per hour	0.50	1.5%

One member of staff is provided during community events

Two hours' set-up time is included within hire charge. Excess time is charged thereafter at £8.50 per hour (Monday to Friday 0900-1700), and £17.00 per hour (after 1700 hours and weekends)

A block booking discount of 20% applies to 2 or more days' consecutive booking or 5 or more sessions in an annual quarter paid in advance (non-refundable)

Sporting organisations paying 10 sessions in advance will not be liable for VAT

There is no reduction in the above charges for registered charities and other non-profit making groups

Functions (including non profit-making shows, concerts and drama performances where admission is charged at the door and a bar is in operation)

	2009/10	2010/11	Increase (£)	Increase (%)
Monday - Friday 0900 - 1700	£32.00 per hour	£32.50 per hour	0.50	1.5%
Monday - Friday from 1700	£51.00 per hour	£52.00 per hour	1.00	1.9%
Saturday and Sunday	£51.00 per hour	£52.00 per hour	1.00	1.9%

Rental includes services of a Duty Officer and one member of staff. Additional staff required (e.g. stewards, technicians etc will be charged at £17.00 per hour each

Additional technical or specialised support will be charged at the appropriate rate, and determined by the Council following a Risk Assessment being carried out

Two hours' set-up time is included within hire charge. Excess time is charged thereafter at £8.50 per hour (Monday to Friday 09.00 -17.00pm), and £17.00 per hour (after 17.00 hours and week - ends)

There is no reduction in the above charges for registered charities and other non-profit making groups

Commercial (including profit-making shows and concerts)

	2009/10	2010/11	Increase (£)	Increase (%)
Monday - Friday 0900 - 1700	£96.00 per hour	£98.00 per hour	2.00	2.1%
Monday - Friday after 1700	£128.00 per hour	£130.00 per hour	2.00	1.6%
Saturday and Sunday	£128.00 per hour	£130.00 per hour	2.00	1.6%

Where possible, a Box Office split will be negotiated, from 70%/30% to 80%/20%

Rental includes services of a Duty Officer and one member of staff. Additional staff required (e.g. stewards, technicians etc will be charged at £17.00 per hour each

Additional technical or specialised support will be charged at the appropriate rate, and determined by the Council following a Risk Assessment being carried out

Two hours' set-up time is included within hire charge. Excess time is charged thereafter at £8.50 per hour (weekdays), and £17.00 per hour (weekends)

OPERATIONAL SERVICES CHARGES 2010/11

Meeting Rooms, Suites etc

Meetings etc

	2009/10	2010/11	Increase (£)	Increase (%)
Monday - Friday 0900 - 1700	£9.60 per hour	£9.75 per hour	0.15	1.6%
Monday - Friday after 1700	£9.60 per hour	£9.75 per hour	0.15	1.6%
Saturday and Sunday	£9.60 per hour	£9.75 per hour	0.15	1.6%

Sales or other profit-making groups (eg Weight Watchers etc)

	2009/10	2010/11	Increase (£)	Increase (%)
Monday - Friday 0900 - 1700	£16.00 per hour	£16.25 per hour	0.25	1.6%
Monday - Friday after 1700	£16.00 per hour	£16.25 per hour	0.25	1.6%
Saturday and Sunday	£16.00 per hour	£16.25 per hour	0.25	1.6%

Hire of equipment

	2009/10	2010/11	Increase (£)	Increase (%)
TV & Video	£10.70 per half day	£10.85 per half day	0.15	1.4%
Powerpoint	£10.70 per half day	£10.85 per half day	0.15	1.4%
Flip Chart	£8.00 per half day	£8.10 per half day	0.10	1.2%
OHP	£10.70 per half day	£10.85 per half day	0.15	1.4%

OPERATIONAL SERVICES CHARGES 2010/11

All activity charges are per hour unless otherwise stated	2009/10			2010/11			2009/10			2010/11			Increase %	Increase (£)	Concession GROSS	Concession VAT	Concession GROSS	Increase %	
	Adult/NET	VAT	Adult GROSS	Adult/NET	VAT	Adult GROSS	Concession NET	VAT	Concession GROSS	Concession NET	VAT	Concession GROSS							
Spectator/Admission	0.85	0.15	1.00	0.85	0.15	1.00	0.00	0.00	0.00	0.00	0.00	0.50	0.07	0.50	0.00	0.00	0.00	0.0%	
20 Admission Punchcard	13.19	2.31	15.50	13.40	2.35	15.75	0.25	1.6%	0.25	1.6%	0.25	6.74	1.01	7.75	6.83	1.02	7.85	0.10	1.3%
Quarter Hall (Badminton etc)	5.74	1.01	6.75	5.83	1.02	6.85	0.10	1.5%	0.10	1.5%	0.10	2.91	0.44	3.35	2.96	0.44	3.40	0.05	1.5%
Half Hall (Bowls etc)	11.49	2.01	13.50	11.66	2.04	13.70	0.20	1.5%	0.20	1.5%	0.20	5.83	0.87	6.70	5.83	0.87	6.70	0.00	0.0%
Whole Hall (Football etc)	22.04	3.86	25.90	22.38	3.92	26.30	0.40	1.5%	0.40	1.5%	0.40	11.70	1.75	13.45	11.87	1.78	13.65	0.20	1.5%
Hire of Gymnasium	8.81	1.54	10.35	8.94	1.56	10.50	0.15	1.4%	0.15	1.4%	0.15	4.52	0.68	5.20	4.57	0.68	5.25	0.05	1.0%
Squash Court (per 40 minutes)	4.43	0.77	5.20	4.51	0.79	5.30	0.10	1.9%	0.10	1.9%	0.10	2.26	0.34	2.60	2.30	0.35	2.65	0.05	1.9%
Off Peak Squash (Before 5.00pm Monday - Friday)	3.49	0.61	4.10	3.53	0.62	4.15	0.05	1.2%	0.05	1.2%	0.05	1.83	0.27	2.10	1.87	0.28	2.15	0.05	2.4%
Fitness Suite	3.49	0.61	4.10	3.53	0.62	4.15	0.05	1.2%	0.05	1.2%	0.05	2.26	0.34	2.60	2.30	0.35	2.65	0.05	1.9%
Off Peak Fitness Suite (Before 5.00pm Monday - Friday)	2.21	0.39	2.60	2.21	0.39	2.60	0.00	0.0%	0.00	0.0%	0.00	2.26	0.34	2.60	2.30	0.35	2.65	0.05	1.9%
Group Activity (Spinning, Circuits)	2.64	0.46	3.10	2.68	0.47	3.15	0.05	1.6%	0.05	1.6%	0.05	NA	NA	NA	NA	NA	NA	NA	NA
Sports Centre Activity (Netball, Basketball, Volleyball etc)	2.21	0.39	2.60	2.21	0.39	2.60	0.00	0.0%	0.00	0.0%	0.00	1.17	0.18	1.35	1.22	0.18	1.40	0.05	3.7%
Hire of Equipment (per item)	1.32	0.23	1.55	1.32	0.23	1.55	0.00	0.0%	0.00	0.0%	0.00	1.35	0.20	1.55	1.35	0.20	1.55	0.00	0.0%
Trampoline (per hours + Hall + Admissions)	17.62	3.08	20.70	17.87	3.13	21.00	0.30	1.4%	0.30	1.4%	0.30	18.00	2.70	20.70	18.26	2.74	21.00	0.30	1.4%
Shower (per person)	0.89	0.16	1.05	0.89	0.16	1.05	0.00	0.0%	0.00	0.0%	0.00	0.43	0.07	0.50	0.43	0.07	0.50	0.00	0.0%
Dance Studio (per person)	5.74	1.01	6.75	5.83	1.02	6.85	0.10	1.5%	0.10	1.5%	0.10	2.91	0.44	3.35	2.96	0.44	3.40	0.05	1.5%
All Weather Pitch	35.23	6.17	41.40	35.74	6.26	42.00	0.60	1.4%	0.60	1.4%	0.60	26.96	4.04	31.00	27.39	4.11	31.50	0.50	1.6%
7-a-side Pitch	17.62	3.08	20.70	17.87	3.13	21.00	0.30	1.4%	0.30	1.4%	0.30	13.48	2.02	15.50	13.70	2.05	15.75	0.25	1.6%
Grass Pitch/Games	25.38	4.82	31.00	26.81	4.89	31.50	0.50	1.6%	0.50	1.6%	0.50	13.48	2.02	15.50	13.70	2.05	15.75	0.25	1.6%
Grass Pitch/Training	7.06	1.24	8.30	7.15	1.25	8.40	0.10	1.2%	0.10	1.2%	0.10	7.22	1.08	8.30	7.30	1.10	8.40	0.10	1.2%

Note:

Children under 5 are allowed to spectate free of charge but must be accompanied by an adult.
 Charges for courses, special events etc are additional to these charges and details will be advertised for each event/activity.
 The Concession rate applies only when every person participating in the activity is within the concession category.

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SERVICE PLAN FOR ECONOMIC DEVELOPMENT AND TRANSPORTATION

Full Service Summary									
Unique Ref No	Service outcome	Actions to achieve outcome	Success measures	Key dates	Lead	2009/10 budget £000	What is the source of this outcome?	Risks	Risk Rating (to be reviewed in coming months)
ET01	Economic Development Action Plan implementation in order to meet Corporate Plan, Community Plan and SOA ambitions and achieve Government's central ambition of sustainable economic growth	Liaise with key partners, assess priorities and resources, influence and align with national and local strategies / policies, commence implementation of Economic Development Action Plan	The Economic Development Action Plan is approved by the Council and resources appropriately aligned.	Start 10/11	Head of EDST			SR06 Failure to provide strong leadership and direction. ETOp22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make optimal contribution to Government Economic Strategy	Medium
ET02	Deliver the CHORD Programme in a manner that optimises sustainable economic growth	Project Teams produce FBCs and progress projects as appropriate depending on option agreed by Programme Board and Executive.	The delivery of the CHORD projects in accordance with the PIDs (3 FBCs approved).	Ongoing	Head of EDST		CP/ISOA	SR27 Failure to implement agreed CHORD programme. ETOp21 Delays in Waterfront Regeneration Projects	Low
ET03a	Encourage the development of Renewables within A&B	Develop Renewables Strategy and Action Plan. Work with interested parties to ensure that potential of renewable energy within Argyll and Bute is developed in an environmentally sensitive and sustainable manner.	Agree and commence implementation of renewables action plan.	Start 10/11	Head of EDST		CP/ISOA	SR06 Failure to provide strong leadership and direction. ETOp22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make optimal contribution to Government Economic Strategy	Medium
ET03b			Establish A&B Renewables Alliance.	Start-early 10/11	Head of EDST		CP/ISOA		Low
ET04a	Delivery and further development of Business Gateway in order to support growing businesses in A&B	Further develop service in line with market needs, establish financial resources for optimal service delivery and support, integrate with other internal and external business related services and networks.	Number of start-ups assisted 135.	Ongoing	Head of EDST			ETOp22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make an optimal contribution to Government Economic Strategy	Medium
ET04b			Existing businesses assisted 200+.	Ongoing	Head of EDST		CP/ISOA		Low

ET05	Employability Service maintains delivery in context of Flexible New Deal regime	Business model for A&B developed to respond to implementation of Flexible New Deal, develop partner relationships and secure arrangements for optimal delivery to A&B clients.	35% (tbc - dependent on new contractual arrangements being agreed) of long-term unemployed clients enter employment.	Autumn 10	Head of EDST		CP/ISOA	SR26 Failure to attract external funding to assist Council's strategic projects. ET0p19 Contract Renewals. ET0p22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make an optimal	Medium
ET06a	Prioritised economic development projects and sectors progressed in order to support growing businesses, promote regeneration and sustainable economic growth	Appropriate actions developed and subsequently implemented as articulated in the Economic Development Action Plan.	Ardishaig - EU funding pursued; National Park - develop partnership working with NPA in respect to: Arrochar & Tarbet; and Dunoon/Cowal as Marine Gateway.	Ongoing	Head of EDST		CP/ISOA	ET0p22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make optimal contribution to Government Economic Strategy	Low
ET06b			20 producers use Food from Argyll identity.		Head of EDST		CP/ISOA		Low
ET06c			Scoping paper on profile and marketing developed with partners.		Head of EDST		CP/ISOA		Low
ET07a	Transport encourages a growing, well connected and sustainable economy	Identify, promote and deliver the Council's transport priorities as identified in the Local Transport Strategy.	Identify strategic transport priorities for Argyll and Bute and deliver successor to LTS (guidance will not be issued by Scot Govt - RTPs currently considering alternative).	March each year	Head of EDST		CP/ISOA	ET0p14 Reliance on others to deliver the transport priorities - e.g. transport operators / Operational Services and securing external funding. ET0p22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make an optimal contribution to Government Economic Strategy	Low
ET07b			Attract external investment for above strategic projects e.g. A82 and influence partner agencies.	March each year	Head of EDST		CP/ISOA	ET0p14 Reliance on others to deliver the transport priorities - e.g. transport operators / Operational Services and securing external funding.	Medium
ET08	Improve journey safety in Argyll and Bute to promote improved access within area and minimise risk of accident - as increased economic activity will increase road usage	Facilitate road safety education, training and promotional measures with partners throughout Argyll and Bute each year.	New targets developed by Government for 2010-20 - e.g. reduction of casualties of 40% by 2020 based on 2004/08 average.	Dec. each year	Head of EDST		CP/ISOA	ET0p15 Potential for greater number of fatal and serious casualties, slight injuries and children killed or seriously injured on our roads.	Medium

ET09	Maximise European & LEADER funding and ABC's policy influence in order to promote sustainable economic growth and regeneration	Work with optimal number of eligible projects for funding, identify new sources and ensure that ABC is proactive towards representation on appropriate groups. Currently LEADER policies and remit are being reviewed at the national level.	LEADER cumulative funding of £4.4m by March 2011. ERDF of between £3-5 million for Campbeltown Infrastructure Improvements by August 2010, subject to detailed eligibility assessment during the ERDF application process.	Ongoing	Head of EDST	CP/ISOA	ETOp13 Failure to attract external funding to assist Council's strategic objectives ETOp22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make an optimal contribution to Government Economic Strategy	Medium
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What is the source of this outcome?	REF
Corporate Plan / SOA Ref	CP/ISOA
Impact Assessment	IA
Best Value Review	BVR
Audit / Inspection	A/I
Legislative requirement	L
Research / Consultation	R/C

SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

<i>Non-Pay Inflation</i>													
Type of Inflation	Description of Inflation	2010/11			2011/12			2012/13			Risks		
		inflation £000	inflation £000	inflation £000	inflation £000	inflation £000	inflation £000	2010/11 inflation %	2011/12 inflation %	2012/13 inflation %	2010/11 inflation %	2011/12 inflation %	2012/13 inflation %
CPI	Bank of England CPI projections used	17	0	17	37	37		1.50%	1.50%	1.75%			

SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATIO

Adjustment to Payroll Base												
Type of Increase	Comment	Revenue Budget			Capital budget			Human resources (additional)			Risks	
		2010/11 cost pressure £000	2011/12 cost pressure £000	2012/13 cost pressure £000	2010/11 cost pressure £000	2011/12 cost pressure £000	2012/13 cost pressure £000	2010/11 FTE	2011/12 FTE	2012/13 FTE		
Payroll Inflation		218		35								
Payroll Increments		13	19	24								
Increase in Superannuation		6	6	6								
Other Adjustments to Payroll Base	Business Gateway transfer	218	218	218								
		239	261	283	0	0	0	0.00	0.00	0.00		

SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TR/

Demand pressures		Capital budget												Human resources (additional)			Risks
		Revenue budget				Capital budget				Human resources (additional)							
Unique ref no	Actions to achieve outcome	2009/10 budget £000	2010/11 demand pressure £000	2011/12 demand pressure £000	2012/13 demand pressure £000	2010/11 £000	2011/12 £000	2012/13 £000	2010/11 FTE	2011/12 FTE	2012/13 FTE						
ET04a	Grants/support to start ups	0	35	35	35										ETOp22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make an optimal contribution to Government Economic Strategy		
ET04a	Grants/Support to existing businesses	0	25	25	25										ETOp22 Argyll and Bute lags in terms of job and wealth creation for its residents and does not make an optimal contribution to Government Economic Strategy		
		0	60	60	60	0	0	0	0	0	0	0	0	0			

SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

Quick Win Savings																
Service area	Quick Win Saving	Reason for reduction	Impact on service provision	Revenue budget				Capital budget			Human resources (reduction)			Risks		
				2009/10 budget £000	2010/11 saving £000	2011/12 saving £000	2012/13 saving £000	2010/11 £000	2011/12 £000	2012/13 £000	2010/11 FTE	2011/12 FTE	2012/13 FTE			
Road Safety	Freezing of Road safety Officer Post	Budget Saving	Ability to meet new national targets for reductions in fatal, serious and minor injuries. Very demanding targets. Vital that we minimise death and injury on our roads. ABC is recognised as an exemplar nationally.	43	43	43	43						1	1	1	Failure to meet demanding targets for reductions in fatalities and injuries.
				43	43	43	43	0	0	0	0	0	1	1	1	

SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

Community Engagement							Risks
Unique Ref No	Community Engagement Outcomes	Actions to achieve outcome	Success measures	Key Dates	Lead		
	Extend Community Planning Structures	EDAP being taken through each LACPG and Thematic Group.	Involvement of all key community planning groups in EDAP	January/ Feb >	Strategic Transportation Manager / Economic Development Manager		
	Increase involvement of communities	See above	to be defined in EDAP	as above	Strategic Transportation Manager / Economic Development Manager		
	Build capacity	As noted in EDAP	as above	April>	Strategic Transportation Manager / Economic Development Manager		
	Sharing skills and resources	As noted in EDAP	as above	April>	Strategic Transportation Manager / Economic Development Manager		

SERVICE PLAN - ECONOMIC DEVELOPMENT AND STRATEGIC TRANSPORTATION

Communications						
Unique Ref No	Communications Strategy Outcomes	Actions to achieve outcome	Success measures	Key Dates	Lead	Risks
	Extend Community Planning Structures	EDAP being taken through each LACPG and Thematic Group.	Involvement of all key community planning groups in EDAP	January/ Feb >	Strategic Transportation Manager / Economic Development Manager	Time constraint
	Increase involvement of communities	See above	to be defined in EDAP	as above	Strategic Transportation Manager / Economic Development Manager	Time constraint/loss of focus
	Build capacity	As noted in EDAP	as above	April>	Strategic Transportation Manager / Economic Development Manager	Time Constraint
	Sharing skills and resources	As noted in EDAP	as above	April>	Strategic Transportation Manager / Economic Development Manager	Time Constraint

SERVICE PLAN - PLANNING SERVICES

Full Service Summary		Actions to achieve outcome	Success measures	Key dates	Lead	2010/11 £000 budget	2011/12 £000 budget	2012/13 £000 budget	What is the source of this outcome?	Risks
Unique Ref No	Service outcome									
PL 01a	More efficient and speedier processing of planning applications	<p>Action 1A Implement e-planning consultation regime with external and internal consultees</p> <p>Action 1B Develop pro-forma and registration system for dealing with pre-application enquiries</p> <p>Action 1C Revise consultation requirements with internal and external consultees with a view to removing unnecessary consultation</p> <p>Action 1D Introduce specific registers on UNIFORM for consultative and Council permitted development proposals</p>	<ul style="list-style-type: none"> ● Register and neighbour notify 90% of valid application within 5 days of being valid ● Process 90% householder applications within 2 months ● Process 54% of non-householder applications within 2 months ● Process 65% of all applications within 2 months 	<p>May-10</p> <p>May-10</p> <p>May-10</p> <p>May-10</p>	Development Manager	599	625	651	L	PLOp 01 Lack of manpower resources to implement, leading to a drop in performance and customer satisfaction. PLOp 03 System failures and software not fit for purpose. PLOp 12 Lack of co-operation from external consultees leading to unnecessary consultation and delays in processing applications.
PL 02a	More efficient and speedier processing of building warrants and completion certificates	<p>Implement Building Standards Balanced Scorecard</p>	<ul style="list-style-type: none"> ● 80% of building warrants responded to within 20 days. ● 80% of building warrants issued within 6 days of being deemed competent. ● Respond to a completion certificate within 3 days ● 80% of completion certificate acceptances issued within 3 days of being deemed competent 	<p>May-10</p>	Building Standards Manager	-70	-56	-42	L	Loss of Fee Income and impact on resources to deliver service.
			<p>Deliver the Balanced Scorecard</p>	<p>May 2010</p>	Building Standards Manager				L	Lack of public engagement and user forums
		<p>Implement on-line delivery of Building Standards service</p>	<p>Successful implementation of software to allow for on-line submission of building warrant applications</p>	<p>June 2010</p>	Building Standards Manager					
PL 03 a	Ensure planning policy is up to date and fit for purpose to help improve the efficiency of the planning process in order to deliver sustainable economic growth	<p>Publish revised Development Plan Scheme and participation statement.</p>	<p>Approval of DPS</p>	<p>Apr 2010 to Aug 2010</p>	Development Policy Manager	372	379	386	L	Lack of consensus by stakeholders
PL 03 a		<p>Consult potential developers and local communities</p>	<p>Number of forms returned by key consultees</p>	<p>Aug 2010</p>	Development Policy Manager				L	Lack of engagement in the plan consultation process

SERVICE PLAN - PLANNING SERVICES

Full Service Summary										
Unique Ref No	Service outcome	Actions to achieve outcome	Success measures	Key dates	Lead	2010/11 £000 budget	2011/12 £000 budget	2012/13 £000 budget	What is the source of this outcome?	Risks
PL 04 a	The creation of more sustainable communities - 20 year vision to release land and to enable development that is sensitive to the area	Landscape review with production of a Masterplan	Approved Strategy	Aug-10	Development Policy Manager	43	44	45	CP/L	Lack of consensus by stakeholders
PL 05 a	Sustainable land management - better design and management of forestry and woodland operations	Produce Final Draft Strategy	Approved Strategy	Jun-10	Development Policy Manager				CP/L	Lack of consensus by stakeholders
PL 07 a	Delivery of economic, regeneration and environmental projects and proposals prioritised in the Local Plan	Up to date Local Plan Action Plan	Review of Local Plan Action Plan	Apr-10	Development Policy Manager				Local Plan policy	Lack of agreement on Local Plan priorities for action
PL 08 a	Campbeltown THI to bring back to use and restore key buildings in an effort to secure a sustainable future for the town centre	Appoint THI officer	Restoration of target buildings	Ongoing	Development Policy Manager				CHORD/Local plan policy	Lack of take up of scheme
PL 09 a	To ensure a better information base to make development management and policy decisions	Individual project delivery	Completion of Appraisals	Ongoing	Development Policy Manager				Local Plan policy	Insufficient staff priority
PL 10 a	To enable Rural Opportunity Areas to contribute to the sustainable economic future of Argyll and Bute	Appoint consultant	Completion of individual reviews	Ongoing	Development Policy Manager				Local Plan policy	Inability to appoint landscape consultant for budget allocated
11a	The adoption of a network of recreational access routes for the visitors and residents of Argyll and Bute creating health and economic benefits.	Create Core Path Plan (Access).	Final consultation. Publish Finalised Draft and hold 12 week public consultation.	May-10	Development Policy Manager	180	183	187	L	Lack of resources to implement and maintain core paths. Delay caused by objections at final consultation stage.
			Hold PLI on Core Path Plan	May-11	Development Policy Manager				L	Lack of resources to implement and maintain core paths. Delay caused by objections at final consultation stage.
			Adopt July 2011	Jul-11	Development Policy Manager				L	Lack of resources to implement and maintain core paths. Delay caused by objections at final consultation stage.

SERVICE PLAN - PLANNING SERVICES

Full Service Summary										
Unique Ref No	Service outcome	Actions to achieve outcome	Success measures	Key dates	Lead	2010/11 £000 budget	2011/12 £000 budget	2012/13 £000 budget	What is the source of this outcome?	Risks
12a	Agreement by all stakeholders of sustainable management and development plans for economically and environmentally important inshore marine areas	Produce Integrated Coastal Zone Management Plan for Loch Etive	Draft Plan Approved Plan	Jun-10 Oct-10	Development Policy Manager	46	47	48	R/C	Lack of consensus by stakeholder. Unresolved objection.
		Produce Integrated Coastal Zone Management Plan for Sound of Mull	Approved Plan	Jun-10	Development Policy Manager				R/C	Lack of consensus by stakeholder. Unresolved objection.
13a	Delivery of economic, regeneration and environmental projects and proposals prioritised in the Local Plan	Implementation of Ardrishaig Regeneration Masterplan	Continued pro-active work by Ardrishaig Regeneration Partnership and individual projects as they come on stream	Mar-10	Development Policy Manager				CP/SOA	Insufficient resources to implement priority actions
		Implementation of improvements to Entrance to Lochliphead	Completion of successful projects	Ongoing	Development Policy Manager				R/C	Insufficient resources to implement priority actions
		Identification of beneficial use for Kilmory Home Farm and Restoration of existing buildings.	Identification of end user	Ongoing	Development Policy Manager				R/C	Insufficient resources to implement priority actions
						1,170	1,222	1,275		

REF	What is the source of this outcome?
CP/SOA	Corporate Plan / SOA Ref
IA	Impact Assessment
BVR	Best Value Review
A/I	Audit / Inspection
L	Legislative requirement
R/C	Research / Consultation

SERVICE PLAN - PLANNING SERVICES

Non-Pay Inflation																		
Type of Inflation	Description of Inflation	2010/11 inflation £000				2011/12 inflation £000				2012/13 inflation £000				Risks				
		2010/11 inflation £000	2011/12 inflation £000	2012/13 inflation £000	2010/11 inflation %	2011/12 inflation %	2012/13 inflation %	2010/11 inflation %	2011/12 inflation %	2012/13 inflation %	2010/11 inflation %	2011/12 inflation %	2012/13 inflation %	2010/11 inflation %	2011/12 inflation %	2012/13 inflation %		
CPI	Bank of England CPI projections used	0	-1	-1	-1	-1	-1	-1	-1	1.50%	1.50%	1.75%						

SERVICE PLAN - PLANNING SERVICES

Quick Win Savings															
Service area	Quick Win Saving	Reason for reduction	Impact on service provision	Revenue budget			Capital budget			Human resources (reduction)			Risks		
				2009/10 budget £000	2010/11 saving £000	2011/12 saving £000	2012/13 saving £000	2010/11 £000	2011/12 £000	2012/13 £000	2010/11 FTE	2011/12 FTE		2012/13 FTE	
Development Management & Building Standards	Freezing of 2 Development Management Posts and 1 in Building Standards	Budget Saving	The posts are currently vacant and can be frozen as long as Planning and Building Warrant Applications remain at the current levels and Council is happy with existing level of performance in terms of meeting performance targets.	116	116	116	116					3	3	3	If there is an upturn in the economy leading to an increase in applications this may lead to delays in the processing of applications and lead to public dissatisfaction with service delivery arrangements.
				116	116	116	116	0	0	0	3.00	3.00	3.00		

SERVICE PLAN - PLANNING SERVICES

Community Engagement						
Unique Ref No	Community Engagement Outcomes	Actions to achieve outcome	Success measures	Key Dates	Lead	Risks
	Extend Community Planning Structures					
PL01a and PL02a	Increase involvement of communities	Building Standards/Development Management User forums and groups Set up On-line Local Development Plan (OLDP) and undertake awareness raising. Actions as set out in Development Plan Scheme (DPS)	Stakeholder feedback leading to continuous service improvement Increased involvement in the Local Development Plan (LDP) process but resulting in fewer objections maintained to Examination	Ongoing Key consultation dates as set out in DPS	Building Standards/Development Managers Development Policy Manager	Low turn-out at stakeholder group meetings and lack of feedback on service delivery issues. Staff resource levels required to undertake enhanced community engagement.
PL03a	Build capacity	Actions as set out in DPS will assist with building capacity to comment on plan within communities. Training session on use of OLDLP - target Community Councils	Increased involvement in the LDP process but resulting in fewer objections maintained to Examination. Take up of OLDLP by Community Councils.	Key consultation dates as set out in DPS	Development Policy Manager	Training not delivered to allow role out of OLDLP
PL03a	Sharing skills and resources	OLDLP and LocalView versions of LDP made available Council-wide and on internet. Shares Development Plan interactively.	Increased involvement in the LDP process but resulting in fewer objections maintained to Examination. Use of OLDLP by internal and external.	Key consultation dates as set out in DPS	Development Policy Manager	Training not delivered to allow role out of OLDLP

SERVICE PLAN - PLANNING SERVICES

Communications						
Unique Ref No	Communications Strategy Outcomes	Actions to achieve outcome	Success measures	Key Dates	Lead	Risks
PL01a PL03a	Committed, valued, empowered and motivated Councillors and employees	Regular Seminars with Councillors and Planning staff on Planning Reform Agenda, Local Development Plan	Target 4 Seminars in 2010	2010	Head of Planning Services	Poor attendance at Seminars
PL01a PL02a PL03a	Councillors and employees with pride in, and loyalty to, the Council with shared values and goals	Linking Corporate Plan/Service Plan priorities and outcomes to PDR process	90% PDR return for Planning Services staff	May 2010	Head of Planning Services	PDR is not undertaken leading to poor staff morale and motivation
PL01a PL02a	Councillors and employees committed to excellent customer service	Officer training on customer care	Improved customer care - 95% of staff trained	May 2011	Head of Planning	Poor uptake of training by staff
PL03a	Improved partnership working and information flow amongst partners	Hold strategic and local level workshops with stakeholders on Local Development Plan	Robust Main Issues Report with local plan issues clearly identified to better inform new plan production	May 2010	Development Policy Manager	Poor attendance at workshops resulting in plan not meeting stakeholders' needs.
PL01a PL02a	Increased involvement of stakeholders in continuous improvement	User forums with stakeholders - architects/agents who submit applications	Robust stakeholder feedback leading to continuous service improvements	Ongoing	Development Manager and Building Standards	Poor attendance at user forums and lack of feedback on service delivery
PL01a PL02a PL03a	Stakeholders know what we do	Publication of newsletter, website development, Guidance notes reviewed	Better informed stakeholders	Dec 2010	Head of Service	Publications do not fulfill purpose
PL01a PL02a PL03a	Stakeholders know what we're trying to achieve	Publication of Planning Services Annual Improvement Plan and Work Plans	Better informed stakeholders	May 2010	Head of Planning Services	Publications do not fulfill purpose

SERVICE PLAN - PLANNING SERVICES

Communications						
Unique Ref No	Communications Strategy Outcomes	Actions to achieve outcome	Success measures	Key Dates	Lead	Risks
PL01a PL02a PL03a	Stakeholders know how to contact us	Website development/New Planning Handbook	Greater customer satisfaction - reduction in formal complaints. Better engagement with service and Local Development Plan production process	Ongoing	Head of Planning Services	Publications do not fulfill purpose
PL03a PL07a	The Council is associated with valued and excellent quality services	Submission of nomination for Scottish Award for Quality in Planning run by Scottish Government	Award Commendation or winner from Scottish Government	May 2011	Head of Planning Services	Lack of Quality nominations to put forward.
PL01a PL02a PL03a	Customer perception reflective of an accountable, open and honest council	Exit Questionnaire, Web based customer satisfaction survey	High response rate and development of action plan for improvements	Dec 2010	Head of Planning Services	Poor response rate and lacking feedback

ARGYLL & BUTE COUNCIL**COUNCIL
11 FEBRUARY 2010****CORPORATE SERVICES**

EXTRACT OF MINUTE OF EXECUTIVE 28 JANUARY 2010

*** 10. STRATEGIC HOUSING INVESTMENT PLAN - 2009**

A report introducing the Strategic Housing Investment Plan which has to be submitted to the Scottish Government's Housing Investment Division on an annual basis as part of the Local Housing Strategy process was considered. The draft Plan annexed to the report has already been forwarded to the Housing Investment Division in compliance with the timescale for submission on the strict understanding that the Plan was still the subject of approval by the Council.

Decision

Agreed to recommend to the Council approval of the draft Plan subject to the following amendment:-

The paragraph regarding Islay at section 5.17 of the Plan to be amended to reflect this being a High Pressure area as highlighted within table 2 at section 5.6 and table 3 at section 5.12 of the Plan.

(Reference: Report by Director of Community Services dated 19 November 2009, Argyll and Bute Strategic Housing Investment Plan dated 2009, submitted)

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ARGYLL AND BUTE COUNCIL**COUNCIL****11 FEBRUARY 2010**

CONSULTATION ON PROPOSALS TO AMEND THE COUNCILLORS' CODE OF CONDUCT

1. SUMMARY

- 1.1 This report sets out comments on the proposals by the Scottish Government to amend the Councillors Code of Conduct with responses due by 18 February 2010.

2. RECOMMENDATIONS

- 2.1 To agree the terms of the response detailed in Appendix A.

3. DETAIL

- 3.1 The Government has published a consultation paper with proposals to amend the Councillors Code of Conduct. The consultation paper is at Appendix B which highlights the areas of proposed change denoted in shaded blocks. The primary impetus for the review has been the introduction of the Planning (Scotland) Act 2006 and the impact on decision making in planning matters. The emphasis of the review is consequently on chapter 7 of the code. The review addresses, in particular, the changes that needed to be made to chapter 7 and to make such amendments to other parts of the code as are deemed to be necessary. So there is little substantive change in the Code and in many cases where changes have been proposed often these are to bring the Code into line with decisions by the Standards Commission that have been made over the last number of years since the Code was first introduced. In addition to seeking to deal with the new planning arrangements the proposals clarify that the key principles of the Code should be used for guidance and interpretation only. This is a welcome clarification and reflects Standards Commission developing thinking over the last few years which has moved away from the original thinking that a complaint might be that a Councillor had breached a principle in the code. The clarification is that there must be a breach of a substantive provision in the Code for a complaint to be sustained in the future.
- 3.2 The Council is invited to consider the attached commentary at Appendix B as a basis for a Council response to the Scottish Government. Clearly since the Code applies to Councillors individually there is nothing to prevent Councillors submitting their own comments on an individual basis to the Government.

4 CONCLUSION

- 4.1 In summary, while the adjustments to the Code are generally welcome a number of concerns are highlighted. One example is around a Councillors right to engage with the community on planning applications. The protection now being provided in that part of the Code will be welcomed by Councillors but they should take care when availing themselves of the protection of that part of the Code of Conduct by remembering there could also be a scrutiny perhaps by the Court in the event of a judicial review challenge to assess whether a quasi judicial decision dealt with a matter objectively and fairly.
- 4.2 An area of the Code considered not to have been addressed in the review is the role of members appointed by Councils to partnerships or other external bodies not currently encompassed under the dispensations granted by the Standards Commission, or who are members of local community bodies. This may be seen by some as an impediment to local democratic representation, particularly where elected members are a key part of their own communities and would therefore be expected to be involved in a broad area of activity which may lead to their being disqualified from certain decision making processes thus limiting their effectiveness as involved and committed local representatives.
- 4.3 There appears to an error in regard to the reference under paragraph 7.13 which will be highlighted as will be the omission of the protection of general exclusion in regard to the section about interests of related parties.
- 4.4 Beyond that Members may simply wish to note the terms of the revisions and form the opinion that they either codify that which has become the practice or otherwise take account of newly emerging procedures such as the new planning legislation.

5. IMPLICATIONS

Policy	None
Financial	None
Legal	The policy is one strand of scrutiny. Members should be mindful also of the role of the Scottish Public Services Ombudsman and of the Courts.
Personnel	None

Charles Reppke/Nigel Stewart
Corporate Services

26 January 2010

APPENDIX A

COMMENTARY ON PROPOSED REVISIONS TO THE COUNCILLORS' CODE OF CONDUCT

Key Principles of the Code of Conduct

- 2.1 This adjustment clarifies that the general principles are to be used for guidance and interpretation only. This alteration is welcomed.

General Conduct

- 3.2 This makes it clear that the requirement to show respect for the Chair, and colleagues, Council employees, other members of the public applies during meetings and surgeries where a Member is performing the duties of a Councillor and are not limited simply to formal council or committee meetings. It may well have always been the case that such a view would have been taken by the Standards Commission but making it explicit is welcomed.
- 3.7 The revisal introduces the concept of a real or substantive personal gain and while it does not alter the overall import of this particular provision is welcomed.
- 3.9 Isolated gifts of a trivial character up to the value of £50 are excluded from the need to declare. It is helpful to have this clarification. The code might be amplified to make it clear that if a Councillor chose, notwithstanding, to record a gift of less than £50 the provisions of the code and potential consequences for the Councillor would apply.
- 3.12 The prohibition on repeated hospitality is extended to repeated gifts from the same source, which is welcome.
- 3.16 The proper use of council facilities is clarified as the paragraph indicates that such facilities must only be used in carrying out council duties or for incidental personal use as authorised by your Council and not related in any way to party political or campaigning activities. This is welcome and reflects a request for clarification made a considerable time ago by the Council because it acknowledges that a Council might provide, say as this Council does, computer equipment under its own acceptable use policy.

Registration of Interests

- 4.1 This paragraph is adjusted to make it clear that the register should cover the period since the Member was elected to their current term of office ie for the period from one ordinary election to the next unless the member was appointed at a by-election in the interim, which is welcome.

- 4.4 The clarification that a Councillor does not have a registerable interest simply because they are a Councillor or a Member of Joint Board, Joint Committee or COSLA is welcome.
- 4.17 The requirement to register a statement of any assistance towards election expenses received within the current term of office where the value of the donation exceeds £50 will be easier for Councillors to administer.
- 4.21 An additional set of words is added to the end of this sentence to clarify that non financial interests are those which members of the public might reasonably think could influence a Councillor's actions, speeches or votes in the Council, which could include appointments to Committees or memberships of other organisations.

However an area of the Code considered not to have been addressed well enough in the review is the role of members appointed by Councils to partnerships or other external bodies not currently encompassed under the dispensations granted by the Standards Commission, or who are members of local community bodies. This is seen by some as an impediment to local democratic representation, particularly where elected members are a key part of their own communities and would therefore be expected to be involved in a broad area of activity which may lead to their being disqualified from certain decision making processes thus limiting their effectiveness as involved and committed local representatives.

- 4.22 This is a new provision which requires that gifts and hospitality received during the current term of office be recorded and this record should be available for public inspection. This brings this requirement under "one roof".

Declarations of Interest

- 5.3 There is further clarification and detail around declarations of interests which makes it clear that a Councillor must apply the "objective test" which has been redefined as "whether a member of the public with knowledge of the relevant facts would reasonably regard the interest as so significant that is likely to prejudice the discussion or decision making in your role as a Councillor". Members have always had to have regard to an objective test and making the assessment envisaged in the revision in relation to declaring the interest as distinct from deciding whether the interest requires withdrawal is welcomed.
- 5.5 The addition of the words "if known to you" which may relate to financial or non financial interests and is a small but welcome clarification.
- 5.6 & 5.7 These new provisions make it clear that there is no need to declare an interest where a general exclusion as defined in paragraph 5.18 applies but there must be a declaration where a specific exclusion applies. This recasting here at and subsequent paragraphs in the code make for easier understanding. There is a further redefinition from the word "irrelevant" in the current code to "too remote" so that there is no need to declare an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test. There was always difficulty with the word "irrelevant" and this is welcome.

Similar provision applies in regard to a non financial interest and again the same savings in regard to the general exclusion or specific exclusions declared as being too remote or insignificant also apply in the case of non financial interest circumstances. This makes for more eloquent consistency.

- 5.9 The main change to this paragraph is to make reference to the objective test where a Member has to judge whether their interest whether taking the form of association or the holding of office would be seen by members of the public acting reasonably in a different light because it is in the interests of a person who is a Councillor as opposed to interests of a person who is an ordinary member of the public. The reference here and elsewhere to the objective test makes for consistency of interpretation.
- 5.10 The reference to certain classes of person in paragraph 5.10 is a helpful guide, and it is to be hoped that a Councillor can rely on the objective test in the absence of a
&
5.11 definition of close relative, close friend or close associate, acknowledging there never has been such a definition. The other categories of persons covered by this paragraph are as a matter of fact easily determinable.

Interestingly this paragraph does not provide for the Councillor being able to rely on the general exclusion when it comes to the interests of other persons. For example, it might have been assumed that at least the general exclusion in 5.18 of being a council house tenant might have been appropriate to be included in this section because while the Councillor may enjoy that exclusion in their own right they would not in terms of this section because the Councillor's spouse is a tenant. It would seem possible that a Councillor could be a joint tenant with their spouse in a council house and the Councillor could rely on the benefit of the general exclusion to participate in their own right but would not have the same benefit to participate in declaring an interest of their spouse since the general exclusion does not apply. As a matter of pragmatism it would seem illogical for the Councillor to be able to apply the general exclusion to their interest but not to the interest of their spouse given that it would in effect be the same interest.

- 5.12 Non financial interests must also be declared for the categories of persons listed 1 to 6 in this paragraph and the comments as above are relevant.
- 5.18 This is a welcome paragraph. It sets out the general exclusions which are attached at Appendix A. It is accepted that the exclusions should not apply in respect of any matter of a quasi judicial or regulatory nature where the body in question is applying to the local authority for a licence, a consent or an approval or is making an objection or representation or has a material interest concerning such a licence, consent or approval or is the subject of a Statutory Order of a regulatory nature made or proposed to be made by the local authority.

Lobbying and Access to Councillors

- 6.3 This helpful additional sentence reinforces clarity around a Councillor making it clear, if they are lobbied, that they are not in a position to lend support for or against an application they will have responsibility for making a decision on in due course, and indicating to Members that they should simply refer representations to the appropriate department of the Council.

It will be important that when Members do this they make it clear that they are acting in terms of paragraph 6.3 of the Code and forwarding the comments to the department but are not by doing so necessarily supporting those comments unless within the face of the communication from the Councillor they indicate such support. If they do so they would therefore exclude themselves from the decision making process.

Taking Decisions on Quasi Judicial or Regulatory Applications

- 7.1 Simply as an explanation of the nature of quasi judicial or regulatory applications it is helpful to make it clear this section applies to more than planning.
- 7.5 This new paragraph is the provision that alerts Members to what was referred to earlier in the Code that if they are a member of an outside body they cannot determine a quasi judicial or regulatory matter lodged by or concerned with that outside body. This is accepted practice.
- 7.6 This clarifies that the need to determine individual applications does not limit a Councillor in the discussion or debating of matters of policy or strategy notwithstanding that these may provide the framework within which specific applications will in due course be decided. It has always been asserted by this Council that was the settled legal situation but clarification in the code is welcomed.
- 7.7 This further clarification of the right of Members to express their views and advocate proposals on the making or approval or amendment of the development plan without prejudicing their right to determine individual applications is welcome.
- 7.8 This provision is the most significant of the proposed revisions. It provides an opportunity for a Councillor in respect of a proposal for a major development to be involved in a pre application consultation. The Code indicates that as part of any such request and only as part of the planning authority forming such a provisional view the Councillor is entitled to express an opinion in advance of the application coming to the planning authority for determination, and still take part in that determination thereafter. It remains to be seen whether such a preliminary view process might in a specific case in effect be challenged in the Court on the basis of a breach of the rules of natural justice. It seems unlikely that a developer might be prepared to accept that in the circumstances a Member had not prejudged the matter. Has legal advice been taken on the possibility of such a process being challenged on the basis of the process failing to meet the rules of natural justice.
- 7.9 Paragraph 7.9 sets out the circumstances in which a Councillor may have to deal with a planning application and is self explanatory.
- 7.13 The final sentence does not appear to make complete sense. There seems to be inconsistency in wording between paragraphs 7.11 and 7.12 and to an extent with 7.15. It may be worth revisiting these in terms of consistency.

- 7.14 This provides an opportunity for Members more actively to engage in the process and this has been long sought after by some Councillors and also by members of the public. Despite the wording it may be difficult in practice for Members to negotiate the fine line between complying with the terms of paragraph 7.14 and not over stepping the mark in such a way as to give cause for concern that they have sought to lobby or otherwise promote a particular line and fall foul of paragraph 7.12. The risk remains that where the Councillor is then in the role of decision maker a challenge may arise from a party who perceives there has been prejudice notwithstanding the terms of paragraph 7.14. This will be a matter that Members will need to have a careful eye on in dealing with such matters.
- 7.15 This is about the need for a Member who wishes to make representation on behalf of constituents, to declare an interest and take no part in the process, but see comment at para 7.13 above
- 7.16 These paragraphs set out the circumstances where a planning decision may go
& through a number of decision stages. Argyll and Bute Council has always been
7.20 satisfied that it was feasible for Members to express an initial opinion on a matter and then to further participate as long as they demonstrated that they had not closed their mind to the decision making process. The proposed revision now takes cognisance of such arrangements and will be of benefit in explaining to interested parties why such arrangements can arise.
- 7.24 The Code also now makes reference to site visits and requires Councillors to follow procedures set out for such visits by the local authority. Councillors in this Council have been well used to dealing with such matters and this should not present any issues for them.

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REVISED CODE OF CONDUCT FOR COUNCILLORS

CONTENTS

Section 1: Introduction to the Code of Conduct

Guidance on the Code of Conduct

Enforcement

Section 2: Key Principles of the Code of Conduct

Section 3: General Conduct

Conduct at Meetings

Relationship with Council Employees

Remuneration, Allowances and Expenses

Gifts and Hospitality

Confidentiality Requirements

Use of Council Facilities

Appointments to Partner Organisations

Dealings with the Council

Responsibilities to the Council as a Member of the Public

Section 4: Registration of Interests

Category One: Remuneration

Category Two: Related Undertakings

Category Three: Contracts

Category Four: Election Expenses

Category Five: Houses, Land and Buildings

Category Six: Interest in Shares and Securities

Category Seven: Non-Financial Interests

Category Eight: Gifts and Hospitality

Section 5: Declaration of Interests

Interests which Require Declaration

Your Financial Interests

Your Non-Financial Interests

The Financial Interests of Other Persons

The Non-Financial Interests of Other Persons

Making a Declaration

Frequent Declarations of Interest

Dispensations

Definition of Exclusions

Section 6: Lobbying and Access to Councillors

Section 7: Taking Decisions on Quasi-Judicial or Regulatory Applications

Introduction

Fairness and Impartiality

Decisions on Planning Matters

Annexes

Annex A Sanctions Applied by Standards Commission for Breach of the Code

Annex B Definitions

Annex C Protocol for Relations between Councillors and Employees in Scottish Councils

SECTION 1: INTRODUCTION TO THE CODE OF CONDUCT

1.1 The Scottish public has a high expectation of councillors and the way in which they should conduct themselves in undertaking their duties in the Council. You must meet those expectations by ensuring that your conduct is above reproach.

1.2 The Ethical Standards in Public Life etc. (Scotland) Act 2000 provides for the introduction of new codes of conduct for local authority councillors and members of relevant public bodies; imposes on Councils and relevant public bodies a duty to help their members to comply with the relevant code; and establishes a Standards Commission for Scotland to oversee the new framework and deal with alleged breaches of the codes. The Act requires the issue of a Code of Conduct for councillors - this Code - which was originally prepared by COSLA at the invitation of Scottish Ministers and approved by the Scottish Parliament. The Code has since been reviewed and re-issued, following consultation, by the Scottish Government.

1.3 This Code applies to every member of a local authority in Scotland. As a councillor, it is your responsibility to make sure that you are familiar with, and that your actions comply with, its provisions.

1.4 This Code reflects the legal framework of Scottish Councils at the date of the Code's publication. Councillors and employees should interpret it in the context of their individual council's decision making structure.

Guidance on the Code of Conduct

1.5 Councillors hold public office under the law and must observe the rules of conduct stemming from the law, this Code and any guidance from the Standards Commission and the rules, standing orders and regulations of the Council. It is your personal responsibility to comply with these and review regularly, and at least annually, your personal circumstances with this in mind, particularly when your circumstances change. You must not, at any time, advocate or encourage any action contrary to the Code of Conduct.

1.6 The sections of the Code which follow have been developed in line with the key principles listed in Section 2 and provide additional information on how the principles should be interpreted and applied in practice. No written information can provide for all circumstances and if you are uncertain about how the rules apply, you should seek advice from senior Council employees. You may also choose to consult your own legal advisers, and on detailed financial and commercial matters, to seek advice from other relevant professionals.

Enforcement

1.7 Part 2 of the Ethical Standards in Public Life etc. (Scotland) Act sets out the provisions for dealing with alleged breaches of the Code and for the sanctions that will be applied if the Standards Commission for Scotland finds that there has been a breach of the Code. In respect of councillors, those sanctions are set out in Annex A.

SECTION 2: KEY PRINCIPLES OF THE CODE OF CONDUCT

2.1 The general principles upon which this Code of Conduct is based should be used for guidance and interpretation only. These general principles are:

Duty

You have a duty to uphold the law and act in accordance with the law and the public trust placed in you. You have a duty to act in the interests of the Council as a whole and all the communities served by it and a duty to be accessible to all the people of the area for which you have been elected to serve, and to represent their interests conscientiously.

Selflessness

You have a duty to take decisions solely in terms of the public interest. You must not act in order to gain financial or other material benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial or other obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.

Objectivity

You must make decisions solely on merit when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

Accountability and Stewardship

You are accountable for your decisions and actions to the public. You have a duty to consider issues on their merits, taking account of the views of others, and you must ensure that the Council uses its resources prudently and in accordance with the law.

Openness

You have a duty to be as open as possible about your decisions and actions, giving reasons for your decisions and restricting information only when the wider public interest clearly demands.

Honesty

You have a duty to act honestly. You must declare any private interests relating to your public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

You have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the Council and its councillors in conducting public business.

Respect

You must respect all other councillors and all Council employees and the role they play, treating them with courtesy at all times.

2.2 You should apply the principles of this Code to your informal dealings with the Council's employees, party political groups and others no less scrupulously than at formal meetings of the Council and its committees and sub-committees.

SECTION 3: GENERAL CONDUCT

3.1 The rules of good conduct in this section must be observed in all situations where you act as a councillor, including representing the Council on official business.

Conduct at Meetings [*Note: previously focused on conduct in the Chamber or Committee*]

3.2 You must respect the chair, your colleagues, Council employees and any members of the public present during meetings or surgeries where you are performing duties as a councillor. When a meeting has a Chairperson, you must comply with rulings from the chair.

Relationship with Council Employees (Including those employed by contractors providing services to the Council)

3.3 You must respect all Council employees and the role they play, and treat them with courtesy at all times. It is expected that employees will show the same consideration in return.

3.4 Whilst both you and Council employees are servants of the public, you have separate responsibilities: you are responsible to the electorate but the employee is responsible to the Council as his or her employer. You must also respect the different roles that you and an employee play. Your role is to determine policy and to participate in decisions on matters placed before you, not to engage in direct operational management of the Council's services; that is the responsibility of the Council's employees. It is also the responsibility of the Chief Executive and senior employees to help ensure that the policies of the Council are implemented.

3.5 You must follow the Protocol for Relations between Councillors and Employees attached at Annex C. A breach of the Protocol will be considered as a breach of this Code.

Remuneration, Allowances and Expenses

3.6 You must comply with the rules for the payment to councillors of remuneration, allowances and expenses.

Gifts and Hospitality

3.7 You must not accept any offer by way of gift or hospitality which could give rise to real or substantive personal gain or a reasonable suspicion of influence on your part to show favour or disadvantage to any individual or organisation. You should also consider whether there may be any reasonable perception that any gift received by your spouse or cohabitee or by any company in which you have a controlling interest, or by a partnership of which you are a partner, can or would influence your judgement. The term "gift" includes benefits such as relief from indebtedness, loan concessions, or provision of services at a cost below that generally charged to members of the public.

3.8. You must never ask for gifts or hospitality.

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

3.9 You are personally responsible for all decisions connected with the acceptance of gifts or hospitality offered to you and for avoiding the risk of damage to public confidence in your Council and in local government. As a general guide, it is usually appropriate to refuse offers except:

- (a) isolated gifts of a trivial character, the value of which must not exceed £50.
- (b) normal hospitality associated with your duties and which would reasonably be regarded as appropriate; or
- (c) civic gifts received on behalf of the Council.

3.10 You must not accept any offer of a gift or hospitality from any individual or organisation who is an applicant awaiting a decision from the Council or who is seeking to do business or to continue to do business with the Council. If you are making a visit to inspect equipment, vehicles, land or property, then as a general rule you should ensure that the Council pays for the cost of these visits.

3.11 You must only accept offers to attend social or sporting events where these are clearly part of the life of the community or where the Council would be expected to be represented.

3.12 You must not accept repeated hospitality or repeated gifts from the same source.

3.13 If it is the practice of the Council to seek sponsorship for some of its activities or events, you must ensure that your involvement with the sponsors is limited to the event in question and does not damage public confidence in the relationship between the Council and the sponsors.

Confidentiality Requirements

3.14 Council proceedings and printed material are generally open to the public. This should be the basis on which you normally work but there may be times when you will be required to treat discussions, documents or other information relating to the Council in a confidential manner, in which case you must observe such requirements for confidentiality.

3.15 You will often receive information of a private nature which is not yet public or which perhaps would not be intended to be public. There are provisions in legislation on the categories of confidential and exempt information and you must always respect and comply with the requirement to keep such information private. Legislation gives you certain rights to obtain information not otherwise available to the public and you are entitled to exercise these rights where the information is necessary to carry out Council duties. Such information is, however, for your individual use as a councillor and must not be disclosed or in anyway used for personal or party political advantage or in such a way as to discredit the Council. This will also apply in instances where you hold the personal view that such information should be publicly available.

Use of Council Facilities

3.16 The Council will normally provide facilities to assist councillors in carrying out their duties as councillors or as holders of a particular office within the Council. This may involve access to secretarial assistance, stationery and equipment such as telephones, fax machines and computers. Such facilities must only be used in carrying out Council duties or for incidental personal use as authorised by your Council and not related in any way to party political or campaigning activities. Where the Council recognises party political groups, assistance to such groups is appropriate in relation to Council matters but must not extend to political parties more generally and you should be aware of and ensure the Council complies with the statutory rules governing local authority publicity.

Appointments to Partner Organisations

3.17 You may be appointed or nominated by the Council as a member of another body or organisation. If so, you will be bound by the rules of conduct of these organisations and your responsibility for any actions taken by you as a member of such an organisation will be to the organisation in question. You must also continue to observe the rules of this Code in carrying out the duties of that body.

3.18 If you become a director of a company as a nominee of the Council you will assume personal responsibilities under the Companies Acts. It is possible that a conflict of interest may arise for you as between the company and the Council. In such cases it is your responsibility to take advice on your responsibilities to the Council and to the company. This will include questions of declarations of interest.

Dealings with the Council

3.19 You will inevitably have dealings on a personal level with the Council of which you are a member - for example as a Council taxpayer, ratepayer, tenant, recipient of a Council service or applicant for a licence or consent granted by the Council. You must not seek preferential treatment for yourself, your family, friends, colleagues or employees because of your position as a councillor or as a member of a body to which you are appointed by the Council and you must avoid any action which could lead members of the public to believe that preferential treatment is being sought.

Responsibilities to the Council as a Member of the Public

3.20 The law makes specific provision that if a councillor is in two months' arrears with payment of Council tax that councillor may not participate in certain decisions concerning Council tax issues, in order to preserve public confidence that councillors are taking decisions in the general public interest. Similar considerations should apply in other forms of dealings between you and the Council where indebtedness may arise. Whilst you are a member of the community, you are also a representative of that community and of the Council to which you are elected. As there is potential for public perception of abuse of position and poor leadership, you must seek to avoid being in debt to the Council.

3.21 If you owe a debt to the Council, for example, in relation to rent due for a council house or commercial premises where the Council is the landlord, you must

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

put in place at the earliest opportunity arrangements for repayment. You must avoid being in a situation which might lead the public to believe that preferential treatment is being sought. You must not participate in any decision which may create suspicion of a conflict of interest. For example, where you are in arrears of rent for a council house, you must not participate in decisions affecting the levels of rent to be paid by council house tenants.

SECTION 4: REGISTRATION OF INTERESTS

4.1 The following paragraphs set out the categories of interests, financial and otherwise, which you have to register. These are "Registerable Interests", and you must ensure that they are registered, when you are elected and whenever your circumstances change. The register should cover the period since you were elected to your current term of office.

4.2 Regulations made by Scottish Ministers describe the detail and timescale for registering interests. It is your personal responsibility to comply with these regulations and you should review regularly and at least once a year your personal circumstances. Annex B contains key definitions and explanatory notes to help you decide what is required when registering your interests under any particular category. The interests which require to be registered are those set out in the following paragraphs and relate to you. It is not necessary to register the interests of your spouse, or cohabitee.

Category One: Remuneration

4.3 You have a registerable interest where you receive remuneration by virtue of being:

- employed;
- self-employed;
- the holder of an office;
- a director of an undertaking;
- a partner in a firm; or
- undertaking a trade, profession or vocation, or any other work.

4.4 You do not have a registerable interest simply because you are a councillor or a member of a joint board, a joint committee or of COSLA.

4.5 If a position is not remunerated it does not need to be registered under this category. However, unremunerated directorships may need to be registered under category two "Related Undertakings".

4.6 If you receive any allowances in relation to membership of any organisation the fact that you receive such an allowance must be registered.

4.7 When registering employment, you must give the name of the employer, the nature of its business and the nature of the post held in the organisation.

4.8 When registering self-employment, you must provide the name and give details of the nature of the business. When registering an interest in a partnership, you must give the name of the partnership and the nature of its business.

4.9 Where you otherwise undertake a trade, profession or vocation, or any other work, the detail to be given is the nature of the work and its regularity. For example, if you write for a newspaper, you must give the name of the publication and the frequency of articles for which you are paid.

4.10 When registering a directorship, it is necessary to provide the registered name of the undertaking in which the directorship is held and detail the nature of its business.

4.11 Registration of a pension is not required as this falls outside the scope of the category.

Category Two: Related Undertakings

4.12 You must register any directorships held which are themselves not remunerated but where the company (or other undertaking) in question is a subsidiary of, or a parent of, a company (or other undertaking) in which you hold a remunerated directorship.

4.13 You must register the name of the subsidiary or parent company or other undertaking and the nature of its business, and its relationship to the company or other undertaking in which you are a director and from which you receive remuneration.

4.14 The situations to which the above paragraphs apply are as follows:

- you are a director of a board of an undertaking and receive remuneration - declared under Category one - and
- you are a director of a parent or subsidiary undertaking but do not receive remuneration in that capacity.

Category Three: Contracts

4.15 You have a registerable interest where you (or a firm in which you are a partner, or an undertaking in which you are a director or in which you have shares of a value as described in paragraph 4.20 below) have made a contract with the Council of which you are a member:

(i) under which goods or services are to be provided, or works are to be executed; and

(ii) which has not been fully discharged.

4.16 You must register a description of the contract, including its duration, but excluding the consideration.

Category Four: Election Expenses

4.17 You must register a statement of any assistance towards elections expenses received within your current term of office where the value of the donation exceeds £50.

Category Five: Houses, Land and Buildings

4.18 You have a registerable interest where you own or have any other right or interest in houses, land and buildings, such as being an owner or a tenant, including council tenant.

4.19 You are required to give the address of the property, or otherwise give a description sufficient to identify it.

Category Six: Interest in Shares and Securities

4.20 You have a registerable interest where you have an interest in shares comprised in the share capital of a company or other body and the nominal value of the shares is:

- (i) greater than 1% of the issued share capital of the company or other body;
or
- (ii) greater than £25,000.

Category Seven: Non-Financial Interests

4.21 Councillors may also have significant non-financial interests and it is equally important that relevant interests such as membership or holding office in public bodies, companies, clubs, societies and organisations such as trades unions and voluntary organisations, are registered and described. In this context, non-financial interests are those which members of the public might reasonably think could influence your actions, speeches or votes in the Council which could include appointments to Committees or memberships of other organisations.

Category Eight: Gifts and Hospitality

4.22 You must register the details of any gifts or hospitality received within your current term of office. This record will be available for public inspection. It is not however necessary to record any gifts or hospitality as described in paragraph 3.9 (a) to (c) of this Code.

SECTION 5: DECLARATION OF INTERESTS

5.1 The key principles of the Code, especially those which specify integrity, honesty and openness are given further practical effect by the requirement for you to declare interests at meetings which you attend. The rules on declaration of interest, along with the rules which require registration of interests, are intended to produce transparency in regard to interests which might influence, or be thought to influence, your actions as a councillor.

5.2 It is your responsibility to make decisions about whether you have to declare an interest or make a judgement as to whether a declared interest prevents you from taking part in any discussions or voting. You are in the best position to assess your personal circumstances and to judge how these circumstances affect your role as a councillor in regard to a particular matter. You can, of course, seek advice from appropriate Council officers or from other sources which may be available to you. In making decisions for which you are personally responsible you are advised to err on the side of caution.

5.3 You may feel able to state truthfully that an interest would not influence your role as a councillor in discussion or decision-making. You must, however, always comply with the *objective test* ("the objective test") which is *whether a member of the public, with knowledge of the relevant facts, would reasonably regard the interest as so significant that it is likely to prejudice your discussion or decision making in your role as a councillor.*

5.4 Much of the content of the rules set out in this section of the Code refers to Council or Committee meetings. The principles relating to declaration of interests are not confined to such meetings. You must apply these principles no less scrupulously in your dealings with Council officers, at meetings with other councillors, including party group meetings, meetings of Joint Boards and Joint Committees and any other meeting, formal or informal, where you are representing your Council.

Interests which Require Declaration

5.5 Interests which require to be declared (if known to you) may be financial or non-financial. They may or may not cover interests which are registerable in terms of this Code. Most of the interests to be declared will be your personal interests but, on occasion, you will have to consider whether the interests of other persons require you to make a declaration. The paragraphs which follow deal with (a) your financial interests, (b) your non-financial interests and (c) the interests, financial and non-financial, of other persons.

Your Financial Interests

5.6 You must declare, if it is known to you, **ANY FINANCIAL INTEREST** (including any financial interest which is registerable under any of the categories prescribed in Section 4 of this Code and any interest as defined in a specific exclusion defined in paragraph 5.18 below).

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

There is no need to declare :-

- (i) an interest where a general exclusion, as defined in paragraph 5.18 below, applies but an interest where a specific exclusion applies must be declared; or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded other than in the following circumstances.

There is no need to withdraw in the case of:-

- (i) an interest covered by a general exclusion or a specific exclusion, or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

Your Non-Financial Interests

5.7 You must declare, if it is known to you, any NON-FINANCIAL INTEREST and if:

- (i) that interest has been registered under category eight of Section 4 of the Code or
- (ii) that interest would fall within the terms of the objective test.

There is no need to declare :

- (i) an interest where a general exclusion applies, but an interest where a specific exclusion applies must be declared, or
- (ii) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded other than in the following circumstances.

There is no need to withdraw in the case of:-

- (iii) an interest covered by a general exclusion or a specific exclusion, or
- (iv) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.8 As a councillor you will serve on other bodies as a result of express nomination or appointment by your Council or otherwise by virtue of being a councillor. Your membership of statutory Joint Boards or Joint Committees which are composed exclusively of Councillors does not raise any issue of declaration of interest in regard to Council business. In relation to service on the boards and management committees of limited liability companies, public bodies, societies and other organisations, you must decide, in the particular circumstances surrounding

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

any matter, whether to declare a non-financial interest. Only if you believe that, in the particular circumstances, the nature of the interest is so remote or without significance, should it not be declared. You must always remember the public interest points towards transparency and, in particular, a possible divergence of interest between the Council and another body. Keep particularly in mind the advice in paragraph 3.20 of this Code about your legal responsibilities to any limited liability company of which you are a director.

5.9 You will also have other private and personal interests and may serve, or be associated with, bodies, societies and organisations as a result of your private and personal interests and not because of your role as a councillor. In the context of any particular matter you will have to decide whether to declare a non-financial interest. You should declare an interest unless you believe that, in the particular circumstances, the interest is too remote or without significance. In reaching a view on whether the objective test applies to the interest, you should consider whether your interest (whether taking the form of association or the holding of office) would be seen by a member of the public acting reasonably in a different light because it is the interest of a person who is a councillor as opposed to the interest of an ordinary member of the public.

The Financial Interests of Other Persons

5.10 The Code requires only your financial interests to be registered. You also, however, have to consider whether you should declare any financial interest of certain other persons.

You must declare if it is known to you ANY FINANCIAL INTEREST of:-

- (i) a spouse, a civil partner or a co-habitee
- (ii) a close relative, close friend or close associate
- (iii) an employer or a partner in a firm
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director
- (v) a person from whom you have received a registerable gift or registerable hospitality
- (vi) a person from whom you have received registerable election expenses

There is no need to declare an interest if it is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

You must withdraw from the meeting room until discussion of and voting on the relevant item where you have a declarable interest is concluded other than in the following circumstances.

There is no need to withdraw in the case of:-

- (v) an interest covered by a specific exclusion, or
- (vi) an interest which is so remote or insignificant that it could not reasonably be taken to fall within the objective test.

5.11 This Code does not attempt the task of defining "relative" or "friend" or "associate". Not only is such a task one fraught with difficulty but is also unlikely that such definitions would reflect the intention of this part of the Code. The key principle is the need for transparency in regard to any interest which might (regardless of the precise description of relationship) be objectively regarded by a member of the public, acting reasonably, as potentially affecting your responsibilities as a councillor and, as such, would be covered by the objective test.

The Non-Financial Interests of other persons

5.12 You must declare if it is known to you ANY NON-FINANCIAL INTEREST of:-

- (i) a spouse, a civil partner or a co-habitee
- (ii) a close relative, close friend or close associate
- (iii) an employer or a partner in a firm
- (iv) a body (or subsidiary or parent of a body) of which you are a remunerated member or director
- (v) a person from whom you have received a registerable gift or registerable hospitality
- (vi) a person from whom you have received registerable election expenses.

There is no need to declare the interest unless it is clear and substantial.

There is only a need to withdraw from the meeting if the interest is clear and substantial.

Making a Declaration

5.13 You must consider at the earliest stage possible whether you have an interest to declare in relation to any matter which is to be considered. You should consider whether agendas for meetings raise any issue of declaration of interest. Your declaration of interest must be made as soon as practicable at a meeting where that interest arises. If you do identify the need for a declaration of interest only when a particular matter is being discussed you must declare the interest as soon as you realise it is necessary.

5.14 The oral statement of declaration of interest should identify the item or items of business to which it relates. The statement should begin with the words "I declare an interest". The statement must be sufficiently informative to enable those at the meeting to understand the nature of your interest but need not give a detailed description of the interest.

Frequent Declarations of Interest

5.15 Public confidence in a local authority is damaged by perception that a Council's decisions are substantially influenced by factors other than the public interest. If you would have to declare interests frequently at meetings of a particular committee or in respect of any role which you are asked to discharge as a councillor, you should not accept a role or appointment with that attendant consequence. Similarly, if any Council appointment or nomination to another body would give rise

to objective concern because of your existing personal involvements or affiliations, you should not accept the appointment or nomination.

Dispensations

5.16 In some very limited circumstances dispensations may be granted by the Standards Commission in relation to the existence of financial and non-financial interests which in terms of this Code would otherwise prohibit participation in discussion and voting.

5.17 Applications for dispensations will be considered by the Standards Commission which will be able to entertain requests for dispensations which will apply generally to a class or description of councillors who are all affected by a particular category of interest. In situations where general or category dispensations are not granted by the Standards Commission, applications for particular dispensations should be made as soon as possible in advance of any meetings where dispensation is sought. You should take no part in consideration of the matter in question unless, and until, the application for dispensation is granted.

Definition of Exclusions

5.18

(1) *The General Exclusions*

The general exclusions referred to in this Section of the Code are in relation to interests which a councillor may have -

- (i) as a Council tax payer or rate payer or in relation to the Council's public services
- (ii) in relation to setting the Council tax
- (iii) in relation to matters affecting councillors' remuneration, allowances, expenses, support services and pension
- (iv) as a Council house tenant.

In relation to (i), a councillor does not have an interest which has to be declared as a Council tax payer or ratepayer or, in respect of any issue relating to the terms of services which are offered to the public generally, as a recipient or non-recipient of those services.

In relation to (ii), a councillor does not have a financial interest which has to be declared in connection with

- (a) the setting of council tax (including the approval of the total estimated expenses of the authority to be incurred during the year in question) and
- (b) the setting of any substitute council tax (including the approval of any revised total estimated expenses)

notwithstanding that the councillor may have an interest in any item of expenditure.

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

In relation to (iii), a councillor does not have an interest which has to be declared in connection with any matter relating to councillors' remuneration, allowances, expenses or support services or in relation to councillors' pension arrangements, including the investment of superannuation funds.

In relation to (iv), a councillor does not have an interest which has to be declared in connection with any matter relating to council house matters, notwithstanding that the councillor has an interest in the tenancy of council housing accommodation (including any garage), always provided –

- (a) this exclusion does not apply in respect of any matter which is concerned solely or mainly with the particular tenancy from which an individual councillor's interest derives.
- (b) this exclusion does not apply to any councillor who is in arrears of rent in respect of his or her council house (or garage as appropriate).

(2) *The Specific Exclusions*

The specific exclusions referred to in this Section of the Code are in relation to interests which a councillor may have -

- (i) as a member of an outside body
- (ii) as a member of the Cairngorms National Park Authority ("CNPA").

In relation to (i), the exclusion applies to any councillor who has been nominated or appointed or whose appointment has been approved by the councillor's local authority and who has registered an interest under section 4 of the Code as a member of:

- (a) devolved public body as defined in schedule 3 to the Act;
- (b) a public body established by enactment or in pursuance of statutory powers or by the authority of statute or a statutory scheme;
- (c) a body with whom there is in force an agreement which has been made in pursuance of section 19 of the Enterprise and New Towns (Scotland) Act 1990 by Scottish Enterprise or Highlands and Islands Enterprise for the discharge by that body of any of the functions of Scottish Enterprise or, as the case may be, Highlands and Islands Enterprise;
- (d) a body being a company –
 - established wholly or mainly for the purpose of providing services to the councillor's local authority; and
 - which has entered into a contractual arrangement with that local authority for the supply of goods and/or services to that local authority,

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

so as to enable the councillor to take part in the consideration and discussion of, and to vote upon, any matter relating to the body in question the councillor is required to declare his or her interest at all meetings where matters relating to the body in question are to be discussed, always provided the exclusion does not apply in respect of any matter of a quasi-judicial or regulatory nature where the body in question is applying to the local authority for a licence, a consent or an approval, is making an objection or representation or has a material interest concerning such a licence, consent or approval or is the subject of a statutory order of a regulatory nature, made, or proposed to be made, by the local authority.

In relation to (ii), the exclusion applies to (a) Decisions on Planning Applications where the CNPA have submitted comments to the Council and (b) Decisions on Planning Applications where the CNPA have decided not to call-in the Applications, as follows:-

- (a) the exclusion applies to any councillor who is also a member of the CNPA where the CNPA have submitted comments, representations or objections to the Council in relation to a planning application so as to enable the councillor to take part in the consideration and discussion of, and to vote upon, the determination of the planning application by the Council, subject to the following:-
 - (i) this exclusion only applies where the councillor has not participated in the decision to make comments, representations or objections and has not attended during the item of the relevant CNPA meeting to decide on the comments, representations or objections to be submitted.
 - (ii) this exclusion applies to meetings of the Council and of any committee or sub-committee of the Council and to other meetings as referred to in para *** of the Code to deal with the planning application.
- (b) the exclusion applies to any councillor who is also a member of the CNPA where the CNPA have decided not to call-in a planning application so as to enable the councillor to take part in the consideration and discussion of, and to vote upon, the determination of the planning application by the Council, subject to the following:-
 - (i) this exclusion only applies provided the CNPA have, in reaching their decision not to call-in, confined themselves to the question whether the application should be called-in and not discussed the merits of the application in so deciding.
 - (ii) this exclusion applies to meetings of the Council and of any committee or sub-committee of the Council and to other meetings as referred to in para *** of the Code to deal with the planning application.

SECTION 6: LOBBYING AND ACCESS TO COUNCILLORS

6.1 In order for the Council to fulfil its commitment to being open, accessible, and responsive to the needs of the public, it needs to encourage appropriate participation by organisations and individuals in the decision-making process. Clearly however, the desire to involve the public and other interest groups in the decision-making process must take account of the need to ensure transparency and probity in the way in which the Council conducts its business.

6.2 You will need to be able to consider evidence and arguments advanced by a wide range of organisations and individuals in order to perform your duties effectively. Some of these organisations and individuals will make their views known directly to individual councillors or Council committees. The rules and standards in this Code set out how you should conduct yourself in your contacts with those who seek to influence you.

6.3 You may be lobbied by a wide range of people including individuals, organisations, companies and developers. As a general rule, it is an essential element of the democratic system that any individual should be able to lobby the Council or a councillor. However, particular considerations apply when you are dealing with applications under regulatory powers such as planning and with matters of a quasi-judicial nature such as the determination of certain licence applications. If you are lobbied on such matters you should make it clear that you are not in a position to lend support for or against any such application that you will have a responsibility for making a decision on in due course. Representations to councillors on such applications should be directed, by the councillor, to the appropriate department of the Council

6.4 Political group meetings should not be used to decide how councillors should vote on such applications, or on individual staffing matters such as the appointment or discipline of employees. It is a breach of this Code to comply with political group decisions on such matters where these differ from your own views.

SECTION 7: TAKING DECISIONS ON QUASI-JUDICIAL OR REGULATORY APPLICATIONS

Introduction

7.1 The Code's provisions relate to the need to ensure a proper and fair hearing and to avoid any impression of bias in relation to statutory decision making processes. These decisions apply not only to those made under planning legislation but to a number of others of a quasi-judicial or regulatory nature which the local authority may also have to consider. These will include applications for taxi, betting and gaming, liquor, theatres, cinemas and street trader licences and a range of other similar applications where the issuing of a statutory approval or consent is involved. This also includes where the local authority is acting in an enforcement role.

Fairness and Impartiality

7.2 On questions relating to such matters on which councillors have to make individual decisions, you may have to take account of different points of view.

7.3 In such cases, it is your duty to ensure that decisions are properly taken and that parties involved in the process are dealt with fairly. Where you have a responsibility for making a formal decision, you must not only act fairly but also be seen as acting fairly. Furthermore, you must not prejudge, or demonstrate bias in respect of, or be seen to be prejudging or demonstrating bias in respect of, any such decision before the appropriate Council meeting. In making any decision, you should only take into account relevant and material considerations and you should discount any irrelevant or immaterial considerations.

7.4 To reduce the risk of your decisions being legally challenged, you must not only avoid impropriety, but must at all times avoid any occasion for suspicion and any appearance of improper conduct.

7.5 Councillors who have been appointed to outside bodies may - in certain circumstances - be entitled to participate in discussion and voting on matters relating to these bodies through the benefit of the specific exclusion relating to certain outside bodies as provided for in paragraph 5.18(2)(i) of section 5 of this Code. It should be emphasised, however, that the exclusion does not apply in respect of any matter of a quasi-judicial or regulatory nature where the outside body is applying to the local authority for a licence, a consent or an approval, is making an objection or representation or has a material interest concerning such a licence, consent or approval or is subject of a statutory order of regulatory nature, made, or proposed to be made, by the local authority.

Decisions on Planning matters*Policy and strategic issues*

7.6 The handling of individual applications should not limit you from discussing or debating matters of policy or strategy, notwithstanding that these may provide the framework within which individual applications will in due course be decided,

7.7 Therefore in your key role in establishing planning policies for the area, you are fully entitled to express your views or advocate proposals on the making, approval or amendment of the development plan.

7.8 You may also be asked to comment on requests to the planning authority for a provisional view as to whether - in respect of a proposal for a major development - the authority might be minded, in principle, to consider granting planning permission. This may occur in cases where developers are seeking such a view in advance of committing to expensive and lengthy technical appraisals. As a part of any such request and only as part of the planning authority considering and forming such a provisional view, you are entitled to express an opinion in advance of the proposal or application coming to the planning authority formally for determination and you may still take part in that determination.

General

7.9 As a councillor you may have to deal with planning decisions in a number of ways. You may:

- become involved in local cases as a ward representative, or
- you may be more actively involved in decision making:
 - as a member of a committee dealing generally with decisions on planning applications;
 - in certain cases, you may be a member of the committee where applications are subject to a pre-determination hearing;
 - as a member dealing with applications referred to the full council for determination; and
 - as a member of the Council's Local Review Body dealing with reviews where officers acting under delegated authority have refused planning permission or granted it subject to conditions which the applicant does not agree with.

7.10 You must never seek to pressure planning officers to provide a particular recommendation on any planning decision and you should not seek privately to lobby other councillors who have a responsibility for dealing with the application in question.

7.11 If you propose to take part in the decision making process you must not give grounds to doubt your impartiality. You must not make public statements about a pending decision, to ensure that you are not seen to be prejudging a decision which will be made at the meeting where all the information required to take a decision will be available. You must not indicate or imply your support or opposition to a proposal, or declare your voting intention, before the meeting. Anyone who may be seeking to influence you must be advised that you will not formulate an opinion on a particular matter until all available information is to hand and has been duly considered at the relevant meeting.

7.12 If you have an interest, whether financial, non financial, or personal, in the outcome of a decision on a planning application, or a planning agreement, or on

taking enforcement action, or in a Local Review Body, you must declare that interest and refrain from taking part in making the decision.

Representations

7.13 Where you will have a responsibility for the appropriate decision, you should not organise support for, or opposition to, or lobby other councillors or act as an advocate to promote a particular recommendation on a planning application, on a planning agreement, on taking enforcement action, or on a review by the Local Review Body. If you do so then paragraph 7.11 will apply.

7.14 This should not, however, preclude you from raising issues or concerns on any of the matters with the planning officers concerned. Indeed, a councillor may well have an important contribution to make in respect of an individual planning application or on what the Council should include in a planning agreement. It is entirely appropriate for councillors who will have a decision making responsibility to make known what representations they have received on a planning application, to attend public meetings and to assist constituents in making their views known to the relevant planning officer, provided that at no time does the councillor express a "for" or "against" view by advocating a position in advance of the decision making meeting (other than in respect of the circumstances set out in paragraphs 7.8 and 7.18).

7.15 Where in the decision making process you wish to make representations on behalf of constituents or other parties you may do so providing (a) you do so in terms of procedures agreed by the Council which afford equal opportunity to any parties wishing to make representations to do so (b) you declare your interest in the matter and (c) after making those representations you then retire from the meeting room.

Full Council decisions

7.16 In the new planning system there are certain planning applications where the final decision has to be made by the full council. These applications will be those where there has been the opportunity for a pre-determination hearing. These procedures apply to major developments which are significantly contrary to the development plan and for national developments. It will be apparent before the application is formally submitted to the council which developments are national or major.

7.17 You should be aware that where the application is for a national development that you will be involved in the decision making process as a member of the full Council. Where the application is for a major development, it may not be clear at the outset whether the development is significantly contrary to the development plan. It will be for the planning authority to come to such a view.

7.18 You are entitled to take part in the decisions to be made by the full Council notwithstanding you may have expressed an opinion on the application at a pre-determination hearing or at the planning committee.

Local or Area Planning Committees

7.19 All local authorities will have their own procedures for dealing with planning applications. Your council may adopt a system in which most applications are dealt with by local or area planning committees with the remaining being dealt with by a central planning committee. Some also have procedures where decisions can be referred from a planning committee to the full Council for final determination.

7.20 Individual members may make their provisional views known as part of the discussions at earlier meetings. Councillors who have responsibility for the decision should only make a final judgement when all the relevant material considerations are before the meeting that will, in fact, determine the application. These considerations can quite appropriately include the views of a local or area committee for a central planning committee, or the views of a planning committee or a pre-determination hearing in advance of the full Council.

Other interests

7.21 If you have substantial property or other interests which would prevent you from voting on a regular basis you should not sit on a decision-making committee that deals with planning applications.

7.22 You must not act on behalf of, or as an agent for, an applicant for planning permission with the Council other than in the course of your professional role which you have registered.

7.23 When making a planning application for your own property, you must not take any further part in the development process following submission of the planning application, or sit on a Local Review Body relating to such an application.

Site visits

7.24 As a councillor, you may be asked to attend site visits in connection with a pending planning application or review. If you do so, you should follow the procedures for such visits set out by your authority - for local reviews there are details about site visits in the relevant regulations. These procedures should be consistent with the provisions of this Code.

Unauthorised developments

7.25 As a councillor you may also be the person who is first made aware of unauthorised development and you might - quite properly - wish to refer the matter to the Council for possible enforcement action. Once the initial referral has been made to the appropriate department for investigation and any formal action, you should advise all subsequent inquirers to deal directly with the relevant officer.

SANCTIONS APPLIED BY STANDARDS COMMISSION FOR BREACH OF THECODE

- (a) Censuring the councillor;
- (b) suspending, for a period not exceeding one year, the councillor's entitlement to attend one or more but not all of the following:
- i) all meetings of the Council;
 - ii) all meetings of one or more committees or sub-committees of the council;
 - iii) all meetings of any other body on which that councillor is a representative or nominee of the council;
- (c) suspension, for a period not exceeding one year, of the councillor's entitlement to attend all meetings of the council, and of any committee or sub-committee of the council; and
- of any other body on which the councillor is a representative or nominee of the council;
- (d) disqualifying the councillor, for a period not exceeding five years, from being or being nominated for election as, or from being elected as, a councillor.

A period of suspension under (b) or (c) above which would continue until or beyond an ordinary election will come to an end at the beginning of the day on which that election is held.

Disqualification of a councillor has the effect of vacating that councillor's office and extends to the councillor's membership of any committee or sub-committee of the council, any joint committee, joint board or other body on which the councillor is a representative or nominee of the Council.

Where a councillor is also a member of a devolved public body (as defined in the Ethical Standards in Public Life etc. (Scotland) Act 2000), other than as a representative or nominee of the Council, the Commission may also remove or disqualify that person in respect of that membership. Full details of the sanctions are set out in Section 19 of the Act.

DEFINITIONS

1. **"Remuneration"** includes any salary, wage, share of profits, fee, expenses, other monetary benefit or benefit in kind. This would include, for example, the provision of a company car or travelling expenses by an employer.
2. **"Undertaking"** means: (a) a body corporate or partnership; or (b) an unincorporated association carrying on a trade or business, with or without a view to a profit.
3. **"Related Undertaking"** is a parent or subsidiary company of a principal undertaking of which you are also a director. You will receive remuneration for the principal undertaking though you will not receive remuneration as director of the related undertaking.
4. **"Parent Undertaking"** is an undertaking in relation to another undertaking, a subsidiary undertaking, if (a) it holds a majority of the voting rights in the undertaking; or (b) it is a member of the undertaking and has the right to appoint or remove a majority of its board of directors; or (c) it has the right to exercise a dominant influence over the undertaking (i) by virtue of provisions contained in the undertaking's memorandum or articles or (ii) by virtue of a control contract; or (d) it is a councillor of the undertaking and controls alone, pursuant to an agreement with other shareholders or councillors, a majority of the voting rights in the undertaking .
5. **"Election expenses"** means expenses incurred, whether before, during or after the election, on account of, or in respect of, the conduct or management of the election.
6. **"A person"** means a single individual or legal person and includes a group of companies.
7. **"Group of companies"** has the same meaning as "group" in section 262(1) of the Companies Act 1985. A "group", within s262(1) of the Companies Act 1985, means a parent undertaking and its subsidiary undertakings.
8. **"Any person"** includes individuals, incorporated and unincorporated bodies, trade unions, charities and voluntary organisations.
9. **"Spouse"** does not include a former spouse or a spouse who is living separately and apart from you.
10. **"Cohabitee"** includes a person, whether of the opposite sex or not, who is living with you in a relationship similar to that of husband and wife.
11. **"Chair"** includes Committee Convener or any person discharging similar functions under alternative decision making structures.

PROTOCOL FOR RELATIONS BETWEEN COUNCILLORS AND EMPLOYEES IN SCOTTISH COUNCILS

Principles

1. This protocol sets out the way in which Councils and employees of Councils should behave towards one another. It does not cover all the variety of circumstances which can arise, but the approach which it adopts will serve as a guide to dealing with other issues as they come up.
2. Councillors and employees should work in an atmosphere of mutual trust and respect, with neither party seeking to take unfair advantage of their position.

Scope

3. The most common contacts are between councillors and senior employees at Chief Executive, Director or Head of Service level, and this protocol is largely about those contacts. There are also many contacts between councillors and other employees in their daily business, and the principles of this protocol also apply to them. The particular position of employees who provide direct support services for councillors is dealt with separately at paragraph 21.

Members' and employees' roles

4. Within a Council, councillors have a number of different roles, all of which call for separate consideration. Some councillors are chairs of committees, most belong to political groups, and all have a local constituency to represent.
5. Legally, employees are employed by the Council and are accountable to it. Ultimately they serve the Council as a whole and not any particular political group, combination of groups or any individual member. Nonetheless, political groups exist in most Councils and employees may properly be called upon to assist the deliberations of political groups and also to help individual members in their different roles. Chief Executives and Senior Officers have ultimate responsibility to ensure that the Council's responsibilities are implemented.

Office bearers

6. It is clearly important that there should be a close professional working relationship between the Chair of a committee and the director and other senior employees of any service which reports to that committee. However, such relationships should never be allowed to become so close, or appear to be so close, as to bring into question employees' ability to deal impartially with other councillors, and the ability of Chairs to deal impartially with other employees.
7. The Chair of a committee will often be consulted on the preparation of agendas and reports. Employees will always be fully responsible for the contents of any report submitted in their name and have the right to submit reports to members

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

on their areas of professional competence. While employees will wish to listen to the views of conveners, they must retain final responsibility for the content of reports.

8. Committee Chairs are recognised as the legitimate elected spokesperson on their committees' areas of responsibility. Where authority is delegated to employees they will often wish to consult Chairs of committees about the action which they propose to take but the responsibility for the final decision remains with the employee who is accountable for it. Chairs should bear this in mind when discussing proposed action with employees.

9. Committee Chairs will have many dealings with employees. Those employees should always seek to assist a committee Chair but it must be remembered that they are ultimately responsible to the Head of the Service.

Political groups

10. Most Councils operate through a system of groups of councillors, many of them based on political affiliation. All employees must, in their dealings with political groups and individual members, treat them in a fair and even-handed manner. Employees must at all times, maintain political neutrality.

11. The support provided by employees can take many forms, ranging from the meeting with the Chair and vice-Chair before a committee meeting to a presentation to a full party group meeting. Whilst in practice such support is likely to be in most demand from whichever party group is for the time being in control of the Council, it should be available to all party groups. The advice given by employees to different party groups should be consistent.

12. Certain matters must, however, be clearly understood by all those participating in this type of process, councillors and employees alike. In particular:

- Council rules about groups' access to employees, e.g. all requests being approved by the Chief Executive, must be followed;
- employee support in these circumstances must not extend beyond providing information and advice in relation to matters of Council business. The observance of this distinction will be assisted if employees are not expected to be present at meetings or parts of meetings, when matters of party business are to be discussed;
- party group meetings, whilst they form part of the preliminaries to Council decision-making, are not empowered to make decisions on behalf of the Council. Conclusions reached at such meetings do not therefore rank as Council decisions and it is essential that they are not interpreted or acted upon as such;
- where employees provide information and advice to a party group meeting in relation to a matter of Council business, this cannot act as a substitute for providing all necessary information and advice to the relevant committee or sub-committee when the matter in question is considered;

CONSULTATION ON THE COUNCILLORS' CODE OF CONDUCT

- political groups need to recognise that information and advice given by employees should be used to enhance discussion and debate at Council and committee meetings. If such information is used for political advantage, for example media briefings beforehand, then the process could become devalued and place employees in a difficult position in giving information and advice; and
- the chair of a political group meeting attended by employees has a responsibility for ensuring that those attending are clear on the status of the meeting and the basis on which employees are attending.

13. Special care needs to be exercised whenever employees are involved in providing information and advice to a meeting of a political group which includes persons who are not members of the Council. Such persons will not be bound by the Codes of conduct for councillors and employees (in particular, the provisions concerning the declaration of interests and confidentiality) and for this and other reasons employees may not be able to provide the same level of information and advice as they would to a members only meeting.

14. Any discussion with a political group or councillor must be treated with strict confidentiality by the employees concerned and should not be accessible to any other political group. It is acknowledged, however, that factual information upon which any advice is based will, if requested, be available to all political groups.

15. Should any difficulty or uncertainty arise in the area of employee advice to party groups, this shall be raised with the Chief Executive who should discuss the matter with the group leader.

Local representative

16. All councillors represent part of the area of the Council. Within each Council's rules about consultation and councillor involvement, employees must treat all councillors fairly and openly in their role as local representatives. When performing their local representative role, councillors will be seen by the public as representing the Council and should act in accordance with the principles of the Code of Conduct for Councillors and this protocol.

Communications

17. Communications between an individual councillor and an employee should normally not be copied by the officer to any other councillor. Where it is necessary to copy the communications to another member, this should be made clear to the original councillor at the time.

Appointments

18. Where councillors are involved in the appointments of employees they must act fairly and openly and judge candidates solely on merit.

Social relationships

19. The relationship between councillors and employees depends upon trust and this will be enhanced by the development of positive, friendly relationships. Councillors and employees will often be thrown together in social situations within the community and they have a responsibility to project a positive image of the Council. Nonetheless, close personal familiarity between individual employees and councillors can damage the relationship of mutual respect and the belief that employees give objective and professional advice and commitment to the Council. Councillors and employees should, therefore, be cautious in developing close personal friendships while they have an official relationship.

Public comment

20. Councillors should not raise matters relating to the conduct or capability of employees in public. Employees must accord to councillors the respect and courtesy due to them in their various roles. There are provisions in the Code of Conduct for Employees about speaking in public and employees should observe them.

Employees supporting councillors

21. Where Councils arrange for employees to support members directly in carrying out their duties, particular considerations apply. Such employees are normally involved in administrative and practical support of councillors. While such staff may operate to the requirements of individual councillors in their daily business, it must be remembered that the employees are accountable to their line managers and any issues about conflicting priorities, conduct or performance must be referred to those managers.

APPENDIX A

CONSULTATION QUESTIONS ON THE CODE

1. The consultation questions set out below focus on changes that have been made to the Code in order to make the Code clearer and more easily understood and to address the legislative changes in the Scottish Planning System.

2. We are specifically seeking your views on the amendments that have been made to the Code, highlighted in grey; however your views on any aspect of the revised Code are welcome. When making general comments please specify which section of the Code you are commenting on. If your response refers to a particular paragraph, rather than the Section as a whole, please provide a reference to that paragraph(s) following your response i.e. (paragraph 1.7).

General Questions

- Q1. Have you used the Code before? **Yes/No**
- Q2. If yes, in what capacity have you/do you use the Code? i.e. as a Councillor
- Q3. How often do you use the Code? **Very often/Often/Sometimes/Never**
- Q4. Do you agree that the revised Code achieves the aim of being clearer and more easily understood? **Yes/no**

Questions on the Revised Code**Section 2. Key Principles of the Code of Conduct**

- Q5. Do you agree that the key principles should be used for guidance and interpretation purposes only? **Yes/No** (If no, please explain why.)

Section 3. General Conduct

- Q6. Do you agree that the information in the Code relating to Conduct at Meetings is clear and easily understood? **Yes/No** (If no, please explain why)
- Q7. Do you agree that the information in the Code relating to Gifts and Hospitality is clear and easily understood? **Yes/No** (If no, please explain why)
- Q8. Do you agree that the information in the Code relating to the Use of Council Facilities is clear and easily understood? **Yes/No** (If no, please explain why)

Section 4. Registration of Interests

- Q9. Do you agree that the information in this section of the Code is clear and easily understood? **Yes/No** (If no, please explain why)

Section 5. Declaration of Interests

Q10. Do you agree that the information in this section of the Code is clear and easily understood? **Yes/No** (If no, please explain why)

Section 6. Lobbying and Access to Councillors

Q11. Do you agree that the information in this section of the Code is clear and easily understood? **Yes/No** (If no, please explain why)

Section 7. Taking Decisions on Quasi-Judicial or Regulatory Applications

Q12. Do you agree that the information in this section of the Code is clear and easily understood? **Yes/No** (If no, please explain why)

Q13. Do you agree that this section effectively addresses the legislative changes that have been made to the Scottish Planning System during 2009? **Yes/No** (If no, please explain why)

APPENDIX B



The Scottish Government

RESPONDENT INFORMATION FORM

Please Note That This Form **Must** Be Returned With Your Response To Ensure That We Handle Your Response Appropriately

1. Name/Organisation

Organisation Name

Title Mr Ms Mrs Miss Dr Please tick as appropriate

Surname

Forename

2. Postal Address

Postcode

Phone

Email

3. Permissions

I am responding as...

Individual

/

Group/Organisation

Please tick as appropriate

(a) Do you agree to your response being made available to the public (in Scottish Government library and/or on the Scottish Government web site)?

Please tick as appropriate Yes

(b) Where confidentiality is not requested, we will make your responses available to the public on the following basis

Please tick ONE of the following boxes

Yes, make my response, name and address all available

or

Yes, make my response available, but not my name and address

or

Yes, make my response and name available, but not my address

(c) The name and address of your organisation will be made available to the public (in the Scottish Government library and/or on the Scottish Government web site).

Are you content for your response to be made available?

Please tick as appropriate Yes

No

(d) We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

Please tick as appropriate

 Yes

 No

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