

Public Document Pack

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



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26 January 2012

BUDGET PACK

EXECUTIVE

2 FEBRUARY 2012 AT 10.00AM IN THE COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD

I enclose herewith item 7 (**BUDGETING AND PLANNING 2012/13 AND 2014/15**) to be considered as an item on the agenda for the above meeting.

Douglas Hendry
Executive Director - Customer Services

BUSINESS

*** # 7. BUDGETING AND PLANNING 2012/13 AND 2014/15**

Section 1 – Corporate and Service Plans and Budget Consultations (Pages 1 – 264)
Section 2 – Revenue Budget (Pages 265 – 390)
Section 3 – Capital Budget (pages 391 – 496)

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

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

EXECUTIVE

Maureen Arthur
Councillor Robin Currie
Councillor Vivien Dance
Councillor Duncan MacIntyre
Councillor Neil Mackay
Councillor Bruce Marshall
David McEwan
Councillor Gary Mulvaney
Alison Palmer
Councillor Len Scoullar

Councillor Rory Colville
William Dalby
Councillor Alison Hay
Councillor Robert Macintyre
Councillor Donald MacMillan
William Marshall
Councillor Ellen Morton
Councillor Andrew Nisbet
Councillor Elaine Robertson
Councillor Dick Walsh

Contact: Hazel MacInnes Tel: 01546 604269



**PLANNING & BUDGETING PACK
2012-13 to 2014-15**

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SECTION 1

CORPORATE AND SERVICE PLANS AND BUDGET CONSULTATION

**INTRODUCTORY REPORT AND RECOMMENDATIONS FOR BUDGET PAPERS ON
CORPORATE AND SERVICE PLANS AND BUDGET CONSULTATION**

1. INTRODUCTION

- 1.1 This report introduces the elements of the budget pack relating to the corporate plan, service plans and budget consultation. This paper sets out the content and purpose of these papers.
- 1.2 Corporate Plan – Sets out the Council’s vision and values and the corporate objectives, corporate outcomes and main documents that support these.
- 1.3 Service Plans – There is a separate service plan for each service. The service plans give an overview of each service, show how service and corporate outcomes relate to each other and set out the success measures, targets/timescales, and risks for each service outcome. The service plans also summarise budget against each service outcome and give a summary of the key budgetary issues for each service. The page overleaf explains in more detail each of the pages of the service plan.
- 1.4 Budget Consultation – This report summarises outcome of the budget consultations. It outlines budget consultation activity and reports the findings and key issues emerging from the budget consultation.

2. RECOMMENDATIONS

- 2.1 To approve the corporate plan subject to any adjustments arising from consideration of the revenue and capital budgets.
- 2.2 To approve the service plans subject to any adjustments arising from consideration of the revenue and capital budgets.
- 2.3 To note the results of the budget consultation and have regard to these in finalising the revenue and capital budgets.

IMPLICATIONS

Policy – Outlines the proposed revenue budget by service for 2012-13 to 2014-15

Legal – None

Human Resources – Individual service reviews have HR implications

Financial – Outlines the proposed revenue budget by service for 2012-13 to 2014-15

Equal Opportunities – Services have been required to consider equal opportunities in carrying out the service reviews.

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

Bruce West, Head of Strategic Finance
23 January 2012

Service Plan Contents

A complete Service Plan pack has the following pages, however, where there are no budgetary cost pressures, demand pressure or savings for a service, the relevant page has been removed.

Page	Explanation
Service Overview	This provides an overview of the service and sets the context within which each service operates, details of key characteristics and significant risks.
Outcomes	Each service selects the corporate outcomes which best describe their work, and translates these into relevant service outcomes.
Full Service Summary	This details the service outcomes and success measures and links these to the budget for the service. The budget quoted is the net budget before savings.
Financial Summary	<p>The financial summary is split into three sections:</p> <ul style="list-style-type: none"> • An analysis by cost type for the service including a reconciliation of the changes since the previous years budget. • A summary of the savings for the department. • A summary of the number of posts and how this will change if all savings are accepted.
Base Adjustments	This page summarises the adjustments to the previous year budget (base). This includes the increase in Year 2 Service Review savings, where full year savings were not realised in 2011-12. In addition, there are other adjustments in respect of payroll increments, payroll inflation, increases in superann and movements in the employee numbers.
Non-Payroll Inflation	This summarises the costs of non-pay inflation that has been included within the budget along with the relevant inflation percentage. Only unavoidable/inescapable non-pay inflation has been included.
Cost Pressures	This details the cost pressures facing a service.
Demand Pressures	This details the demand pressures facing a service.
Revised Savings	This details the changes to the Year 2 Service Review Savings or Further Savings Options agreed at the budget meeting in February 2011.
Service Review Savings	This details the service review savings for those services subject to a service review during 2011. Information is provided as to whether the saving is a management/operational decision that can be implemented subject to HR consultation or a policy change which will have an impact on the service outcome and requires a decision by Members.

ARGYLL AND BUTE COUNCIL

COUNCIL

IMPROVEMENT AND HR

16 FEBRUARY 2012

Argyll and Bute Council Corporate Plan 2012-13

1. SUMMARY

1.1 The new corporate plan communicates the Councils vision, values, corporate objectives and outcomes for 2012 – 2013. It builds on the current plan and improvements in performance reporting.

2. DETAIL

2.1. Some changes have been made between the current and proposed corporate plan. They are detailed below:

Under corporate objective 1

- The removal of 'older' in the third outcome to now say 'Our people are supported to live more active, healthier and independent lives'.
- The inclusion of 'adults' in the fifth outcome which now says 'Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities'.

No changes under corporate objective 2.

Under corporate objective 3

- The inclusion of the word 'safer' in the second outcome which now says 'The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities'.
- Two previous outcomes (We have reduced the carbon footprint of Argyll and Bute Council and 'We have "reduced, reused and recycled" more') have been replaced with 'We contribute to a sustainable environment'.

Under corporate objective 4

- In the first outcome the term 'best value services' has been replaced with 'high quality, continually improving, efficient and responsive services.
- A previous outcome ('We listen to our customers and communities to continually improve our services') has been removed as it is felt it is covered in the first outcome of this section.

2.2. The new corporate plan will take the Council through the next business year. This time frame will enable the Council, following elections in May 2012, to be involved in the development of a longer

term corporate plan which will run concurrently with the new Single Outcome Agreement and Community Plan.

2.3. The Community Planning Partnership has reviewed the Single Outcome Agreement and decided to have a one year combined SOA and Community Plan to enable existing documents to run their course whilst preparing for the future by combining the documents. The Community Planning Partnership has developed a draft SOA for 2012 – 2013 which it has been agreed will use the outcomes from the Council's corporate plan. Through 2012 – 2013 partners will be working together to develop a longer term SOA/ Community Plan.

2.4. It is proposed that the SOA/ Community Plan and Argyll and Bute Council's corporate plan from 2013 have the same time frame.

2.5. Performance reporting has improved since the introduction of the current corporate plan. There are now clear links from the national outcomes through the SOA to the corporate plan and through to service plans. There is improved communication and reporting of performance through the development of the service and Council scorecards.

3. CONCLUSION

3.1. The new corporate plan, when approved, will communicate the Council's vision, values, corporate objectives and outcomes for 2012 – 2013 and take the Council in to a longer term planning cycle linked closely to the Single Outcome Agreement.

For further information, please contact:
Jane Fowler, Head of Improvement and HR, 01546 604466
23 January 2012

ARGYLL AND BUTE COUNCIL COMHAIRLE EARRA-GHÀIDHEAL AGUS BHÒID



Corporate Plan 2012-13 Planna Corporra 2012-13

Our vision – Realising our potential together

Nì sinn le chèile gach nì a tha nar comas

Our Council is forward looking and ambitious, continuously improving our relationship with our partners, customers and employees to ensure that we deliver the right services, by the best people, in the best way. In this time of efficiency savings we are continuing to transform the Council. This document outlines our corporate objectives and outcomes during this time.

Our values, shown below, are informed by our partners, customers and employees. Our values underpin what we do and how we do it.

We involve and listen to our customers and communities

Bute and Cowal resident: “I have enjoyed the planning events I attended. I am pleased to see that the results reflect what I said.”

We take pride in delivering best value services

Oban, Lorn and the Isles resident: “Over the years, coordination between departments has improved.”

We are open, honest, fair and inclusive

Mid-Argyll, Kintyre and Islands resident: “Forward Together events were a good opportunity to share views and voice concerns.”

We respect and value everyone

Helensburgh and Lomond resident: “As a young person, I’m not worried about going out – safety is not an issue.”

The Council is committed to promoting equality

Our key principles are 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.

We carry out equality impact assessments for policy and service development to make sure no-one is adversely impacted.

Corporate objective 1 – Working together to improve the potential of our people

Why is this important?

We need our people to have the right skills and attitudes to seize opportunities. We need to ensure that our economy is diverse, dynamic and highly adaptable with the ability to attract people of all ages to live and work here.

What corporate outcomes are we aiming to achieve?

- Argyll and Bute has more new businesses operating in the area, creating more jobs.
- Our children are protected and nurtured so that they can achieve their potential.
- Our people are supported to live more active, healthier and independent lives.
- We work with our partners to tackle discrimination.
- Vulnerable, adults, children and families are protected and are supported in sustainable ways within their communities.

The key strategic documents we have in place to help us deliver our outcomes:

- Equality and Diversity Scheme
- Integrated Children's Services Plan
- Integrated Older People's Services Plan
- Education Services Plan

Corporate objective 2 – Working together to improve the potential of our communities

Why is this important?

There are long distances between the places where we live, work and visit and some of our communities are very small. We need to find innovative ways of delivering services to make sure our communities are strong, resilient to change, fair and inclusive.

What corporate outcomes are we aiming to achieve?

- We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.
- Our young people have the skills, attitudes and achievements to succeed throughout their lives.
- Our partners and communities are able to be fully engaged in the way our services are delivered.
- The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.

The key strategic documents we have in place to help us deliver our outcomes:

- Community Engagement Strategy
- Adult Protection Plan
- Local Housing Strategy
- More Choices, More Chances Action Plan
- Curriculum for Excellence Action Plan

Corporate objective 3 – Working together to improve the potential of our area

Why is this important?

Argyll and Bute is an area of great natural beauty and diversity. We have huge natural potential for energy generation, food and drink, leisure and tourism. We need to develop the area further, whilst protecting and enhancing what makes it attractive.

What corporate outcomes are we aiming to achieve?

- We have contributed to an environment where existing and new businesses can succeed.
- The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.
- Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.
- We contribute to a sustainable environment.
- The full potential of our outstanding built and natural environment is realised through partnership working.

The key strategic documents we have in place to help us deliver our outcomes:

- Economic Development Action Plan
- Renewable Energy Action Plan
- Corporate Asset Management Strategy
- Local Development Plan
- Strategic Housing Investment Plan

Corporate objective 4 – Working together to improve the potential of our organisation

Why is this important?

We want to deliver the best services for our customers. To do this we need to have policies, protocols and processes that focus on our customers' needs. Our employees need to have the right skills and tools to do their jobs. We need to make the most of our resources by working with our partners to deliver services in a different way.

What corporate outcomes are we aiming to achieve?

- We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.
- Our employees have the skills and attitudes to deliver efficient and effective services.
- Our customers have accurate, accessible and up-to-date information about our organisation and the services that we provide.

The key strategic documents we have in place to help us deliver our outcomes:

- Assurance and Improvement Plan
- Corporate Improvement Plan
- Learning and Development Strategy
- Communications Strategy
- Corporate Health and Safety Policy
- Single Outcome Agreement/Community Plan

How we plan and monitor what we do

Planning and Performance Management Framework (PPMF)

We have a Planning and Performance Management Framework that ensures performance is integral to the work of the Council. The PPMF details the structure and process for performance management at all levels. All plans specify the outcomes to be achieved, success measures and risks to be reduced.

Scorecards at Council and Departmental level are reviewed at Council meetings and are available on the Council's website, <http://www.argyll-bute.gov.uk/performance>

The Council's key documents (Annual Report, Audited Financial Statements, Corporate Plan, Revenue Budget and the Single Outcome Agreement and others) are also available on the Council's website, <http://www.argyll-bute.gov.uk/council-and-government/plans-policies-and-key-documents>

For further information please call 01546 604436.



SERVICE PLANS

CHIEF EXECUTIVE'S UNIT



SERVICE PLAN

CHIEF EXECUTIVE

**2012-13 SERVICE PLAN - CHIEF EXECUTIVE
FINANCIAL SUMMARY**

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	222	220	222	225	
Premises	0	0	0	0	
Supplies & Services	4	4	4	4	
Transport	2	3	3	3	
Third Party Payments	0	0	0	0	
Transfer Payments	0	0	0	0	
Gross Expenditure	228	226	229	231	
Income	0	0	0	0	
Net Expenditure	228	226	229	231	
Reconciliation					
Base	228	228	228	228	
Base Adjustments		-2	0	3	
Non-Pay Inflation		0	0	0	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		0	0	0	
Total	228	226	229	231	
Net Budget Before Savings	228	226	229	231	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		226	229	231	

Human Resources Information				
	2012/13	2013/14	2014/15	
Base Number of FTE	3.0	3.0	3.0	3.0
Proposed FTE Savings	0	0	0	0
Revised FTE	3.0	3.0	3.0	3.0

2012-13 SERVICE PLAN - CHIEF EXECUTIVE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	1	2	3
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	2	3
Other Adjustments to Base Budget		-3	-3	-3
		-2	0	3



**SERVICE PLAN
IMPROVEMENT AND HR**

2012-13 SERVICE PLAN - IMPROVEMENT AND HR SERVICE OVERVIEW

Service Purpose:

The service purpose is to develop and maintain corporate support services to the Council to enable the effective, efficient and compliant management of performance, HR and payroll, health and safety. The service also supports the Council's organisational development, learning and improvement and protects and enhances the Council's reputation through corporate communications. The service leads on corporate and community planning, working closely with partners and elected members and planning for civil contingencies. It does this through providing professional guidance, advice and support.

Description of areas covered:

The service incorporates the following functions: communications, health and safety, civil contingencies, human resources, payroll, improvement and organisational development including organisational development, planning and performance, policy, research, equalities, best value and learning and development.

Resources available to the service:

The service has a total of 99.4 FTEs. The service is responsible for the management of corporate IT systems including PYRAMID, ResourceLink and ETC. There are training materials and equipment resources owned by the service. There are no other fixed assets other than IT equipment and a share of office accommodation.

Significant strengths:

An outcome driven corporate plan and community plan have been developed in the last year supported by a review of our planning and performance management framework. This is enabling the organisation to more clearly define and measure its performance and contribution to the community planning partnership's Single Outcome Agreement and national priorities. There has been increased scrutiny of equality impact assessments through the service review process which is supporting the development of knowledge around equality issues. We have better performance in relation to the reporting incidents and accidents than the national average. The centralisation of HR has improved the service to departments, with revised policies and procedures improving performance. ResourceLink is now producing improved management information. We have made significant improvements to managing attendance, a performance culture is now becoming embedded across the organisation and we have undertaken a radical review of PRD (Performance Review and Development Plan) now aligned to a competency and skills framework for the whole organisation.

Significant challenges:

2012/13 will see the new team structures being implemented following the service review. This will result in new ways of working in all our teams and new ways of interacting with our service's customers. The organisation continues to change at a fast rate and needs support from all teams in IHR to manage this in order to continue to look after employees and maintain the council's improving performance. Delivering the service with reduced resources in a time of heightened need will be challenging. We will continue to improve information and processes for managers and will continue to streamline our systems to do so. We will continue to review, update and implement corporate policies and procedures and to ensure that these are communicated and embedded throughout the Council and support improvement. Learning and development in all areas will be critical to enable the Council to manage improvement through a time of ongoing change.

Equalities:

The service provides guidance and support for other services within the council in relation to the completion of equalities impact assessments and ensures that the Council is compliant with equalities legislation. IHR staff attend the Scottish Councils Equalities Network to ensure that our council learns from peers, collectively investigate partnership opportunities and improvements that could be made nationally. We continue to share information and explore local opportunities through the Community Planning Partnership. We will be reviewing the Equalities and diversity scheme in line with new legislation.

2012-13 SERVICE PLAN - IMPROVEMENT AND HR OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.	IHR01	Our employees are equipped with the knowledge, skills and behaviours to recognise and tackle discrimination.
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.	IHR02	Community planning is effective and delivers on shared outcomes.
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	IHR04	People know what to do in the event of a major incident.
		IHR05	The Council provides a healthy and safe environment for all employees to work in.
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.	IHR03	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.
		IHR08	Employees are paid accurately, on time and in accordance with legislation.
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.	IHR06	Our employees have the skills and attitudes to deliver efficient and effective services.
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.	IHR07	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.

2012-13 SERVICE PLAN - IMPROVEMENT AND HR
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
IHR01	Our employees are equipped with the knowledge, skills and behaviours to recognise and tackle discrimination.	Increase the breadth of our equality impact assessments to cover all protected characteristics as outlined in the Equality Act 2010. More employees access learning and development activities related to equalities. More elected members access learning and development activities related to equalities.	100% (compliance with public sector equality duty) Increase of 25% from 2011/12 baseline All elected members to receive training following May 2012 elections	No benchmark as Equalities scheme is Argyll and Bute specific - new measure Baseline - 33 in 2011/12 Baseline - 0 in 2011/12	39	40	40	IH01f Compliance with legislation, IH03 - promote and implement continuous improvement
IHR02	Community planning is effective and delivers on shared outcomes.	Argyll and Bute Council provide a clear and agreed support structure for community planning.	100% implementation of Argyll and Bute actions in CPP improvement plan.	No benchmark as CPP action plan is specific to Argyll and Bute Council - new measure	30	30	31	IH01f - compliance with legislation, IH02a Management of Community Planning
IHR03	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.	The organisational development framework is in place and implemented. The Planning and Performance Management Framework is embedded	100 % of OD strategy action plans on track/ complete 12 (100%) of service plans have an associated ICE plan Team Plans are in place for all service 12 teams PRD targets are met across the Council The Corporate Improvement Plan is reviewed, updated and implemented. Number of consultations promoted by the consultation diary are increased by 10% from 2011/12 baseline	OD strategy is specific to Argyll and Bute. 100% 100% 90% No benchmark as Corporate Improvement Plan is Argyll and Bute specific Baseline - 20 recorded in 2011/12	1,362	1,403	1,262	IH01 Effective tools and support for employees, IH01f Compliance with legislation; IH02b Ineffective public performance reporting; IH03b - delivery of Process for Change; IH03d - Implementation of SOA; IH03e - development and embedding of PPMF; IH03f - Delivery of PSIF

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
IHR04	People know what to do in the event of a major incident.	Maintain effective emergency planning procedures. Employees in identified posts are aware of their responsibilities	All emergency plans are reviewed on the basis of priority risk, according to the planned timescale and exercises are carried out to test resilience. All employees in identified posts have attended all emergency planning training/exercises identified in work plan	100% 100%	83 84	84 84	84	IH02c - Emergency Planning and Civil contingencies;
IHR05	The Council provides a healthy and safe environment for all employees to work in.	Maintain below national average of reportable incidents/ accidents. Promote and implement the Health and Safety policy to ensure embedding of health and safety at work	Continued performance below national average 100% of actions in health and safety plan on track / complete	Benchmark based on national data that will be available in April 100%	340 346	346	352	IH01f - compliance with legislation,
IHR06	Our employees have the skills and attitudes to deliver efficient and effective services.	Increase the number of face to face corporate courses delivered to meet the requirements of the organisational development framework. Increase the number of e learning and blended learning opportunities available for staff. All senior managers have participated in and identified prioritised targets in the Argyll and Bute Manager programme. Promote and deliver the Employee development framework and Learning and Development Strategy Improved efficiency of Human Resources (HR) responses to HR transactions All senior managers are actively engaged in Workforce Planning	20% increase in face to face courses delivered from 2011/12 baseline 40% increase in courses available through e learning and blended learning from 2011/12 baseline Target 100% of designated managers 100% of actions in strategy action plans are on track/complete Basket of target response times for all HR transactions delivered in HR scorecard 100% of workforce plans in place (12)	Baseline - 309 attendees in 2011/12 Baseline - 19 courses available in 2011/12 100% 100% No benchmark as this is a specific Argyll and Bute approach. 100%	2,195 2,224	2,224	2,253	OH01 effective tools and support for employees; IH01a - recruitment and retention of staff; IH01b - Increased staff absence; IH01c - ineffective workforce planning; OH01e - ineffective employee development; IH02 - stakeholder support and engagement; IH 03a - uncertainty of service review process; IH03b Demand on HR staff from modernisation; IH03 - promote and implement continuous improvement

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
IHR07	Our customers have accurate, up to date and accessible information on our organisation and the services it provides.	Promote and implement the corporate communications strategy. Employees are well informed about Council decisions that impact on them at work Customers are well informed about Council decisions that impact on them	100% of actions in Communications Strategy action plan on track/ complete 60% of employees surveyed agree they are kept well informed about council decisions that impact on them at work Increase % of people who feel well informed to 50% in 2012, 60% in 2013	New Communications Strategy and Action Plan in place for 2012/13 2010 survey showed 40% agreed they were well informed 41% currently feel well informed	159	164	168	IH01d - Ineffective internal communication; IH02d - ineffective communication with customers affects reputation of council
IHR08	Employees are paid accurately, on time and in accordance with legislation.	Payroll Processing - % of Correct payments YTD	99.75%	Benchmark data is the previous year average against the 32 authorities in CIPFA Directors of Finance (Scotland).	353	358	363	IH01g - Failure to pay staff correctly / on time.
Central/Management Costs					84	85	86	
					4,644	4,734	4,640	

**2012-13 SERVICE PLAN - IMPROVEMENT AND HR
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
IHR01	Our employees are equipped with the knowledge, skills and behaviours to recognise and tackle discrimination.	I C E	All employees and elected members
IHR02	Community planning is effective and delivers on shared outcomes	I C E	All employees involved in partnerships, all managers, elected members, community planning, partners
IHR03	Our partners and communities are informed about how to be engaged in the way our services are delivered.	I C E	employees, service users, partners
IHR04	People know what to do in the event of a major incident.	I E	residents of Argyll and Bute, employees
IHR05	The Council provides a healthy and safe environment for all employees to work in.	I C E	All employees
IHR06	Our employees have the skills and attitudes to deliver efficient and effective services	I C E	All employees
IHR07	Our customers have accurate, up to date and accessible information on our organisation and the services it provides.	I C E	Customers, clients and residents of Argyll and Bute
IHR08	Employees are paid accurately, on time and in accordance with legislation.	I C E	All employees

**2012-13 SERVICE PLAN - IMPROVEMENT AND HR
FINANCIAL SUMMARY**

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	3,473	3,728	3,778	3,837	
Premises	13	311	107	2	One-off property costs in 2012/13 and 2013/14 in relation to Process for Change.
Supplies & Services	210	433	724	678	Increase in budget due to transfer from reserves to fund Process for Change costs.
Transport	88	81	81	81	
Third Party Payments	134	201	153	153	One-off consultancy costs in 2012/13 for Process for Change.
Transfer Payments	0	0	0	0	
Gross Expenditure	3,918	4,755	4,844	4,751	
Income	-143	-110	-110	-110	
Net Expenditure	3,776	4,644	4,734	4,640	
Reconciliation					
Base	3,776	3,776	3,776	3,776	
Base Adjustments		868	956	861	
Non-Pay Inflation		1	2	3	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		0	0	0	
Total	3,776	4,644	4,734	4,640	
Net Budget Before Savings	3,776	4,644	4,734	4,640	
Savings					
Service Review Savings		100	368	483	
Net Budget After Savings		4,544	4,366	4,157	

Human Resources Information			
	2012/13	2013/14	2014/15
Base Number of FTE	99.4	86.5	86.5
Proposed FTE Savings	12.9	0	0
Revised FTE	86.5	86.5	86.5

2012-13 SERVICE PLAN - IMPROVEMENT AND HR

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	28	56	83
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	27	55
Process for Change	Adjustment to base budget to reflect transfer from reserves to fund Process for Change costs.	774	807	657
Other Adjustments to Base Budget	Increase due to a number of changes to employees in post and a transfer from Customer Services in relation to savings for Process for Change.	66	66	66
		868	956	861

**2012-13 SERVICE PLAN - IMPROVEMENT AND HR
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Postages	Inflationary increase in line with expected increase in postage costs	1	2	3	2.50%	2.50%	2.50%
		1	2	3			

SERVICE PLAN - IMPROVEMENT AND HR
SUPPORT SERVICES SERVICE REVIEW - IMPROVEMENT & HR WORKSTREAMS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR	
											FTE Reduction	Terms and Conditions Changes
SS05	Integration of HR and Payroll with internal improvements.	Restructured HR and payroll team plus process efficiencies.	351	106	341	351	Yes	No	No	Yes - 30 days	8.3	n/a
SS06	Internal improvements within Improvement and Organisational Development.	Restructured IOD team and savings from supplies and services.	154	33	49	154	Yes	No	No	Yes - 30 days	5.6	n/a
SS07	Internal improvements within Health and Safety.	Restructure and new approaches to delivery of training.	38	21	38	38	Yes	No	No	Yes - 30 days	1.0	n/a
SS08	Communications - deliver comms strategy.	Growth of Communications team to include 2 additional posts to deliver Communications strategy.	-60	-60	-60	-60	Yes	No	No	Yes - 30 days	-2.0	n/a
Total			483	100	368	483					12.9	



SERVICE PLAN

STRATEGIC FINANCE

2012-13 SERVICE PLAN - STRATEGIC FINANCE SERVICE OVERVIEW

Service Purpose:

The service purpose is to maintain high standards of financial management and control whilst contributing to corporate management and leadership and supporting officers and members in an effective and responsive manner. It does this through provision of accounting and budgeting services, treasury management and internal audit. The Head of Strategic Finance is the Council's chief financial officer. The service is also responsible for risk management.

Description of areas covered:

The elements of the service comprise ensuring the Council maintains proper financial records; preparing annual accounts and financial reports to stakeholders; providing financial information for management; financial planning; monitoring financial performance; financial advice and support for decision making, performance management and transformation; treasury management; tax management; risk management; internal audit.

Resources available to the service:

Staff resources comprise 53.97 FTE staff. There are no significant fixed assets other than a share of office accommodation. Various IT systems from Oracle FMS which is the Councils the main accounting system to specific systems for treasury, loans fund records, capital expenditure monitoring, capital accounting, audit analysis tools and internal recharges.

Significant strengths:

The service strengths comprise preparation of the annual accounts, budget preparation, monitoring and control, achieving treasury targets for borrowing costs and investment returns and ensuring the internal audit plan is delivered on time and within budget in a way that is acceptable to management.

Significant challenges:

Maintaining existing level of performance while implementing the changes to structure, systems and processes included in the service review and also addressing challenges around improving links between financial information and performance information on corporate and service plans objectives/outcomes, longer term financial planning and unit costs/cost drivers.

Equalities:

The annual accounts and financial reports to stakeholders will be reviewed to identify and address any issues relating to equalities. Internal Audit will consider equalities in the audit risk assessment used to develop the internal audit plan.

2012-13 SERVICE PLAN - STRATEGIC FINANCE OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.		
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.	SF01	The Councils finances are managed effectively.
		SF02	Assurance is provided that financial and management controls are operating effectively.
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - STRATEGIC FINANCE
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
SF01	The Councils finances are managed effectively.	<p>Revenue and capital budgets are prepared</p> <p>Medium Term Financial Strategy is monitored regularly</p> <p>The Councils financial position is monitored regularly</p> <p>Direct expenditure that has fully costed outputs and performance measures</p> <p>Assessment of score on CIPFA Financial Management Model</p> <p>Compliance with public audit forum management practice indicator for finance</p> <p>The annual accounts are prepared on time and the audit certificate has no qualifications</p> <p>A report summarising the annual accounts is prepared</p> <p>A report on the agreed budget is prepared</p> <p>Summary financial report prepared each quarter</p>	<p>Comprehensive revenue and capital budget prepared within agreed timescales</p> <p>Medium Term Financial Strategy reviewed and updated 4 times during the year - July, Oct, Jan and June</p> <p>Comprehensive revenue and capital budget monitoring reports prepared each quarter - July, Oct, Jan, April and within 20 days of month end</p> <p>80% of direct expenditure has fully costed outputs and performance measures - based on budget completed in February</p> <p>Improvement in score of 0.5 annually - annual assessment by 31 March each year</p> <p>Compliance with 75% of good practice indicators - annual assessment completed by 31 March each year</p> <p>Unaudited accounts complete by 30 June</p> <p>Audited accounts completed by 30 September</p> <p>No qualifications in audit certificate</p> <p>Annual accounts summary report prepared by 30 June</p> <p>Budget summary report prepared by 31 March</p> <p>Summary report prepared by 31 July, 31 Oct, 31 Jan and 30 April</p>	<p>Revenue and capital budget agreed by mid February</p> <p>Medium Term Financial Strategy reviewed regularly</p> <p>Monitoring reports prepared within 20 days of month end</p> <p>90% of direct expenditure has fully costed outputs and performance measures</p> <p>Average score in February 2008 was 2.0</p> <p>Compliance with 90% of good practice indicators</p> <p>Unaudited accounts complete by 30 June</p> <p>Audited accounts complete by 30 September</p> <p>No qualifications in audit certificate</p> <p>By 30 June</p> <p>By the start of the new financial year</p> <p>Quarterly reports prepared within one month of quarter end.</p>	1,841	1,862	1,883	<p>Failure to meet capital and revenue spending targets SF01e Non recurring financial burdens and one off financial costs SF01c</p> <p>Failure to meet capital and revenue spending targets SF01e Non recurring financial burdens and one off financial costs SF01c</p> <p>Failure to meet capital and revenue spending targets SF01e Non recurring financial burdens and one off financial costs SF01c</p> <p>Failure to ensure resources aligned to Council priorities SF01d</p> <p>Service is not configured/resourced to meet user requirements SF01h</p> <p>Service is not configured/resourced to meet user requirements SF01h</p> <p>Failure to prepare and publish annual accounts SF02a</p> <p>Failure to prepare and publish annual accounts SF02a</p> <p>Inaccurate data leading to misinformation SF02b</p> <p>Inaccurate data leading to misinformation SF02b Failure to utilise services of Communications Team SF02d</p> <p>Inaccurate data leading to misinformation SF02b Failure to utilise services of Communications Team SF02d</p> <p>Inaccurate data leading to misinformation SF02b Failure to prepare quarterly monitoring reports SF02c Failure to utilise services of Communications Team SF02d</p>

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
SF01		Commissioner and user satisfaction levels	An average score of 90% over the year - commissioner and user satisfaction surveys carried out quarterly	An average score of 90% over the year - commissioner and user satisfaction surveys				Service is not configured/resourced to meet user requirements SF03a Failure to provide strong leadership and direction SF03b Failure to embed strategic finance as an integral part of decision making SF03g Failure to ensure appropriate financial planning, monitoring and reporting arrangements are in place SF03f
		Monthly financial reports are produced timeously	Average timescale of no more than 4 working days after period end for distribution of routine reports to budget holders - monthly target	Average timescale of no more than 4 working days after period end for distribution of routine reports to budget holders - monthly target				Non recurring financial burdens and one off financial crises SF03c Failure to meet capital/revenue spending targets SF03e Failure to ensure appropriate financial planning, monitoring and reporting arrangements are in place SF03f
		Return on investment of surplus funds	Target is a return at least equal to 7 day money market rate - monitored monthly but target is for 31 March each year	7 day money market rate				Failure to meet investment targets SF04c
		Average loans fund interest rate	Target is 5.5% - monitored monthly but target is for 31 March each year	Average rate at 31 March 2011 was 5.1%				Failure to meet borrowing targets SF04b
		Average rate for new long term borrowing	Target is 5.5% - monitored monthly but target is for 31 March each year	Lowest rates of PWLB borrowing for relevant loan periods				Failure to meet borrowing targets SF04b
		Annual assessment against good practice	Target is 90% - with annual assessment completed by 31 March each year	Annual assessment against good practice carried out and score is at least 90%				Failure to provide strong leadership and direction SF04a Failure to ensure treasury activity adheres to code of practice SF04e
		Review of treasury management practice (TMP) statements	Target is to review 100% of TMPs by 31 March each year.	100% of TMPs reviewed annually				Failure to provide strong leadership and direction SF04a Failure to ensure treasury activity adheres to code of practice SF04e
		Risk management policy, strategy and guidance manual are kept under review	Risk management policy, strategy and guidance manual reviewed by 31 March each year	Risk management policy, strategy and guidance manual reviewed regularly				Failure to provide strong leadership and direction SF05b Failure to embed risk management leading to financial loss SF05c

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
SF01		<p>Risk assessments at strategic and operational levels inform development of the corporate and service plans</p> <p>Annual report on strategic and operational risk registers</p> <p>Strategic and operational risk registers reported on quarterly</p>	<p>Risks are incorporated in service plans</p> <p>Annual report on strategic and operational risk registers after 31 March each year</p> <p>Quarterly reports on strategic and operational risk registers prepared 31 July, 31 Oct, 31 Jan and 30 Apr</p>	<p>Risks are incorporated in service plans</p> <p>Annual report on strategic and operational risk registers after 31 March each year</p> <p>Quarterly reports on strategic and operational risk registers prepared</p>				<p>Service failure to identify and quantify appropriate risks SF05e Risk management data is not available in a user friendly accessible format SF05f Failure to ensure appropriate risk management monitoring and reporting arrangements are in place SF05g</p> <p>Service failure to identify and quantify appropriate risks SF05e Risk management data is not available in a user friendly accessible format SF05f Failure to ensure appropriate risk management monitoring and reporting arrangements are in place SF05g</p> <p>Service failure to identify and quantify appropriate risks SF05e Risk management data is not available in a user friendly accessible format SF05f Failure to ensure appropriate risk management monitoring and reporting arrangements are in place SF05g</p>
SF02	Assurance is provided that financial and management controls are operating effectively.	<p>The audit plan is completed</p> <p>Actual productive audit days are in line with budget</p> <p>Audit recommendations are accepted</p> <p>Annual assessment against good practice</p> <p>Mean score in management feedback on audits</p>	<p>100% of audits in the audit plan - monitored monthly by target is for 31 March</p> <p>Actual productive audits days at least 90% of planned audit days - monitored monthly by target is for 31 March</p> <p>100% of high and medium risk audit recommendations accepted by management monitored monthly but target is for 31 March</p> <p>Annual assessment against good practice carried out and score is at least 90% by 31 March</p> <p>A mean score of 3 or more - monitored monthly but target is for 31 March each year</p>	<p>100% of audits in the audit plan completed</p> <p>Actual productive audit days at least 90% of planned audit days - monitored monthly by target is for 31 March</p> <p>100% of high risk and medium risk audit recommendations accepted by management</p> <p>Annual assessment against good practice carried out and score is at least 90%</p> <p>Average mean score for 2010/11 was 3</p>	195	200	204	<p>Failure to have robust internal control processes and systems SF06d Failure to ensure appropriate audit coverage SF06e</p> <p>Failure to have robust internal control processes and systems SF06d Failure to ensure appropriate audit coverage SF06e</p> <p>Failure to provide strong leadership and direction SF06a Council incurs unacceptable financial liability SF06b Failure to have robust internal control processes and systems SF06d</p> <p>Failure to provide strong leadership and direction SF06a</p> <p>Failure to provide strong leadership and direction SF06a</p>
					2,037	2,062	2,087	

**2012-13 SERVICE PLAN - STRATEGIC FINANCE
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
SF01	The Councils finances are managed effectively.	Consult	General public, Citizens panel
		Inform	General public
		Engage	Councillors and departmental managers
SF02	Assurance is provided that financial and management controls are operating effectively.	Inform	General public

2012-13 SERVICE PLAN - STRATEGIC FINANCE
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	2,036	2,053	2,079	2,104	
Premises	0	0	0	0	
Supplies & Services	25	45	45	45	
Transport	25	23	23	23	
Third Party Payments	40	23	23	23	
Transfer Payments	0	0	0	0	
Gross Expenditure	2,126	2,144	2,169	2,194	
Income	-107	-107	-107	-107	
Net Expenditure	2,019	2,037	2,062	2,087	
Reconciliation					
Base	2,019	2,019	2,019	2,019	
Base Adjustments	/	18	43	68	
Non-Pay Inflation	/	0	0	0	
Cost Pressures	/	0	0	0	
Demand Pressures	/	0	0	0	
Revised Savings	/	0	0	0	
Inflation on Fees and Charges	/	0	0	0	
Total	2,019	2,037	2,062	2,087	
Net Budget Before Savings	2,019	2,037	2,062	2,087	
Savings					
Service Review Savings	/	63	93	125	
Net Budget After Savings		1,974	1,969	1,962	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	54.0	50.0	50.0
Proposed FTE Savings	4.0	0.0	0.0
Revised FTE	50.0	50.0	50.0

2012-13 SERVICE PLAN - STRATEGIC FINANCE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	9	18	27
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	16	32
Other Adjustments to Base Budget		9	9	9
		18	43	68

SERVICE PLAN - STRATEGIC FINANCE
SUPPORT SERVICES SERVICE REVIEW - STRATEGIC FINANCE WORKSTREAMS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR		Terms and Conditions Changes
											FTE Reduction		
SS01	Internal Improvements within Strategic Finance.	Internal improvements within Financial Management and internal improvements within Treasury Management to reduce costs to the lower quartile.	125	63	93	125	Yes	No	No	Yes - 30 days		4.0	n/a
Total			125	63	93	125						4.0	



SERVICE PLANS

COMMUNITY SERVICES



SERVICE PLAN

COMMUNITY SERVICES DIRECTORATE

2012-13 SERVICE PLAN - COMMUNITY SERVICES - DIRECTORATE
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	-219	-232	-228	-224	Employee costs offset by credit budget in relation to departmental vacancy savings target.
Premises	275	273	273	273	
Supplies & Services	94	91	91	92	
Transport	6	4	4	4	
Third Party Payments	12	27	27	27	
Transfer Payments	0	0	0	0	
Gross Expenditure	168	163	167	172	
Income	0	0	0	0	
Net Expenditure	168	163	167	172	
Reconciliation					
Base	168	168	168	168	
Base Adjustments		-6	-2	2	
Non-Pay Inflation		1	1	2	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		0	0	0	
Total	168	163	167	172	
Net Budget Before Savings	168	163	167	172	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		163	167	172	

Human Resources Information				
	2012/13	2013/14	2014/15	
Base Number of FTE	5.0	5.0	5.0	5.0
Proposed FTE Savings	0	0	0	0
Revised FTE	5.0	5.0	5.0	5.0

2012-13 SERVICE PLAN - COMMUNITY SERVICES - DIRECTORATE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	2	4	6
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	2	4
Other Adjustments to Base Budget		-8	-8	-8
		-6	-2	2

**2012-13 SERVICE PLAN - COMMUNITY SERVICES - DIRECTORATE
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Postages	Inflationary increase in line with expected increase in postage costs	1	1	2	2.50%	2.50%	2.50%
		1	1	2			



SERVICE PLAN

ADULT CARE

2012-13 SERVICE PLAN - ADULT CARE SERVICE OVERVIEW

<p>Service Purpose: To provide support to vulnerable adults and their carers in order to sustain them in the our community where practical and safe, to enhance their life experiences and to help make communities safer.</p>
<p>Description of areas covered: Adult Care Social Work services, Older People, Learning Disability, Mental Health, Substance misuse, Physical Disability and Sensory Impairment.</p>
<p>Resources available to the service: Qualified Social Workers (Assessment and Care Management) and a combination of directly provided and externally commissioned Home Care, Day and Residential Care services.</p>
<p>Significant strengths: Provision of Care at Home as an alternative to residential care. Consistently achieving national performance targets in relation to Delayed Discharge and Free Personal Care services. Mix of internal and externally provided services that provide choice and flexibility of service provision within available resources. Integrated Services with NHS across Learning Disability, Occupational Therapy and Substance Misuse.</p>
<p>Significant challenges:</p> <ol style="list-style-type: none"> 1. Demographic changes will see significant increase in older and learning disability service users with increasingly complex needs requiring services at a time of limited financial resource and a smaller number of working adults available to sustain the workforce. 2. Ongoing re-design of services in order to meet the proposed Self Directed Care legislation that will emphasise choice for the service users both in terms of the detail of the care package but also who the service is commissioned from. 3. Integration of services with NHS/CHP will create significant challenge to both partners in re-designing both organisational structure and budgetary management in order to support operational change.
<p>Equalities: The Social Work service has an explicit ethos of inclusion and values based on equality of access to social work and wider community services.</p>

2012-13 SERVICE PLAN - ADULT CARE OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.	AC1	Our community is supported to live more active, healthier and independent lives.
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	AC2	Vulnerable adults at risk are safeguarded.
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.	AC3	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.		
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - ADULT CARE
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
AC1	Our community is supported to live more active, healthier and independent lives.	% of Older People receiving Care in the Community / % of Older People receiving Care in a Institution. AC1/1a Total Number of Delayed Discharge Clients with Argyll & Bute. AC5 Number of Unallocated Cases after 5 working days. AC6 No of Outstanding care Assessments over 28 days. AC7 % of Carers Assessments Completed with 28 days. AC8 Number of people awaiting Free Personal Care within their own Homes between 0-4 weeks following adessment. AC10 Number of Enhanced Telecare packages. AC14 % of LD Clients receiving Care in the Community / % of LD Clients receiving Care in Residential Care. AC3/3a % of MH Clients receiving Care in the Community / % of MH Clients receiving care in Residential Care. AC2/2a Personal Care. % of Home Care Total. AC9 Number of Direct Payments. AC12 % of overnight respite, Adult Care, not in a care home. AC13	70/30% in favour of care at home by 31st March 2013 Less than 20 by 31st March 2013 Less than 50 by 31st March 2013 Less than 40 by 31st March 2013 100% by 31st March 2013 0 by 31st March 2013 A minimum of 370 by 31st March 2013 90/10 % in favour of care in the Community by 31st March 2013 95/5% in favour of the Community by 31st March 2013 95% by 31st March 2013 A minimum of 130 by 31st March 2013 12% by 31st March 2013	67/33% 30 (Scottish Government - monthly) Less than 50 Less than 40 100% 3 370 Scottish Consortium for Learning Disability 90/10% 87% (Audit Scotland) 115 (national benchmark) 12%	41,798	42,304	42,817	1. Failure to develop appropriate community services in partnership with the NHS will retain an overdependency on high cost residential and hospital based services. 2. Failure to meet national targets as per the Community Care Outcomes framework for Balance of Care for all Care Groups and Delayed Discharge.

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
AC2	Vulnerable adults at risk are safeguarded	Average days between Investigation & Adult Protection Case Conference. AC11	100% completed within 10 days by 31st March 2013	90%	284	289	295	Failure to ensure vulnerable adults at risk are safeguarded has significant risks in relation to: 1. Ensuring the safety and wellbeing of individuals 2. The reputation of the council 3. Legal Challenge
AC3	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.	HEAT target for access to assessment and treatment met	TOPS scores demonstrates 50% reduction in number of days using substances and 50% reduction in daily amount used. Measured from assessment to 12 weeks in treatment/discharge.	This is a new measure, no benchmark is available.	505	509	513	1. Small staff team lacks ability to provide cover for absent staff . Weather conditions can impact on reaching island based clients. Sudden increase in demand will reduce ability to reach target 2. Alcohol and Drugs Partnership (ADP) removes funding from Argyll and Bute Addictions Team (ABAT) resulting in potential reduction in capacity.
Central/Management Costs					656	665	675	
					43,243	43,768	44,300	

**2012-13 SERVICE PLAN - ADULT CARE
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
AC1	Our community is supported to live more active, healthier and independent lives.	Engage	Service Users and Carers who are known to the service alongside engagement with Carers Groups and Community Care Fora.
AC2	Vulnerable adults at risk are safeguarded.	Engage	NHS/Argyll & Bute CHP. Service Users and Carers who are known to the service with the assistance of the Advocacy Service.
AC3	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.	Engage	Service Users and Carers who are known to the service alongside engagement with local Substance Misuse Fora. All partners of the Argyll & Bute ADP

**2012-13 SERVICE PLAN - ADULT CARE
FINANCIAL SUMMARY**

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	17,572	17,576	17,813	18,049	
Premises	528	570	619	673	
Supplies & Services	1,045	1,056	1,066	1,076	
Transport	722	497	504	513	
					Budget in third party payments is reflective of the nature of service delivery within Adult Care, including Homecare, Supporting Living, Respite and Direct Payments.
Third Party Payments	30,640	31,151	31,422	31,693	
Transfer Payments	0	0	0	0	
Gross Expenditure	50,508	50,851	51,423	52,004	
Income	-7,502	-7,608	-7,656	-7,704	
Net Expenditure	43,006	43,243	43,768	44,300	
Reconciliation					
Base	43,006	43,006	43,006	43,006	
Base Adjustments		-460	-224	13	
Non-Pay Inflation		255	521	801	
Cost Pressures		22	22	22	
Demand Pressures		466	535	600	
Revised Savings		0	0	0	
Inflation on Fees and Charges		-46	-93	-142	
Total	43,006	43,243	43,768	44,300	
Net Budget Before Savings	43,006	43,243	43,768	44,300	
Savings					
Service Review Savings		203	283	283	
Net Budget After Savings		43,040	43,485	44,017	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	491.7	485.2	461.2
Proposed FTE Savings	6.5	24.0	0.0
Revised FTE	485.2	461.2	461.2

2012-13 SERVICE PLAN - ADULT CARE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	94	188	281
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	143	286
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-458	-458	-458
Other Adjustments to Base Budget	Decrease in costs due to staff re-structuring in Learning Disability Resource Centres and lower costs for residential units due to staff turnover.	-96	-96	-96
		-460	-224	13

**2012-13 SERVICE PLAN - ADULT CARE
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Catering Purchases	Based on contracts, increase linked to RPI.	9	18	28	5.00%	5.00%	5.00%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	43	93	149	15.00%	15.00%	15.00%
Free Personal Care Subsidy	Previously this inflationary increase was accommodated from within existing budgets.	40	80	121	2.00%	2.00%	2.00%
Lease Agreement - Mid Argyll Hospital	Increase in charge related to the increase in energy costs.	4	9	14	6.00%	6.00%	6.00%
Postages	Inflationary increase in line with expected increase in postage costs.	1	1	2	2.50%	2.50%	2.50%
Private Residential Care	Indicative rates advised by COSLA.	157	318	483	2.50%	2.50%	2.50%
Water	Standard inflationary increase for these costs.	1	2	4	3.00%	3.00%	3.00%
		255	521	801			

2012-13 SERVICE PLAN - ADULT CARE

COST PRESSURES

Cost Pressure Reference	Service Outcome Reference	Cost Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
CP05	Central/Mgt Costs	The withdrawal of some local authorities from the out-of-hours standby service, provided by Glasgow City Council, has resulted in an increased cost to remaining authorities.	61	22	22	22	Loss of out-of-hours service
			61	22	22	22	

2012-13 SERVICE PLAN - ADULT CARE

DEMAND PRESSURES

Demand Pressure Reference	Service Outcome Reference	Demand Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
DP01	AC1	Growth of Elderly Population. It was originally anticipated that this pressure could have been absorbed within existing budget, however the current projection for 2012/13 based on the existing client base is an overspend of £266k. It has become apparent that the additional growth cannot be covered from existing resources and based on current information it is assumed there will be no positive financial impact in 2012/13 from the review of older people's services.	16,787	205	274	339	No budgetary increase for growth in elderly population could lead to overcommitment of budget and this could affect service delivery if steps are required to bring spend back into line with budget. The growth in Homecare between October 2010 and October 2011 was an increase of 14.9%.
DP02	AC1	Committed Supporting Living care package costs that exceed current available budget in 2012/13.	6,465	261	261	261	No budgetary control could lead to over commitment of budget and this could affect service delivery if steps are required to be taken to bring spend back into alignment with budget.
			23,252	466	535	600	

2012-13 SERVICE PLAN - ADULT CARE

ADULT CARE SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	HR		Terms and Conditions Changes
										Statutory HR Consultation	FTE Reduction	
ACM12	Adult Care - ACM Option 12 – Capture previously identified under spends and planned management efficiencies	This option is straightforward for the Council to take forward as this has been identified as low risk. £13k relates to 0.5 WTE HQ vacant post.	13	13	13	Yes			No	No	0.5	No
ACM04	Adult Care - ACM Option 4 – Review number, and skills profile, of staff and increase caseload (particularly examine reduction of Assessment staff)	Remove 5 FTE admin staff £104k and 1 FTE MH admin staff £21k (low risk if admin posts removed) and review of current structure that will impact on a further 4 admin staff.	125	104	125	Yes			Yes	Yes	6.0	No
ACSD08	Adult Care - Service Delivery Option 8 – Capture previously identified under spends and planned management efficiencies	This option is straightforward for the Council to take forward as these efficiencies have been identified as low risk. £86k relating to budget with no recurring commitment attached.	86	86	86	Yes			No	No	0.0	No
ACSD04	Adult Care - Service Delivery Option 4 – Externalise internal service delivery in part (eg. SMIG)	This option assumes the council will agree to externalise and commission mental health support currently being provided by in house council support workers.	59	0	59			Yes	Yes	Yes	24.0	Yes
TOTAL			283	203	283	283					30.5	



SERVICE PLAN

CHILDREN AND FAMILIES

2012-13 SERVICE PLAN - CHILDREN AND FAMILIES SERVICE OVERVIEW

<p>Service Purpose: To provide support to vulnerable children and families, to enhance the early life experiences of children and to help make communities safer.</p>
<p>Description of areas covered: Children and families, social work services, early years and criminal justice.</p>
<p>Resources available to the service: The staffing resource within Children and Families totals 287.6 FTE. The significant fixed assets are 3 children's units, 2 former children's units, 2 hostels, 10 shared office bases and 2 stores.</p>
<p>Significant strengths: The service has strong track record of working with vulnerable children and families within their own community and in providing a very positive experience for children in the council's care. There has been innovative work in relation to early level classes and support to children in the early years and on making sure that young peoples voices are heard within service planning and development. In relation to criminal justice the service has been restructured to be in a very strong place to implement the new community payback orders.</p>
<p>Significant challenges: To deliver improvements in specific areas of service identified through inspection and self evaluation, and in further developing the service capacity for early intervention and community support. In particular the service will address the findings of the multi agency child protection inspection, it will seek to improve its throughcare and aftercare processes to facilitate redirection towards early intervention and community based placements for looked after and accommodated children. The service will also further implement the changes arising from the introduction of community payback orders.</p>
<p>Equalities: The service has an explicit ethos of inclusion in respect of the vulnerable and marginalised groups with which it works.</p>

**2012-13 SERVICE PLAN - CHILDREN AND FAMILIES
OUTCOMES**

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.	CF 1	The life chances for looked after children are improved.
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	CF 2	Children, young people and families at risk are safeguarded.
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.	CF 3	Young children and their families are given assistance to help them achieve the best start in life.
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	CF 4	We have contributed to making our communities safe from crime disorder and danger.
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - CHILDREN AND FAMILIES
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CF 1	The life chances for looked after children are improved	<p>Number of foster carers</p> <p>%age of Looked After and Accommodated Children (LAAC) in family placements including fostering and residential care</p> <p>No. of LAAC in external placements</p> <p>%age of LAAC in care for over 12months with a plan for permanence</p> <p>%age of LAAC reviews convened within timescales</p> <p>%age of care leavers with a pathway plan</p> <p>%age of Scottish Children's Reporter Administration (SCRA) report submitted on time</p>	<p>65 by March 2013</p> <p>80% by March 2013</p> <p>14 by March 2013</p> <p>75% by March 2013</p> <p>100% by March 2012</p> <p>100% by March 2013</p> <p>100% by March 2012</p>	<p>60</p> <p>73%</p> <p>18</p> <p>75%</p> <p>75%</p> <p>100%</p> <p>75%</p>	5,611	5,837	5,935	<p>Failure to ensure appropriate services to LAAC has significant potential risks in relation to:</p> <p>1) wellbeing of individual children</p> <p>2) reputation of the Council and</p> <p>3) significant financial expenditure if children are required to be placed outwith the authority.</p>
CF 2	Children, young people and families at risk are safeguarded	<p>Concerns about the safety and wellbeing of children are appropriately investigated</p> <p>%age of children on the Child Protection Register (CPR) with a current risk assessment</p> <p>%age of children on the CPR with no change in social worker</p> <p>%age of child protection case conferences convened within timescales</p> <p>%age of children on the CPR with an individual plan for their wellbeing</p>	<p>100% by April 2012</p> <p>100% by April 2012</p> <p>75% by June 2012</p> <p>100% by June 2012</p> <p>100% by April 2012</p>	<p>There is no benchmark as this is an Argyll and Bute specific new measure.</p> <p>100%</p> <p>60%</p> <p>74%</p> <p>There is no benchmark as this is an Argyll and Bute specific new measure.</p>	3,338	3,379	3,420	<p>Failure to ensure vulnerable children are safeguarded has significant potential risks in relation to</p> <p>1) safety of individual children and</p> <p>2) reputation of the Council and partner services</p>
CF 3	Young children and their families are given assistance to help them achieve the best start in life	<p>%age take up of pre 5 education</p> <p>%age child care staff holding Scottish Social Services Council (SSSC) approved qualifications</p> <p>%age of children in need assessments completed within 42 days</p> <p>%age of children over 14 years with a disability who are open cases that have a plan for transition to adulthood</p> <p>%age of children affected by disability receiving community based support</p>	<p>100% by August 2012</p> <p>85% by August 2012</p> <p>100% by March 2012</p> <p>90% by June 2012</p> <p>85% by August 2012</p>	<p>95%</p> <p>84%</p> <p>89%</p> <p>86%</p> <p>80%</p>	5,396	5,462	5,530	<p>Failure to ensure appropriate services to vulnerable children in the community has significant risks in relation to:</p> <p>1) well being of individual children;</p> <p>2) reputation of the Council and</p> <p>3) significant financial expenditure of children with a disability who are required to be placed outwith the authority.</p>

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CF 4	We have contributed to making our communities safe from crime disorder and danger	%age of unpaid work applications commenced within 7 days %age Criminal Justice Social Work Reports (CJSWR's) submitted to court on time %age of breach applications successfully completed %of community payback orders (CPO) supervision cases seen within 7 days	85% by August 2012 100% by August 2012 100% by August 2012 100% by August 2012	Available March 2012 Available March 2012 Available March 2012 Available March 2012	-19	0	19	Failure to provide appropriate services to the Courts has significant risks in relation to 1) safety of individual members of the community and 2) reputation of the Council with Courts and other statutory bodies.
Central/Management Costs					1,027	1,035	1,044	
					15,352	15,713	15,947	

**2012-13 SERVICE PLAN - CHILDREN AND FAMILIES
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
CF 1	The life chances for looked after children are improved	Engage	Looked after children; families; service providers; elected members; partners
CF 2	Children, young people and families at risk are safeguarded	Engage	Children; families; partners
CF 3	Young children and their families are given assistance to help them achieve the best start in life	Engage	Children; families; partners; service providers
CF 4	We have contributed to making our communities safe from crime disorder and danger	Engage	Courts; partners; service users

2012-13 SERVICE PLAN - CHILDREN AND FAMILIES
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	9,697	9,563	9,697	9,831	
Premises	595	569	586	605	
Supplies & Services	554	470	476	482	
Transport	262	259	262	265	
					Includes payments to third parties for residential placements, fostering and adoption and pre school commissioned places.
Third Party Payments	5,593	5,450	5,651	5,724	
Transfer Payments	0	0	0	0	
Gross Expenditure	16,701	16,311	16,672	16,906	
Income	-902	-959	-959	-959	
Net Expenditure	15,799	15,352	15,713	15,947	
Reconciliation					
Base	15,799	15,799	15,799	15,799	
Base Adjustments		-702	-652	-518	
Non-Pay Inflation		56	115	179	
Cost Pressures		29	29	29	
Demand Pressures		171	422	459	
Revised Savings		0	0	0	
Inflation on Fees and Charges		0	0	-1	
Total	15,799	15,352	15,713	15,947	
Net Budget Before Savings	15,799	15,352	15,713	15,947	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		15,352	15,713	15,947	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	287.6	287.6	287.6
Proposed FTE Savings	0	0	0
Revised FTE	287.6	287.6	287.6

2012-13 SERVICE PLAN - CHILDREN AND FAMILIES

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	57	115	172
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	76	152
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-750	-833	-833
Other Adjustments to Base Budget		-10	-10	-10
		-702	-652	-518

**2012-13 SERVICE PLAN - CHILDREN AND FAMILIES
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Catering Purchases	Based on contracts, increase linked to RPI.	5	11	17	5.00%	5.00%	5.00%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	16	34	56	15.00%	15.00%	15.00%
Postages	Inflationary increase in line with expected increase in postage costs.	0	0	1	2.50%	2.50%	2.50%
Pre Primary Partner Providers	Since rural grant was withdrawn in 2010/11 some providers are operating within the financial margin. Inflationary increase proposed to assist providers.	33	68	103	3.00%	3.00%	3.00%
Water	Standard inflationary increase for these costs.	1	2	2	3.00%	3.00%	3.00%
		56	115	179			

2012-13 SERVICE PLAN - CHILDREN AND FAMILIES

COST PRESSURES

Cost Pressure Reference	Service Outcome Reference	Cost Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
CP05	Central/Mgt Costs	The withdrawal of some local authorities from the out-of-hours standby service, provided by Glasgow City Council, has resulted in an increased cost to remaining authorities.	61	29	29	29	Loss of out-of-hours service
			61	29	29	29	

2012-13 SERVICE PLAN - CHILDREN AND FAMILIES

DEMAND PRESSURES

Demand Pressure Reference	Service Outcome Reference	Demand Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
DP03	CF1	Additional cost of implementing new kinship care rates (agreed by Executive 02/06/11). There has been a delay in the implementation of the new kinship payment scheme during 2011/12 which will result in an underspend in the current year, it is proposed that this underspend will be earmarked and carried forward to offset the demand pressure in 2012/13, therefore removing the requirement for additional budget in that year only.	122	0	251	288	Kinship placements break down and children have to be accommodated
DP04	CF1	Enhancement of current teams to allow foster carer assessments to be undertaken, to implement the new kinship scheme, progress long-term care planning and to support young people leaving care.	661	171	171	171	Insufficient number of foster carers could result in children having to be placed in external placements and there is a risk that placements do not meet the needs of young people. Placements may be prolonged due to insufficient resources to undertake the necessary throughcare planning. In addition the Council would be failing in its legal duty to young people leaving care and the welfare of the young people would be adversely affected.
			784	171	422	459	



SERVICE PLAN

COMMUNITY AND CULTURE

2012-13 SERVICE PLAN - COMMUNITY AND CULTURE SERVICE OVERVIEW

<p>Service Purpose: Working together to support our communities to realise their potential by enhancing access to, learning, leisure, culture and housing.</p> <p>Description of Areas Covered:</p> <p><u>Housing:</u> Develop and implement the local housing strategy in partnership with key stakeholders Providing a comprehensive welfare rights service to reduce poverty and support independence Improving the standard of private sector housing and providing a disabled adaptations service Deliver a responsive and accessible housing option service to prevent homelessness</p> <p><u>Libraries & Archives:</u> Provide a comprehensive public library service including free access to a wide range of lending materials, ICT facilities and lifelong Promote the arts and culture through provision of advice and support to organisations and individuals; and provide advice and support to the independent museum and heritage sector</p> <p><u>Leisure & Youth:</u> Deliver the Active Schools programme Increasing participation in sport & physical activity through programmes, events and facility development at our pools, halls and gyms Contributing positively to the Learning Needs of young people in schools and communities</p> <p><u>Community Learning & Development:</u> Address the issues of exclusion, inequality and disadvantage through lifelong learning and literacies provision Facilitating Community Development and Capacity Building to support and sustain 3rd sector organisations and communities</p> <p>Resources available to the service: <u>Community Learning & Development FTE 38.3:</u> 5 Community Centres 1 Community hall Management Information System (PIES) <u>Housing Service FTE 34.9:</u> 6 flats Park House Lease 147 tenancies</p>

<p>Strategic housing land bank AVD Case Management System <u>Leisure & Youth Services FTE 122.6:</u> 6 halls 4 swimming pools 1 sports centre 5 gyms Dunoon Youth Centre 58 cardiovascular machines and 65 resistance machines Horizon online booking system Leisure Management System (TLMS) <u>Libraries & Archives FTE 28.9:</u> 8 libraries 4 mobile libraries 1 museum Lease 1 library 1 central archiving facility Civica library management system Library book stock – circa 200,000</p>	<p>Significant strengths: 182 new build homes completed against an annual target of 75 Repeat homelessness retained at fewer than 3.5% throughout the year 98% of Welfare Rights clients received positive outcomes Completed service review resulting in the introduction of a new Leisure and Libraries staffing structure and improvements in service Rothesay Library refurbishment completed Greater use being made of library facilities by outside organisations Better Community Engagement Resource pack produced for Local Area Community Planning Groups (LACPG's) and training given PIES management information system implemented for Community Learning & Development Attendance figures at refurbished Helensburgh Pool have exceeded targets Increase in curricular clubs delivered through Active Schools</p>
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<p>The support to the 3rd sector to extend the range of services it provides across a wide range of Council areas Community Sport Development, coaching and volunteer programme Increase in leisure facility memberships Increase in participation in recorded and accredited learning across the youth service including Duke of Edinburgh</p> <p>Significant challenges: Website capacity to allow better marketing of services and improved communication and engagement with customers Implementation of options identified in housing service review Maintain affordability in leisure facilities due to substantial increase in energy costs, general inflation and customers' reduced disposable Deliver outcomes of Sport & Physical Activity Strategy and increase community access to school estate sport facilities Increase partner involvement within the learning communities to deliver the outcomes required by Her Majesty's Inspectorate of Education (HMIE) and Curriculum for Excellence (CfE). Achieving 100% priority need determination for unintentionally homeless applicants Effectively implementing new housing support contracts Implement the local housing strategy action plan to increase potential of people to access suitable housing Procuring and implementing an IT system for storing archive records</p> <p>Equalities: Co-production pilot for the production of the local housing strategy. Concession rates for individuals, disadvantaged families and vulnerable groups in facilities and sports programmes E-books and talking books for visually impaired Software on People's Network to aid and assist disabled users "Our Journey" - celebration of learning document compiled by literacy clients</p>

2012-13 SERVICE PLAN - COMMUNITY AND CULTURE OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.	CC01	Our young people are supported to lead more active and healthier lives
CO3	Our people are supported to live more active, healthier and independent lives.	CC02	Raised lifelong participation levels in sport and physical activity to enable us to lead more active healthier lives
CO4	We work with our partners to tackle discrimination.	CC03	Adults access learning opportunities through which they gain skills and confidence to participate fully in their work, family, community and social lives
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.	CC04	Young people are encouraged and supported to realise their full potential
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.	CC06	Communities and third sector groups are empowered to achieve their goals and contribute to wider decision making
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	CC05	Improved access to suitable and affordable housing and reduced homelessness
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.	CC07	Enhanced use of our community halls through promotion and partnership with local organisations
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.	CC08	Improved literacy, health and well-being by providing access to quality culture, archives, libraries and museums
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - COMMUNITY AND CULTURE
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CC01	Our young people are supported to lead more active and healthier lives	Increase number of children progressing to community clubs	250 per academic term	Active Schools Scotland Benchmarking (250)	105	108	112	Failure to encourage children to be more active will lead to health problems in later life.
		Increase number of extracurricular sport opportunities for schools	200 per academic term	Active Schools Scotland Benchmarking (247)				
CC02	Raised lifelong participation levels in sport and physical activity to enable us to lead more active healthier lives	Increase number of visits to Council leisure centres	Increase by 3% over the year (baseline 240 per month)	Internal Benchmark (206)	2,424	2,431	2,526	Failure to encourage active healthy living
		Increase number of participants at sports coaching courses	450 over the year	Individual benchmarking from SFA, Shinty and Rugby governing bodies				
CC03	Adults access learning opportunities through which they gain skills and confidence to participate fully in their work, family, community and social lives	Increase number of adults achieving learning outcomes through Community Based Adult Learning	Increase by 5% over the year	Education Scotland (baseline 25 per quarter)	871	896	922	Failure to support adults through learning
		Increase number of participants in activities that improve literacy and numeracy	300 per quarter	Education Scotland				
CC04	Young people are encouraged and supported to realise their full potential	Increase number of young people gaining accredited achievement awards	Increase by 5% per annum	Duke of Edinburgh, Youth Link (baseline 25 annually)	604	611	617	Failure to equip young people to achieve positive destinations and to become contributing and active citizens
		Increase number of young people accessing Youth Services	4500 per quarter	Education Scotland				
CC05	Improved access to suitable and affordable housing and reduced homelessness	Increase number of affordable social sector new build completions	110 annually	There is no benchmark as this is an Argyll and Bute specific measure.	3,650	3,723	3,800	Failure to improve access to affordable housing
		Increase homeless priority need determinations	100% per quarter	88%				
		Reduce time taken to obtain permanent housing for homeless households	average 37 weeks per application	30 weeks				
		Maintain number of approved disabled adaptations	150 per annum	Internal				
		Increase number of people accessing housing options advice and information	Increase 5% per quarter (baseline 540 per quarter)	600				
	Increase number of positive outcomes for welfare rights clients	80% per quarter	92					

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CC06	Communities and third sector groups are empowered to achieve their goals and contribute to wider decision making	Maintain the number of third sector groups receiving support	120 per quarter	Education Scotland	509	514	519	Failure to engage with communities and to align service planning and delivery with community interests
CC07	Enhanced use of our community halls through promotion and partnership with local organisations	Increase number of visits to Council halls	Increase by 3% per year	Baseline 300 per quarter	310	319	331	Failure to utilise local halls and make them cost effective
CC08	Improved literacy, health and well-being by providing access to quality culture, archives, libraries and museums	Increase number of visits to libraries	Increase by 5% per quarter (baseline 725 per quarter)	1,496	1,514	1,534	1,555	Failure to improve uptake of library and cultural services
		Increase number of visits to council owned and/or funded museums	Increase by 5% per quarter (baseline 200 per quarter)	24,000				
		Increase number of times libraries are used by outside agencies	85 per quarter	There is no benchmark as this is an Argyll and Bute specific new measure.				
		Increase number of archive enquiries	Increase by 5% per annum	National benchmarking group being set up (baseline 100 per quarter)				
Central/Management Costs					237	245	254	
					10,224	10,382	10,635	

2012-13 SERVICE PLAN - COMMUNITY AND CULTURE
INFORM CONSULT ENGAGE

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
CC01	Our young people are supported to lead more active and healthier lives	Consult, Engage	Parents, teachers, young people
CC02	Raised lifelong participation levels in sport and physical activity to enable us to lead more active healthier lives	Inform, consult, engage	Communities, NHS, young people
CC03	Adults access learning opportunities through which they gain skills and confidence to participate fully in their work, family, community and social lives	Inform, consult, engage	Service users, partners (NB in HMLe Inspections, evaluations and self evaluation processes)
CC04	Young people are encouraged and supported to realise their full potential	Consult, engage	young people, teachers, communities
CC05	Improved access to suitable and affordable housing and reduced homelessness	Inform, consult, engage	service users, communities, National Park, planning, Registered Social Landlords, Government Departments
CC06	Communities and third sector groups are empowered to achieve their goals and contribute to wider decision making	Inform, consult, engage	Third Sector Partnership, Third Sector and Communities CPP Sub group, Health Improvement Planning and Performance Action Group (HIPAG)
CC07	Enhanced use of our community halls through promotion and partnership with local organisations	Inform, consult, engage	Communities, young people, arts & culture groups
CC08	Improved literacy, health and well-being by providing access to quality culture, archives, libraries and museums	Inform, consult, engage	Community Councils, Scottish Library & Information Council, Argyll College, Enable Scotland, Careers Scotland, MacMillan Cancer Trust, local heritage groups, voluntary sector

2012-13 SERVICE PLAN - COMMUNITY AND CULTURE
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	6,361	6,381	6,407	6,502	
Premises	1,517	1,347	1,440	1,546	Year on year increase due to inflation on energy costs.
Supplies & Services	975	1,022	1,026	1,029	
Transport	230	243	246	249	
Third Party Payments	4,774	4,512	4,539	4,577	Relates primarily to the delivery of private sector housing grants, contract payments for supported accommodation, voluntary sector grants and contributions to community leisure facilities and local events.
Transfer Payments	1,036	1,084	1,144	1,208	Year on year increase due to unavoidable inflationary increase for Homeless short term accommodation.
Gross Expenditure	14,894	14,589	14,802	15,112	
Income	-4,314	-4,364	-4,420	-4,477	
Net Expenditure	10,580	10,224	10,382	10,635	
Reconciliation					
Base	10,580	10,580	10,580	10,580	
Base Adjustments		-480	-463	-368	
Non-Pay Inflation		179	374	590	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		-54	-109	-166	
Total	10,580	10,224	10,382	10,635	
Net Budget Before Savings	10,580	10,224	10,382	10,635	
Savings					
Service Review Savings		339	339	339	
Net Budget After Savings		9,885	10,043	10,296	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	229.9	226.9	226.9
Proposed FTE Savings	3.0	0.0	0.0
Revised FTE	226.9	226.9	226.9

2012-13 SERVICE PLAN - COMMUNITY AND CULTURE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	44	88	132
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	51	102
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-232	-310	-310
Other Adjustments to Base Budget	Transfer of Janitorial and Catering employees from Customer Services.	-293	-293	-293
		-480	-463	-368

**2012-13 SERVICE PLAN - COMMUNITY AND CULTURE
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Catering Purchases	Based on contracts, increase linked to RPI.	3	6	9	5.00%	5.00%	5.00%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	80	171	276	15.00%	15.00%	15.00%
Homelessness - short term accommodation	Providers review their rents on an annual basis, indications from RSLs is that there is a likely increase of 5.6%.	57	118	182	5.60%	5.60%	5.60%
Postages	Inflationary increase in line with expected increase in postage costs.	1	1	2	2.50%	2.50%	2.50%
Events and Festivals	Service level agreements in place until 2012/13 include an inflationary increase.	7	14	21	7.00%	7.00%	7.00%
Sports and Physical Activity	Legally binding agreement in place to increase the annual contribution to Atlantis Leisure by RPI.	28	57	88	5.40%	5.40%	5.40%
Water	Standard inflationary increase for these costs.	4	8	12	3.00%	3.00%	3.00%
		179	374	590			

SERVICE PLAN - COMMUNITY AND CULTURE
HOUSING SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR		Terms and Conditions Changes
											FTE Reduction	Reduction	
HSR 1	Housing Improvement and Repair Grants - reduction in funding for Private Sector Housing including Care and Repair.	Proposed reductions in funding for Private Sector Housing Grants and Care and Repair Services. All private sector housing services, staffing and projects, are funded by the PSHG and split according to a national agreement; 40% (£0.94m) for revenue and 60% (£1.34m) for capital spend on project work (primarily adaptation and repair grants). This proposal would lead to savings of £130,890 (13.9%) from the revenue budget. Care & Repair receive funding of £298,610 for 2011/12 from the PSHG and deliver services under a Service Level Agreement (SLA). It is proposed to reduce the Care & Repair allocation by £30,000.	161	161	161	161		Yes	Yes	No	0.0	0.0	None
HSR 3	Redesign of housing staff team to respond to the challenges of the national and drivers for change and to achieve savings targets.	This option is necessary to achieve savings and to ensure that the housing service is organised in such a way that it can deliver on the changing national agenda which is shifting from crisis intervention towards increased preventative activity to support individuals to live independently. It will have implications for all the housing staff as the structure of the team will be redesigned and job descriptions amended to take account of the new demands on the service.	148	148	148	148	Yes		No	Yes	3.0		Yes
HSR 4	Reduction in tenancy sustainment activity proposed decrease in funding for homeless prevention activities which indirectly contribute to tenancy sustainment and independent living. -	Homeless prevention activity was previously funded through a ring-fenced Homeless Task Force budget. A range of projects have been supported through this funding stream and these have included funding to pump prime voluntary and charitable services which provide starter packs for new tenants; furniture recycling initiatives; an independent housing advice line and the budget to provide housing support in areas where no provision or limited provision existed. A saving of £30,000 from this budget is proposed and the new arrangements for the procurement of floating support will reduce the impact of this reduction in budget.	30	30	30	30	Yes		No	No	0.0		None
Total			339	339	339	339					3.0		

Part of the target savings for Housing Services was agreed during the budget setting process for 2011-12 - noted above are additional to those previously agreed.



SERVICE PLAN

EDUCATION

2012-13 SERVICE PLAN - EDUCATION SERVICE OVERVIEW

<p>Service Purpose: To provide a quality and breadth of education to all children and young people (3-18) in Argyll and Bute to ensure they develop the capacity for lifelong learning and development.</p>
<p>Description of areas covered: Primary Education; Secondary Education; Additional Support Needs.</p>
<p>Resources available to the service: Primary and secondary school teachers, pre-school and education workers, clerical assistants, classroom assistants, additional support needs assistants, school technicians, librarians, janitors, quality improvement team, learning centre, 3 education offices, 72 primary schools, 5 3-18 schools and 5 secondary schools.</p>
<p>Significant strengths: Quality of education provision in schools (HMIE reports and School Reviews). Above national average and comparator authority average in attainment. Progress in the development of Curriculum for Excellence. Developments with the School Review Process concentrating on professional dialogue and rigorous self evaluation. The continuation of high quality gaelic medium education in schools.</p>
<p>Significant challenges: Maintaining the quality of education in a time of budget reductions and service review. Ensuring the consistency and quality of self-evaluation leading to service improvement. Implementing CfE, focusing on the themes of assessment, broad general education, the senior phase, developing learners' literacy and numeracy skills, professional development, leadership and communication and engagement. Ensure that an appropriate system for 16+ learning choices is in place in all our secondary schools.</p>
<p>Equalities: The service has an explicit ethos of inclusion based on access to a quality and broad education for all.</p>

2012-13 SERVICE PLAN - EDUCATION OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.	ED04	The educational additional support needs of children and young people are met.
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.	ED05	An appropriate system for 16+ learning choices operates in all secondary schools.
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.	ED01	Primary school children are enabled to realise their potential through Curriculum for Excellence.
		ED02	Secondary school children are enabled to maximise attainment and realise their potential through Curriculum for Excellence.
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.	ED03	Central management team provides support to all schools to ensure smooth running of Education system.
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.		
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.	ED06	Education staff have increased capacity for leadership, professional learning and knowledge.
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - EDUCATION
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
ED01	Primary school children are enabled to realise their potential through Curriculum for Excellence.	% primary attendance Positive HMIE reports (good or better) % P7 pupil profiles introduced to all schools by 2012	94% 75% FQ1 90%, FQ2 100%	95% 75% There is no benchmark as this is an Argyll and Bute specific	25,066	25,420	25,792	Failure to meet CFE implementation priorities as defined by Scottish Government has significant risks in relation to: 1) the educational attainment of children and young people 2) reputation of the Council and partner services
ED02	Secondary school children are enabled to maximise attainment and realise their potential through Curriculum for Excellence.	S4 English and Maths Level 3 5+ level 3 5+ level 4 5+ level 5 S5 = 1+ level 6 3+ level 6 5+ level S6 = 3+ level 6 5+ level 6 1 + level 7 % secondary attendance Positive HMIE reports (good or better) % schools with curricular maps S1-S6 by June 2012 No. of Skills for work courses offered in Secondary schools % of schools planning for new examination framework	93% by August 2012 94% by August 2012 82% by August 2012 38% by August 2012 48% by August 2012 26% by August 2012 13% by August 2012 37% by August 2012 23% by August 2012 17% by August 2012 93% 75% FQ1 90%, FQ2 100% 70 100% by end FQ1	93% 93% 78% 35% 44% 26% 12% 35% 23% 15% 91% 75% There is no benchmark as this is an Argyll and Bute There is no benchmark as this is an Argyll and Bute specific There is no benchmark as this is an Argyll and Bute specific	26,631	26,944	27,266	Failure to meet CFE implementation priorities as defined by Scottish Government has significant risks in relation to: 1) the educational attainment of children and young people 2) reputation of the Council and partner services

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
ED03	Central management team provides support to all schools to ensure smooth running of Education system.	% enquiries resolved timeously % schools with an Improvement Plan for 2012-13 % schools with a standards & quality report for 2011-12 % of Partnership agreements that exist % of visits agreed that have been undertaken	90% FQ1 50%, FQ2 100% FQ1 50%, FQ2 100% FQ1 100%, FQ2 25%, FQ3 50%, FQ4 75%. FQ1 100%, FQ2 25%, FQ3 50%, FQ4 75%.	There is no benchmark as this is an Argyll and Bute specific There is no benchmark as this is an Argyll and Bute specific There is no benchmark as this is an Argyll and Bute specific There is no benchmark as this is an Argyll and Bute specific There is no benchmark as this is an Argyll and Bute specific	3,454	3,471	3,488	Failure to provide strategic vision and direction for the service; failure to provide CPD opportunities for staff; failure to assure standards and quality within schools; failure to provide pastoral support to school based managers.
ED04	The educational additional support needs of children and young people are met.	Reduction of avoidable out of authority placements No of Looked After Children achieving 5 or more level 3	27% 57%	There is no benchmark as this is an Argyll and Bute specific 47%	8,233	8,307	8,383	Failure to provide education and additional support as defined in the pupils co-ordinated support plan has significant risks in relation to:- 1) the educational attainment and achievement of children and young people. 2) Reputation of the Council and partner services 3) Significant financial expenditure as children may need to be placed outwith the authority
ED05	An appropriate system for 16+ learning choices operates in all secondary schools.	Statutory timescales for Coordinated Support Plans met School leavers in positive destinations % going to HE % going to FE % going to training % going to work No of 16+ engaged with Activity Agreements	90% by August 2012 86% 35% 19% 3% 29% FQ1:4, FQ2:4	N/A - measure specific to Argyll and Bute 87% 36% 27% 5% 18% There is no benchmark as this is an Argyll and Bute specific	427	428	429	Failure to meet the national target for young people in positive destinations has significant risks in relation to:- 1) the well being of individual young people 2) the reputation of the council 3) an increase in unemployment levels in Argyll & Bute

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
ED06	Education staff have increased capacity for leadership, professional learning and knowledge.	% of teachers undertaking teaching for understanding (30 allowed in any given period) Every member of teaching staff given the opportunity to be a member of a teacher learning community	100% 100%	There is no benchmark as this is an Argyll and Bute specific There is no benchmark as this is an Argyll and Bute specific	17	17	17	Failure to increase the capacity for leadership & professional learning and knowledge has significant risks in relation to:- 1) the implementation of CfE 2) Reduction in management capability in schools 3) the achievement of children and young people
Central/Management Costs					26	26	28	
					63,855	64,615	65,402	

2012-13 SERVICE PLAN - EDUCATION
INFORM CONSULT ENGAGE

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
ED01, ED02	<p>Curriculum for Excellence The continued implementation of Curriculum for Excellence will ensure that all learners are able to increase their attainment and thus realise their potential. Already in the Education scorecard. All children are encouraged to achieve their maximum potential by raising attainment and promoting achievement so that they are able to be effective and productive citizens of the future in order Scotland becomes a world-leading nation.</p>	All	All relevant staff, pupils, parents and partners
ED03	<p>Central Management Team Provides support to all schools to ensure smooth running of Education system.</p>	All	All relevant staff, pupils, parents and partners
ED04	<p>Additional Support Needs The Additional Support Needs (ASN) Act and its associated responsibilities are embedded in establishment policy and practice, ensuring that the needs of all children and young people are met in order that they increase their attainment and realise their potential.</p>	All	All relevant staff, pupils, parents and partners
ED05	<p>16+ Learning Choices An appropriate system for 16+ learning choices is operating in all our secondary schools to allow all our young people to achieve a positive destination in F.E, H.E, training and /or employment.</p>	All	All relevant staff, pupils, parents and partners
ED06	<p>Leadership The increased capacity for leadership and professional learning and knowledge will ensure that the momentum for delivering Curriculum for Excellence is sustained.</p>	Engage	All relevant staff

2012-13 SERVICE PLAN - EDUCATION
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	51,745	51,474	51,973	52,581	Year on year increase due to inflation on energy costs.
Premises	3,695	3,414	3,603	3,820	Budget primarily sits within schools to fund the non-employee running costs including education equipment and prepared meals.
Supplies & Services	5,592	5,592	5,598	5,604	
Transport	253	246	246	246	
Third Party Payments	6,005	5,863	5,873	5,883	Majority of this budget funds School Residential Accommodation costs and the service charges for the running costs of the NPDO schools.
Transfer Payments	134	134	134	134	
Gross Expenditure	67,424	66,722	67,426	68,267	
Income	-2,758	-2,758	-2,811	-2,866	
Net Expenditure	64,667	63,965	64,615	65,402	
Reconciliation					
Base	64,667	64,667	64,667	64,667	
Base Adjustments		-940	-332	276	
Non-Pay Inflation		180	386	619	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		110	0	0	
Inflation on Fees and Charges		-52	-105	-160	
Total	64,667	63,965	64,615	65,402	
Net Budget Before Savings	64,667	63,965	64,615	65,402	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		63,965	64,615	65,402	

Human Resources Information				
	2012/13	2013/14	2014/15	
Base Number of FTE	1,380.0	1,380.0	1,380.0	1,380.0
Proposed FTE Savings	0	0	0	0
Revised FTE	1,380.0	1,380.0	1,380.0	1,380.0

**2012-13 SERVICE PLAN - EDUCATION
BASE ADJUSTMENTS**

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	204	408	612
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	404	808
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-1,281	-1,281	-1,281
Other Adjustments to Base Budget		136	136	136
		-940	-332	276

**2012-13 SERVICE PLAN - EDUCATION
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Catering Purchases	Based on contracts, increase linked to RPI.	4	8	13	5.00%	5.00%	5.00%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	158	340	550	15.00%	15.00%	15.00%
Postages	Inflationary increase in line with expected increase in postage costs.	1	3	4	2.50%	2.50%	2.50%
Schools Residential Accommodation	Inflationary increases have been applied by other local authorities each year and this is expected to continue.	9	19	30	4.30%	4.30%	4.30%
Water	Standard inflationary increase for these costs.	7	15	22	3.00%	3.00%	3.00%
		180	386	619			

2012-13 SERVICE PLAN - EDUCATION

REVISED SAVINGS TO THOSE AGREED AS PART OF 2011/12 BUDGET

Savings Reference	Savings Option	Reason for Delay and Action being Taken	Revenue Budget		
			2012/13 £000	2013/14 £000	2014/15 £000
ED05	The creation of an Arts and Culture Fund and the commissioning of an external social enterprise company to manage this fund. This will facilitate a service to both education and the community.	Arising from changes and uncertainty regarding the funding streams for this proposal a review of the business case and the related operational and financial issues is currently being undertaken. The outcome of this will be reflected in an updated proposal.	110	0	0
			110	0	0



SERVICE PLANS

CUSTOMER SERVICES



SERVICE PLAN

CUSTOMER SERVICES DIRECTORATE

2012-13 SERVICE PLAN - CUSTOMER SERVICES - DIRECTORATE
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	338	341	346	350	
Premises	0	0	0	0	
Supplies & Services	50	48	48	48	
Transport	12	11	11	11	
Third Party Payments	15,072	15,445	15,445	15,445	Budget funds the contracted repayments in respect of the NPDO schools.
Transfer Payments	0	0	0	0	
Capital Costs	-838	-1,212	-1,212	-1,212	Budgeted transfer from NPDO earmarked reserves, this is used to fund any fluctuations in contract repayments between years.
Gross Expenditure	14,634	14,634	14,639	14,643	
Income	-2,025	-2,025	-2,025	-2,025	
Net Expenditure	12,609	12,609	12,614	12,618	
Reconciliation					
Base	12,609	12,609	12,609	12,609	
Base Adjustments		0	5	9	
Non-Pay Inflation		0	0	0	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		0	0	0	
Total	12,609	12,609	12,614	12,618	
Net Budget Before Savings	12,609	12,609	12,614	12,618	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		12,609	12,614	12,618	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	8.0	8.0	8.0
Proposed FTE Savings	0	0	0
Revised FTE	8.0	8.0	8.0

2012-13 SERVICE PLAN - CUSTOMER SERVICES - DIRECTORATE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	1	2	3
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	3	7
Other Adjustments to Base Budget		-1	-1	-1
		0	5	9



SERVICE PLAN

FACILITY SERVICES

2012-13 SERVICE PLAN - FACILITY SERVICES SERVICE OVERVIEW

Service Purpose:

Facility Services provides a range of support to all other Council Services through teams which manage assets, catering, cleaners, janitors, pool cars, school transport, property design and improvement, property maintenance, energy consumption and estates services. The service has responsibility for the Council's Corporate Asset Management processes together with the design and delivery of property related capital projects. In addition, Facility Services manages and supports public transport contracts and community transport initiatives.

Description of areas covered:

Catering and Cleaning: The core service provided by Catering Services is the school meals service. Annually 1.04 million school meals are prepared and served from 67 production units to 13 dining centres, 10 secondary schools and 76 primary schools. Cleaning is undertaken in all schools and offices of the Council. Approximately 22.7 million m2 per annum is cleaned with the bulk of the input being in schools.

Property Services provides a range of support to all other Council Services through teams which manage assets, property design and improvement, property maintenance, energy consumption and estates services. The service has responsibility for the Council's Corporate Asset Management processes together with the design and delivery of property related capital projects.

Integrated Transport - manage the Council's light vehicle fleet which comprises 184 vehicles including 21 pool cars; manage school transport contracts which carry 3,421 pupils on a daily basis; 43 school contracts are delivered in-house; responsible for transport infrastructure including bus stops and shelters; prepare and display timetable information.

Resources available to the service:

The total staff complement for Facility Services is 357.74 FTE. This comprises Catering 151.07FTE, Cleaning 86.15FTE, Janitorial 2.70FTE, Catering, Cleaning and Janitorial Management - 4.0FTE, Asset Management – 1.0FTE, Building Maintenance Team – 5.0FTE, Estates management – 5.5FTE, Property and Capital Design – 24.0FTE, Property Maintenance – 11.71FTE, Integrated Transport Team - 53.11FTE, Admin Support Team – 11.5FTE, Head of Facility Services Team - 2.0FTE

Significant strengths:

1. Oban Office Rationalisation Phase 1 including Customer Service Point delivered within acceptable timescales and budget.
2. Successful implementation of the 2010/11 Community Services Capital Programme with year end expenditure 1.5% in excess of approved budget of £6.17million.
3. Successful completion of Ardlui Trust Respite Care Facility in Helensburgh at a cost of £0.5m.
4. Completion of the Tobermory Pre Five Unit at a cost of £0.5m.
5. Property Services has ensured a well managed transition to the national procurement contracts for electricity, gas and water thereby enabling the Council to access a range of benefits including improved service levels from suppliers, some cost certainty for the short term, greater risk controls etc.
6. Centralisation of the Council's pool car fleet budget permitting greater scrutiny of vehicle usage thereby delivering greater efficiencies.

Significant challenges:

1. The recruitment of professional Property staff has proved problematic thereby creating the necessity for more time to be spent on managing consultants/agency staff.
2. Performance of Utility Companies monitored to ensure delivery of services at reasonable cost.
3. Legislative Requirements associated with presence of bats has resulted in delay to some capital funded projects.
4. FOI Requests associated particularly with the Schools Consultation process have deflected resource from core activities.
5. The transition from existing systems to the new Property Management System will require significant staff time to migrate information and run existing and new systems in tandem for a transitional period.
6. Improving asbestos management and allocation of funding/resources for same.
7. Handling Freedom of Information requests, complaints and appeals relating to the introduction of the increase in the school walking distance during the early stages of development of the Integrated Transport Team.
8. The difficulty in delivering savings associated with the School and Public Transport Service Review from procurement of contracts.
9. The introduction of Privilege Rides for School Transport resulting in income of approximately £12,000 per year as opposed to the £38,000 predicted by the consultants who carried out the Service Review.
10. The delay in introducing the Sourcing Strategy for the procurement of School and Public Transport contracts thereby slowing down the delivery of required savings.
11. The target to increase patronage on subsidised bus routes by 3% was not achieved during 2010/11 and in fact reduced by 1.1%.
12. Implementation of the Catering, Cleaning and Janitorial Service Review savings options in accordance with the agreed timescales.

Equalities:

In the School Transport service, all directly employed drivers and escorts are provided with appropriate equalities training.

All Council properties comply with all relevant DDA criteria and can be accessed by people with mobility issues.

School meals are provided, where appropriate, to pupils with special dietary requirements, as a result of religious, cultural or dietary needs.

Equality Impact Assessments are conducted as part of any policy or process change, to ensure that consideration is given to the impact of any changes on minority groups

2012-13 SERVICE PLAN - FACILITY SERVICES OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.	FS01	Children in Argyll and Bute are healthier by maximising the number of pupils opting to choose a nutritionally balanced school meal at lunch time
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	FS02	Communities are safer and more successful through improved facilities
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.	FS04	School and public transport meets the needs of communities
CO13	We contribute to a sustainable environment.	FS03	We contribute to the sustainability of the local area
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - FACILITY SERVICES
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
FS01	Children in Argyll and Bute are healthier by maximising the number of pupils opting to choose a nutritionally balanced school meal at lunchtime.	<p>All school pupils are provided with menus that comply with Schools (Health Promotion and Nutrition)(Scotland) Act 2007. This will ensure that nutritionally balanced school meals are provided.</p> <p>The uptake of free school meals provided to eligible pupils is maintained and, where appropriate, improved to maximise the number of pupils benefitting from a nutritional lunch.</p> <p>The uptake of paid school meals, is maintained and, where appropriate, improved to maximise the number of pupils benefitting from a nutritional lunch.</p> <p>Quality meals are provided to all pupils, within managed cost margins.</p>	<p>Achieve acceptable nutrition levels for all measurable vitamins and minerals. This is measured using Nutmeg nutritional analysis software. New Primary menus are produced twice annually, April and October.</p> <p>Achieve average uptake of 90.12% for free primary meals.</p> <p>Achieve average uptake of 74.73% for free secondary meals.</p> <p>Achieve average uptake of 51.4% for paid primary meals.</p> <p>Achieve average uptake of 54.40% for paid secondary meals.</p> <p>Minimise quarterly food cost variance of ≤ 5%</p>	<p>100%. Provision of nutritionally balanced meals is benchmarked by APSE annually.</p> <p>83.97% (Scottish average uptake 2010/11 APSE benchmarking data)</p> <p>60.21% (Scottish average uptake 2010/11 APSE benchmarking data)</p> <p>43.33% (Scottish average uptake 2010/11 APSE benchmarking data)</p> <p>37.24%(Scottish average uptake 2010/11 APSE benchmarking data)</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 3.36%.</p>	-305	-207	-106	<p>FS01a Risk: Staff Absence</p> <p>FS01b Risk: Uptake will drop due to price increase</p> <p>FS01c Risk: Inadequate kitchen facilities</p> <p>FS01d Risk: Supplier Failure- School Meals</p> <p>FS01e Risk: Partnership Working - School Meals</p> <p>FS01f Risk: Outbreak of Infectious Disease</p>
FS02	Communities are safer and more successful through improved facilities	<p>Customers report improved cleaning and improved facilities through customer satisfaction reports.</p> <p>Council buildings are improved and safer due to the implementation of the Capital Plan.</p>	<p>≥ 90% rated good or above</p> <p>Maintain 80% of properties included in the SPI/Core Facts return to a satisfactory standard (B rated or above)</p> <p>Meet 95% of programme dates and expenditure</p> <p>95% of CPT capital payments processed within 14 days</p>	<p>85% (APSE benchmarking average customer response rate 2010/11)</p> <p>Scottish average SPI return rate 76.9%</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 98.8%</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 99.8%</p>	1,959	1,849	2,031	<p>FS02f Risk: Reducing Scope of Cleaning Staff</p> <p>FS02a Risk: Insufficient finance for improvements</p> <p>FS02c Risk: Contractor/Utility performance</p> <p>FS02d Risk: Partnership Working- buildings</p> <p>FS02e Risk: Weather</p> <p>FS02g Risk: Approval/procurement process delay</p> <p>FS02h Risk: Delays in obtaining statutory consent</p>

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget: £000			Risks
					2012/13	2013/14	2014/15	
FS02		<p>The Council has maintained public buildings which are safe, efficient and fit for purpose.</p> <p>Income from leased properties is maximised.</p>	<p>Maintain 100% completion of 6,048 statutory tests, inspections and remedial maintenance.</p> <p>Non operational properties- 95% of rent due successfully collected (a total of £716k)</p>	<p>No external benchmarking is available. Benchmarking will be against last year's performance: 100%</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 98.1%</p>				<p>FS02b Risk: Adequately fund maintenance</p> <p>FS06a Risk: Meet budgeted income</p> <p>FS06b Risk: Achieve income targets</p> <p>FS06c Risk: Performance Information</p> <p>FS06d Risk: Carry out timeous rent reviews</p>
FS03	We contribute to the sustainability of the local area	<p>The Council's use of energy and utilities is monitored and its carbon emissions are reduced</p> <p>Have a high quality and efficient light vehicle fleet which is more environmentally friendly</p>	<p>Reduce the Council's use of energy and utilities, and lower its carbon emissions from a baseline footprint of 26,042 Tonnes. 9.7% reduction by March 2012 (a reduction of 2,574 Tonnes); 20% reduction by March 2014 (a reduction of 5,208 Tonnes)</p> <p>Increase the use of the light vehicle fleet to over 60%</p> <p>Reduce the number of fleet vehicles to 180 by 2013</p> <p>Reduce the average age of the light vehicle fleet from 5.3 years to 4.8 years by 2013</p>	<p>No external benchmarking is available. A target of 9.7% reduction has been set over three years. Last year was the second of the three years by when 8.6% had been achieved</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 57.9%</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 194</p> <p>No external benchmarking is available. Benchmarking will be against last year's performance: 5.0 years</p>	131	138	145	<p>FS05a Risk: Increasing energy & utility costs</p> <p>FS05b Risk: Supply Chain Risk</p> <p>FS05c Risk: Partnerships Risk</p> <p>FS05d Risk: Projects not delivered</p> <p>FS05e Risk: Information Risk</p> <p>FS05f Risk: Monitor energy consumption/performance</p> <p>FS04a Risk: Financial Restrictions</p> <p>FS04b Risk: Increasing fuel costs</p> <p>FS04c Risk: Replacement of fleet</p> <p>FS04d Risk: Projects not delivered</p> <p>FS04e Risk: Information risk</p> <p>FS04f Risk: Maintenance of fleet</p>

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget: £000			Risks
					2012/13	2013/14	2014/15	
FS04	School and public transport meets the needs of communities	Reduced number of school/local transport contracts Reduced average subsidy per passenger accessing council funded public transport. Reduced disciplinary action needed on school transport	150 contracts by 2013 From £1.63 per passenger to £1.58 by 2013 3% by 2013	No external benchmarking is available. Benchmarking will be against last year's performance: 178 No external benchmarking is available. Benchmarking will be against last year's performance: £1.46, which excludes the Helensburgh and Lomond area. No external benchmarking is available. Benchmarking will be against last year's performance: 0.88 complaints per month	9,170	9,463	9,781	FS03a Risk: Shortage of Drivers FS03b Risk: Inability to realise savings FS03c Risk: Poor Contractor Performance FS03d Risk: Discretionary funding to suppliers FS03e Risk: Supplier Failure-Transport FS03f Risk: Failure to meet statutory/regulatory standards
Central/Management Costs					460	463	466	
					11,414	11,705	12,316	

**2012-13 SERVICE PLAN - FACILITY SERVICES
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
FS01	Children are healthier by opting to choose a nutritionally balanced school meal.	Consult	Pupils, Head Teachers
FS02	Communities are safer and more successful through improved facilities	Inform	Responsible Persons in all facilities, Head Teachers in schools.
FS03	We contribute to the sustainability of the local area	Inform and Engage	Responsible Persons in all facilities, Head Teachers in schools, fleet vehicle users, Council building users
FS04	School and public transport meets the needs of communities	Inform	Transport operators, Community Councils, Elected Members, Transport Forums

**2012-13 SERVICE PLAN - FACILITY SERVICES
FINANCIAL SUMMARY**

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	7,940	7,374	7,207	7,322	
Premises	2,245	2,334	2,440	2,562	Year on year increase due to inflation on energy costs.
Supplies & Services	1,757	1,688	1,754	1,824	
Transport	6,209	6,235	6,259	6,288	Majority of this budget relates to Pupil Transport.
Third Party Payments	7,549	8,100	8,358	8,638	This budget relates to the requisitions for Public Transport. Year on year increase relates to delayed service review savings and the unavoidable inflation within the existing contracts.
Transfer Payments	0	0	0	0	
Gross Expenditure	25,700	25,732	26,019	26,634	
Income	-15,286	-14,311	-14,315	-14,318	
Net Expenditure	10,413	11,420	11,705	12,316	
Reconciliation					
Base	10,413	10,413	10,413	10,413	
Base Adjustments		50	-112	3	
Non-Pay Inflation		496	1,035	1,613	
Cost Pressures		12	28	50	
Demand Pressures		0	0	0	
Revised Savings		452	346	246	
Inflation on Fees and Charges		-3	-6	-9	
Total	10,413	11,420	11,705	12,316	
Net Budget Before Savings	10,413	11,420	11,705	12,316	
Savings					
Service Review Savings		119	194	261	
Net Budget After Savings		11,301	11,511	12,055	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	357.8	352.7	352.7
Proposed FTE Savings	5.1	0	0
Revised FTE	352.7	352.7	352.7

2012-13 SERVICE PLAN - FACILITY SERVICES

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	54	108	162
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	61	122
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-385	-660	-660
Other Adjustments to Base Budget	Transfer of Janitorial and Catering staff to Community Services.	380	380	380
		50	-112	3

**2012-13 SERVICE PLAN - FACILITY SERVICES
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Catering Purchases	Based on contracts, increase linked to RPI.	62	128	197	5.00%	5.00%	5.00%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	110	237	382	15.00%	15.00%	15.00%
Postages	Inflationary increase in line with expected increase in postage costs.	0	1	1	2.50%	2.50%	2.50%
School and Public Transport	Fuel cost uplift is incorporated within the existing contracts, inflation based on contract increase for 2012/13 and estimate for 2013/14 onwards.	319	661	1,020	4.90%	5.00%	5.00%
Water	Standard inflationary increase for these costs.	4	8	13	3.00%	3.00%	3.00%
		496	1,035	1,613			

2012-13 SERVICE PLAN - FACILITY SERVICES

COST PRESSURES

Cost Pressure Reference	Service Outcome Reference	Cost Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
CP03	FS04	SPT payments for the concessionary travel scheme.	148	12	28	50	Failure to increase the budget would impact on our ability to meet concessionary travel scheme requirements within base budget.
			148	12	28	50	

2012-13 SERVICE PLAN - FACILITY SERVICES

REVISED SAVINGS TO THOSE AGREED AS PART OF 2011/12 BUDGET

Savings Reference	Savings Option	Reason for Delay and Action being Taken	Revenue Budget		
			2012/13 £000	2013/14 £000	2014/15 £000
SPT2	Review of Procurement Process for Transportation Contracts	Detailed consideration has been given to the development of a sourcing strategy to optimise the effectiveness of the procurement process given the nature of the market and risks associated with this option. There remains a risk that the future savings to be secured through further procurement exercises may not materialise, however the approach being adopted seeks to mitigate and manage this to optimise the Council's position.	340	240	140
CCJ4	Withdraw from the provision of Steward and Cleaning services to Community Centres	Following further consultation with community centre councils a revised approach is to be adopted which still achieves part of the saving.	112	106	106
			452	346	246

2012-13 SERVICE PLAN - FACILITY SERVICES

PROPERTY SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	HR		Terms and Conditions Changes
										Statutory HR Consultation	FTE Reduction	
PR a	Property a - Rationalise the management of the Property Design Team	Move to a single manager and the re-allocation of the Property Services Manager budget across both revenue and capital on a 40/60 basis to reflect the management responsibilities.	37	0	0	37	Yes		Yes	1.0		
PR b(i)	Property b(i) - Rationalise the existing Estates Management and Asset Management Services (Move to a single manager)	Move to a single manager to provide a more focussed and strategic approach to service delivery and create a Property Asset Technician post to redistribute workload more efficiently.	17	0	17	17	Yes		Yes	1.0		
PR b(ii)	Property b(ii) - Rationalise the existing Estates Management and Asset Management Services (reducing hours to reflect available resources)	Reduce one Estate Surveyor's hours from 35 to 14 hours per week to reflect the currently available resources and also to complement the service improvements envisaged from option b(i).	17	0	17	17	Yes		Yes	0.6		Yes
PR c(i)	Property c(i) - Rationalisation of the Property Maintenance and Building Services Teams (restructure)	Move to a structure with one Property Maintenance Manager to replace two Area Property Officers and through the amalgamation of Clerk of Works and Property Officer duties. This rationalisation is designed to deliver necessary improvements to the Council's asset management processes.	95	88	95	95	Yes		Yes			Yes
PR c(ii)	Property c(ii) - Rationalisation of the Property Maintenance and Building Services Teams (maintenance team reduction)	Reduce Maintenance team by one joiner position to take account of envisaged volumes of work.	25	25	25	25	Yes		Yes	1.0		
PR d(iii)	Property d(iii) - Rationalise the administration/clerical support (reduction of administrative structure)	Reduce administrative structure at Argyll House by one Clerical/Admin position. This will be taken into account under the overall rationalisation of clerical/administrative support.	19	0	19	19	Yes		Yes	1.0		
PR d(iv)	Property d(iv) - Rationalise the administration/clerical support (savings on transfer to another department)	Currently Facility Services carry out Leisure Services clerical/admin duties. 50% of a current clerical post can be saved once these duties are undertaken by Community Services.	9	0	9	9	Yes		Yes	0.5		Yes

2012-13 SERVICE PLAN - FACILITY SERVICES

PROPERTY SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	HR		
										Statutory HR Consultation	FTE Reduction	Terms and Conditions Changes
PR g	Property g - Outsource the Estates Management Team to the Private Sector.	Presently this service is delivered via directly employed staff and consultants who are employed to provide specialist services. For the future, it is recognised that the Council would continue to employ staff to discharge client and contract administration/monitoring duties. While this is the case the current balance between directly employed staff and external consultants requires to be challenged. This is to ensure that the service remains cost effective and fit for purpose in terms of available skills and experience. It is recommended that further benchmarking and testing of the services available from external providers should be undertaken to allow a fully informed decision to be made for this option. In the interim the progression of option b should be considered.	0	0	0	0		Yes				
PR j	Property j - Withdraw water cooler facilities in all offices.	Water cooler facilities have been provided in Council properties on an ad-hoc basis over the years. Their removal is now recommended as future provision will be managed on a corporate basis.	6	6	6	6	Yes					
PR k	Property k - Transfer standby service to private sector.	Standby services carried out by Property operatives will be passed onto contractors via updated contract terms.	6	0	6	6	Yes		Yes			Yes
PR l	Property l - Reduce water consumption in properties through inefficiencies identified by the installation of advanced (automated) water meters.	The installation of advanced water meters is recommended to permit the identification of areas of inefficient water use. This will enable Property Services to address these matters on a programme basis with a view to delivering savings.	30	0	0	30	Yes					
Total			261	119	194	261					5.1	



SERVICE PLAN

GOVERNANCE AND LAW

2012-13 SERVICE PLAN - GOVERNANCE AND LAW SERVICE OVERVIEW

<p>Service Purpose: Governance and Law provide a range of largely, but not exclusively, internal services e.g. support to Council Services, Councillors and the framework against which the corporate objectives of the Council and Community Planning are pursued. It includes Legal Services: Commercial and Corporate and has responsibility for delivering elections and support to Community Councils.</p>
<p>Description of areas covered: Legal Advice, Litigation, Licensing, Contracts, Insurance, Debt Recovery, Community Planning, FOI/DP, Community Safety/ASBO, Member Services, Governance.</p>
<p>Resources available to the service: 48 staff members (44.6FTE), MOD Gov, Iken, Northgate, Lagan, AXLR8</p>
<p>Significant strengths: Experienced and skilled workforce, service review completed successfully re budget reduction, ongoing actions around service delivery improvements are in progress. Strong network of contacts within the Council and with external partners.</p>
<p>Significant challenges: Local Government Elections in May 2012, staff absence at a senior level, Civic Government Licences renewal June 2012, PSIF action plan to be finalised and implemented.</p>
<p>Equalities: Equalities are embedded in the Service. Service review addressed this and found service to be compliant and any service adjustments will be assessed using the corporate toolkit. Prior to elections, all polling stations are checked that they are suitable for access by all citizens. In addition the Council promotes electoral participation including postal and proxy voting.</p>

2012-13 SERVICE PLAN - GOVERNANCE AND LAW OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	GL6	The best interests of children at risk are promoted.
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.	GL7	Community Councils are supported to undertake their responsibilities.
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	GL4	Improved quality of life of residents and visitors and reduced risks for residents and visitors.
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.	GL10	Timely provision of Liquor Licences & Civic Government Licences to the public.
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.	GL3	Members enabled to deal timeously and accurately with their caseload
		GL5	Electors enabled to participate in the democratic process
		GL9	Provision of high quality, timely and appropriate legal documentation
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.	GL8	Provision of high quality, timely legal advice
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.	GL1	Provision of a quality framework to support democratic decision making
		GL2	Council compliance with governance and information management arrangements

2012-13 SERVICE PLAN - GOVERNANCE AND LAW
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
GL1	Provision of a quality framework to support democratic decision making.	<p>Constitution reviewed annually</p> <p>Increase the percentage of mandates issued within 7 days for central committees</p> <p>Maintain the percentage of agendas issued in time</p> <p>Maintain the percentage of action mandates published within 5 working days.</p> <p>Increase the percentage of Members' Personal Development Plans (PDPs) returned</p> <p>Increase the percentage of members very satisfied or satisfied with member services support</p> <p>Increase the percentage representation of partners at Local Area Community Plannign Groups (LACPG) meetings</p>	<p>31 March annually</p> <p>95%</p> <p>100%</p> <p>100%</p> <p>80%</p> <p>80%</p> <p>60%</p>	<p>2010/11 completed</p> <p>2011/12 FQ1 - 86% FQ2 - 95%</p> <p>2011/12 to date 100%</p> <p>2011/12 to date 95%</p> <p>New success measure no previous data</p> <p>2009/10 - 97% 2010/11 - 80%</p> <p>2011/12 FQ1 - 70% FQ2 - 46%</p>	518	524	530	<p>GL01 - failure to comply with the law and standing orders would create an ultra vires decision</p> <p>GL04 - failure to provide documentation and advice to members</p>
GL2	Council compliance with governance and information management arrangements.	<p>Maintain the percentage of Data protection (DP) responses within timescales.</p> <p>Increase the percentage of Freedom of Information (FOI) responses within timescales</p> <p>Maintain the no of data protection appeals upheld</p> <p>Maintain the low number of Information commissioner decisions against us</p> <p>Maintain the percentage of complaints receiving timeous responses i.e. stage 2 complaints responded to within 20 days.</p> <p>Maintain the percentage of complaints upheld</p>	<p>100%</p> <p>90%</p> <p>Target reduced from 10 to 5</p> <p>Target is 0</p> <p>100%</p> <p>0%</p>	<p>2011/12 - 100%</p> <p>2011/12 FQ1 - 77% FQ2 - 78% FQ3 - 85%</p> <p>Annual figure 2010/11 - 0</p> <p>2010/11 - 0</p> <p>2011/12 to date - 100%</p> <p>2010/11 - 0%</p>	86	87	89	<p>GL01 - failure to comply with the law and standing orders would create an ultra vires decision</p>

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
GL3	Members enabled to deal timeously and accurately with their caseload.	Increased number of transactions dealt with through Members Portal LAGAN system	Increase by 20 each quarter	2010/11: FQ1 100, FQ2 140, FQ3 175, FQ4 200	131	132	133	GL01 - failure to comply with the law and standing orders creates and ultra vires decision GL04 - failure to provide documentation and advice to members
GL4	Improved quality of life of residents and visitors and reduced risks for residents and visitors.	Increase the percentage attendance of partners at Community Safety meetings Maintain the percentage of anti social cases resolved	50% 50%	2011/12 FQ1 - 38% FQ2 - 45% 2011/12 FQ1 - 82% FQ2 - 71%	52	52	52	
GL5	Electors enabled to participate in the democratic process.	Meet standards of Electoral Commission Assessment	100%	Most recent assessment found the Council to be above standard in 3 and meeting standard in all others.	255	55	55	GL02 - failure to conduct elections in accordance with the law
GL6	The best interests of children at risk are promoted.	Maintain the number of Childrens Panels held per quarter with full attendance (Full attendance requires 3 panel members) Achieve optimum number of fully trained and serving Children's Panel members	100% Optimum range is 50-65 (Current value is 57)	2011/12 to date 100% 57	54	54	54	GL03 - failure to provide quality, accurate and timely legal advice to other departments GL04 - failure to provide high quality and timely information to committees
GL7	Community Councils are supported to undertake their responsibilities	Increase percentage of community councils with more than 70% full membership Achieve percentage of community councils responding to needs assessment survey Deliver training to community councils for the top 4 priorities (as identified by community councils in the needs assessment survey) Achieve percentage of community councils who feel supported (survey Jan 13)	85% 60% FQ1 0, FQ2 30%, FQ3 60%, FQ4 100% 65%	New success measures therefore no previous performance data available. Issues about national benchmarking to be raised at Scottish government short life working group on Community Councils	25	25	25	GL01 - failure to comply with the law and standing orders would create an ultra vires decision

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
GL8	Provision of high quality, timely legal advice.	Maintain the percentage of all requests for advice in cases of urgent nature to be responded to same working day	100%	2011/12 to date 100%	301	305	308	GL01 - failure to comply with the law and standing orders would create an ultra vires decision GL03 - failure to provide quality, accurate and timely legal advice
		Maintain the percentage of written requests for advice responded to within 20 working days or such period as may be agreed with client department	100%	2011/12 to date 100%				
		Maintain the percentage of cases where advice and information on property and contract matters to be provided within 5 working days	100%	2011/12 to date 100%				
		Achieve the percentage of cases where non urgent advice and information if provided within 20 working days	97%	2011/12 to date 97%				
		Maintain appropriate representation at all scheduled courts, tribunals and inquiries	100%	2011/12 to date 100%				
		Maintain the percentage of land agreements registered within 4 months from receipt of titles (e.g. Conveyances, Securities, Discharges, Section 75 agreements, Leases)	80%	2011/12 to date 80%				
		Maintain percentage of completed conveyancing by agreed date of entry	100%	2011/12 to date 100%				
		Maintain the percentage of completed Notices of Payment of Improvement / Repair Grants within 1 month from receipt of instructions.	100%	2011/12 to date 100%				
GL9	Provision of high quality, timely and appropriate legal documentation.	Maintain the percentage of property transactions, leases, purchases, sales etc. on time	100%	2011/12 to date 100%				GL03 - failure to provide quality, accurate and timely legal advice to other departments
		Maintain the percentage of Tree Preservation Orders made within 14 days of receipt of all relevant information.	100%	2011/12 to date 100%				

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
GL10	Timely provision of Liquor Licences & Civic Government Licences to the public.	Maintain the percentage availability of solicitor required to clerk Licensing Board Increase the percentage of new civic license applications processed within 35 days Achieve percentage of personal liquor license applications processed within 35 days Achieve percentage of occasional liquor license applications processed within 35 days	100% 100% 95% 95%	2011/12 to date 100% 2011/12 FQ1 - 82% FQ2 - 97% New success measure, no previous performance data available New success measure, no previous performance data available	-72	-69	-66	GL05 - failure to provide timely liquor and civic government licences to the public
Central/Management Costs					186	188	191	
					1,862	1,681	1,701	

**2012-13 SERVICE PLAN - GOVERNANCE AND LAW
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
GL1	Provision of a quality framework to support democratic decision making.	Inform, consult	Service users, staff, external partners, Council Departments
GL2	Council compliance with governance and information management arrangements.	Inform, consult	Service users (FOI and Complaints procedures)
GL3	Members enabled to deal timeously and accurately with their caseload.	Inform, consult	Elected Members
GL4	Improved quality of life of residents and visitors and reduced risks for residents and visitors.	Inform, consult	Service users, staff, external partners, Council Departments
GL5	Electors enabled to participate in the democratic process	Inform Consult Engage	Voters (Elections) Members, MSPs, MPs, Disability Groups, other stakeholders (Polling District / polling place review) Members (Polling district / polling place review)
GL6	The best interests of children at risk are promoted.	Inform, consult	Service users, staff, external partners, Council Departments
GL7	Community Councils are supported to undertake their responsibilities	Inform, consult	Community Councils; staff; external partners
GL8	Provision of high quality, timely legal advice.	Inform, consult	Service users, staff, external partners, Council Departments
GL9	Provision of high quality, timely and appropriate legal documentation.	Inform, consult	Service users, staff, external partners, Council Departments
GL10	Timely provision of Liquor Licences & Civic Government Licences to the public.	Inform, consult, engage	Service users and partners (licensing review)

2012-13 SERVICE PLAN - GOVERNANCE AND LAW
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	1,567	1,573	1,589	1,605	
Premises	5	7	8	8	
Supplies & Services	302	504	306	308	Increase in 2012/13 due to £200k cost pressure for election.
Transport	73	67	68	68	
Third Party Payments	19	29	29	29	
Transfer Payments	0	0	0	0	
Gross Expenditure	1,966	2,180	1,999	2,019	
Income	-309	-318	-318	-318	
Net Expenditure	1,658	1,862	1,681	1,701	
Reconciliation					
Base	1,658	1,658	1,658	1,658	
Base Adjustments		1	17	34	
Non-Pay Inflation		3	6	10	
Cost Pressures		200	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		0	0	0	
Total	1,658	1,862	1,681	1,701	
Net Budget Before Savings	1,658	1,862	1,681	1,701	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		1,862	1,681	1,701	

Human Resources Information			
	2012/13	2013/14	2014/15
Base Number of FTE	44.6	44.6	44.6
Proposed FTE Savings	0	0	0
Revised FTE	44.6	44.6	44.6

2012-13 SERVICE PLAN - GOVERNANCE AND LAW

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	4	8	12
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	12	24
Other Adjustments to Base Budget		-3	-3	-3
		1	17	34

**2012-13 SERVICE PLAN - GOVERNANCE AND LAW
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Annual Software Maintenance Charges	Based on contracts.	1	1	2	1.70%	1.70%	1.70%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	1	2	3	15.00%	15.00%	15.00%
Postages	Inflationary increase in line with expected increase in postage costs	1	3	4	2.50%	2.50%	2.50%
		3	6	10			

2012-13 SERVICE PLAN - GOVERNANCE AND LAW

COST PRESSURES

Cost Pressure Reference	Service Outcome Reference	Cost Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
CP02	GL5	Election - one off cost pressure for the Local Government Election in May 2012.	0	200	0	0	Failure to increase the budget would impact on our ability to meet election requirements within base budget.
			0	200	0	0	



SERVICE PLAN

CUSTOMER AND SUPPORT SERVICES

2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES SERVICE OVERVIEW

Service Purpose:

Customer and Support Services provides a range of first line contact facilities for council customers for a growing range of services through a network of customer service points in all the main towns, a telephony based service and the council's web site. It is also responsible for collection of local taxes, administering housing and council tax benefits and registration of births, deaths and marriages. It also provides a range of services to internal council departments including provision of ICT, creditor payments, procurement and commissioning of goods and services.

The service aims to maximise resources available to the council, to provide improved access to the council's customers to an increasing range of high quality council services through a range of channels to suit all needs, and to ensure that the council operates as efficiently and cost-effectively as possible through best value in procurement of goods and services and high quality ICT services

Description of areas covered:

Collection of local taxes (Council tax, domestic water and sewerage charges on behalf of Scottish Water, Non-domestic rates) and sundry debts and other income
Administration of housing and council tax benefit
Registration of births, deaths and marriages;
Customer services - through a range of channels including website, telephone contact centre and network of service points;
Payment of suppliers
Payments of travel and subsistence claims for employees and Members, maintenance of register of Members expenses;
Procurement and commissioning of goods and services for all council departments;
ICT for council and Argyll Community Housing Association

Resources available to the service:

55.4 FTE for ICT post service review reduction of 1 post
32 FTE Exchequer services post service review reduction of 5 and transfer of payroll staff of 12.67
46.3 FTE customer service centre and registration
60.3 FTE revenues and benefits post service review reduction of 7.3
Total of 194 FTE post service review

Significant strengths:

The ICT service is particularly low cost at just 1.51% of the council's revenue service. It provides a fully converged voice and data network with leading edge unified communications which supports the area's challenging geography. Applications are provided through a carefully planned approach to the deployment of market leading packaged solutions. IT engineers are deployed on a geographically dispersed model allowing fast responses to local issues. Satisfaction levels are measured regularly and are increasing. Benchmarking is regularly undertaken through Socitm.

The Procurement service has won GO Procurement awards in 2010 and 2011 and has received improving PCA scores from 21% in 2009, to 36% in 2010 and 41% in 2011.

Benefits has improved its processing times from 2009/10 to 2010/11 and maintained this during 2011/12 despite increasing volumes.

Registration error rates are now below 3% (national target). Argyll and Bute is a popular location for civil marriages.

Council website has been re-engineered onto an open source platform which is state of the art and we now have a dedicated team set up to develop online services. There have also been significant improvements to the intranet. A dedicated team is working on increasing the range of customer services available through the customer service centre.

Significant challenges:

To implement 20% savings following service review whilst maintaining services.

To increase the adoption of ITIL service management framework and provide more customer responsive ICT services with more formal service level agreements, and increase capability to undertake smaller scale developments as well as major projects.

To manage the transition to Universal Credit and the transfer of the fraud officers to the new Single Fraud Investigation Service.

To improve the quality and timeliness of benefits appeals cases.

To maintain the current level of local tax collections despite the economic climate.

To encourage take-up of more efficient customer channels and provide a greater range of council services through the website.

To roll out the new Tell Us Once service so that a range of relevant public sector organisations can be informed when someone dies without the next of kin having to notify each separately.

To increase the value that the council gets from its bought in goods and services, whilst ensuring that local suppliers are given every opportunity to win work from the council. We will have no CIPS qualified procurement professionals when the Exchequer Services Manager takes VER in June 2012.

To improve council's invoice payment performance which has fallen in 2011.

To respond to customers demands for services beyond "normal" council hours.

Equalities:

To provide equality of access to council contracts and to pay council suppliers promptly.

To maximise take-up of benefits from those who are eligible whilst minimising fraud.

To provide a range of channels for council customers to access services which do not disadvantage any sectors.

To ensure that income is collected from customers fairly and sensitively in relation to their circumstances.

2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	CS01	Benefit take-up is maximised, and benefits are paid promptly whilst minimising fraud
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.	CS02	Businesses are supported in claiming Non Domestic Rates (NDR) relief
		CS03	Opportunities for local businesses to sell services to the Council are maximised and suppliers paid promptly
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.		
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.	CS04	Reduced spend on postage and bulk reprographics across the council
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.	CS05	Income from local taxes and sundry debtors is maximised and properly controlled
		CS06	Increased value is delivered from procurement, with key contracted services of better quality and effectiveness
		CS07	Customers can access council services more easily and these services are of better quality
		CS08	IT applications and infrastructure are available to users when they want to use them, and meet business needs
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CS01	Benefit take-up is maximised, and benefits are paid promptly whilst minimising fraud	Increase caseload by 3%	9,125 cases by 31 March 2013	Caseload at Oct 2011 8,813	352	520	684	Increasing demand for HB, CTB and discretionary housing payments CS02; Failure to improve processing times for HB/CTB claims and improve quality CS02d
		Process all changes promptly and accurately	New claims within average of 23 days; changes in circumstance within average of 11 days; increase accuracy rate to 95%	Scottish average of 26 days for new claims; 11 days CiCs				
		Maximise level of sanctions issued to prevent and detect fraud	Target 45 sanctions in year (15 per fraud investigator)	67 in 2010/11 with 4 investigators				
CS02	Businesses are supported in claiming Non Domestic Rates (NDR) relief	Discretionary relief cost within annual budget	By 31 March 2013	No external benchmark	97	99	100	Failure to maintain NDR discretionary relief awards within budgeted amounts CS01b
		Increase in number of reliefs awarded	3% increase by 31 March 2013	No external benchmark				
CS03	Opportunities for local businesses to sell services to the Council are maximised and suppliers paid promptly	Increase percentage of suppliers paid within 30 days	90% for Q1, 91% Q2, 92% Q3, 93% for Q4	90% from PCA	233	235	238	Failure to improve purchase to pay process and pay suppliers on time CS04d
		100% of all contracts > £50,000 advertised on public contracts Scotland website	100%	100%				
CS04	Reduced spend on postage and bulk reprographics across the council	Spend reduced by 5% through more use of TNT, consolidated mailings, move to online services, development of print strategy etc.	5% annual spend reduction on 2011/12	No external benchmark	75	79	83	Business failure of key contracted supplier CS03c; Failure to maximise value from sub-optimal contracts CS04e
CS05	Income from local taxes and sundry debtors is maximised and properly controlled	Maintain collections of council tax and NDR given economic climate	95.5% C Tax; 97.5% NDR cumulatively at 31 March 2013	C Tax 95.94% at 31 March 2011 but reducing since All Scotland average 94.6% NDR 95.98% at 31 March 2011	634	647	660	Failure to maximise collection of local taxes and sundry income affecting resources available to the council CS01c
		Increase no of council tax payers paying by direct debit	To 70% in Jan 2013	68.9% at Oct 2011				
		Outstanding sundry debtors balances aged over 3 months reduced	By 20% year on year by 31 March 2013	£1.283m at 31 Mar 11				
		100% of bank recs completed within 2 weeks of month end with no unreconciled differences	100%	No external benchmark				

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CS06	Increased value is delivered from procurement, with key contracted services of better quality and effectiveness	<p>Increase percentage of all spend under contract or Service Level Agreement (SLA)</p> <p>Key contracts actively managed</p> <p>Achieve target cost savings</p> <p>Increased % of orders placed electronically</p> <p>Improve annual Procurement Capability Assessment (PCA) score</p>	<p>85% by end of year</p> <p>20 contracts</p> <p>£768,350</p> <p>60% for Q1, 67% Q2, 73% Q3, 80% Q4</p> <p>over 50%</p>	<p>Benchmark from PCA of 75% for level 2 and 90% for level 3</p> <p>all key contracts</p> <p>Process for Change target</p> <p>Process for Change target</p> <p>2010 Scottish average score of 30% council score 2011 of 41%</p>	766	780	794	<p>Business failure of key contracted supplier CS03c:</p> <p>Failure to maximise value from procurement through off contract purchasing or sub-optimal contracts CS04e</p>
CS07	Customers can access council services more easily and these services are of better quality	<p>Improved quality of registration services</p> <p>Increased demand for civil marriages in Argyll and Bute</p> <p>Improved % of calls through Customer Service Centre (CSC) dealt with at first point of contact and over 80% customers satisfied with service provided</p> <p>Reduced call abandon rate</p> <p>Increased number of online transactions</p> <p>Improved Better Connected score for website</p> <p>Increased number of calls through CSC</p>	<p>Error rate < 2.5%</p> <p>Target of 475 in year</p> <p>60% for social work & Planning; 87.5% for all others;</p> <p>>80% satisfied with service</p> <p>Abandon rate below 7%;</p> <p>Avg call answered duration < 3.5 minutes</p> <p>20,000 Transactions Q1, 23,000 Q2, 26,000 Q3, 30,000 Q4;</p> <p>3 Star Better connected score</p> <p>30,000 Transactions Q1, 33,000 Q2, 36,000 Q3, 40,000 Q4</p>	<p>Scottish average 3%</p> <p>442 in 2010/11</p> <p>65% for Social Work Oct 2011</p> <p>91% exc Soc Work Oct 2011</p> <p>no current satisfaction data</p> <p>9.4% abandon rate Oct 2011</p> <p>Avg answered call time 4 mins 2 secs Oct 2011</p> <p>19,000 Q2 2011/12</p> <p>1 star 2010</p> <p>8,937 for Oct 2011</p>	1,199	1,217	1,234	<p>Failure to meet growing customer expectations for improved access to council services CS04</p>

Code	Service Outcome and infrastructure are available to users when they want to use them, and meet business needs	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
CS08		Less than 0.8% unscheduled application downtime during specified core time linked to users service requirements (see Pyramid)	all year with monthly figures	Less than 1% unscheduled application downtime during specified core time linked to users service requirements - SOCITM Benchmarking	3,119	3,144	3,168	Failure to provide IT applications to users when required CS03f
		Less than 1% unscheduled infrastructure downtime during specified core time	all year with monthly figures	Less than 1% unscheduled downtime during specified core time - SOCITM Benchmarking				
		85% of applications and databases within one version of current – to maintain vendor support and enable use of new applications facilities	all year with monthly figures	No external benchmark				
		Reduce Average time to resolve ICT incidents to under 8 hours	year to March 2013	No direct external benchmark - SOCITM uses more complex time bandings depending on type of incident				Failure to deliver IT projects on time, to budget and meeting objectives CS03e
		100% Seasonal upgrades done in time	dates determined by users each year	No external benchmark				
		Average success score for projects	82% annual average	SOCITM KPI 3 (80%)				
		Regular scheduled replacement of PCs, laptops and MACs	Target replacement of 550 corporate devices and 1100 Education devices each year	No external benchmark				
		IT capital programme projects delivered to time and budget	Annual spend within plans; 100% projects delivered within agreed timescales	No external benchmark				
Central/Management Costs					361	364	367	
					6,837	7,085	7,330	

**2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
CS01	Benefit take-up is maximised, and benefits are paid promptly whilst minimising fraud	I, C, E I, C, E I, C, E I, C, E	Customers - encourage take-up through access to claim forms on the website, posters and letters to customers about Benefits Senior Management and Staff - Fraud and Benefit team plans discussed Members/SMT/Other Council Departments - Welfare Reform and the Councils response to the governments proposals ABAN (Argyll and Bute Advice Network) by attending all meetings, Homelessness Service and RSL through Memorandum of Understanding re submission of benefit claims and supply of back up information.
CS02	Businesses are supported in claiming Non Domestic Rates (NDR) relief	I, E Engage Inform	Local businesses/Estates service - maximise relief offered to local businesses by contacting them and encouraging them to complete claim forms. Ensure Council properties have maximum reliefs claimed and granted. Engage with Internal Audit and External Audit to assist in any inspection activity Strategic Finance communication re budget monitoring
CS03	Opportunities for local businesses to sell services to the Council are maximised and suppliers paid promptly	Engage	Engage with local businesses to ensure that barriers are minimised to them when tendering for business with the council
CS04	Reduced spend on postage and bulk reprographics across the council	Inform Consult	DMT's, SMT, ACHA, Project Boards All corporate print room local print users, external customers including ACHA and Community Planning partners
CS05	Income from local taxes and sundry debtors is maximised, and properly controlled	I,C,E	Other Council departments/Senior Management/Audit/Customers by having a robust debt recovery policy designed to recover as much revenue as possible ensuring that all parties are fully aware of their role. Collection rates to continue to be closely scrutinised and reported to Senior Management

2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES
INFORM CONSULT ENGAGE

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
CS06	Increased value is delivered from procurement, with key contracted services of better quality and effectiveness	Inform Consult Engage	Council Members Council Suppliers and Scottish Procurement and Commercial Directorate and Scotland Excel Council Service staff professionals responsible for procurement spend and Council staff members placing purchase orders
CS07	Customers can access council services more easily and these services are of better quality	I,C,E	The production of the Argyll & Bute Wedding guide in partnership with Burrows Communications Ltd ensures that customers who provide wedding services are consulted and contribute to the production of the guide which is then made available in wedding packs to prospective customers to promote civil marriages within the authority with a view to increasing targets Provision of data to SMT and PFC Board on performance within CSC, monitoring of results via pyramid Customer Satisfaction Surveys to be carried out in conjunction with Hexagon via Citizens Panel for face to face contacts supplemented by telephone surveys with customers using new Netcall telephony functionality. This will also cover use of the website.
CS08	IT applications and infrastructure are available to users when they want to use them, and meet business needs	Consult Engage	Within the Council : identified system 'owners' and system administrators in relation to particular systems and the general user community across systems through satisfaction surveys . Externally : system suppliers , our major external customer (ACHA) and other organisations who access Council systems. Also DMT's, SMT, and Project Boards. Stakeholders relevant to establishment of a business case - which can include Council officers , local and national partners and suppliers. Subsequent implementation can see the these stakeholders continue to be engaged through participation in the resulting project board or project team.

**2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES
FINANCIAL SUMMARY**

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	6,385	6,457	6,537	6,617	
Premises	27	17	17	18	
Supplies & Services	2,076	2,215	2,229	2,244	
Transport	156	157	157	157	
Third Party Payments	221	199	199	199	
Transfer Payments	21,420	23,424	23,424	23,424	Budget relates to Housing Benefit payments, these costs are offset by income from the DWP and this is reflected in the income budget.
Gross Expenditure	30,286	32,468	32,563	32,659	
Income	-23,525	-25,632	-25,478	-25,329	Majority of budgeted income is in respect of Housing Benefit payments.
Net Expenditure	6,761	6,837	7,085	7,330	
Reconciliation					
Base	6,761	6,761	6,761	6,761	
Base Adjustments		63	143	222	
Non-Pay Inflation		14	28	43	
Cost Pressures		0	155	306	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		-1	-1	-2	
Total	6,761	6,837	7,085	7,330	
Net Budget Before Savings	6,761	6,837	7,085	7,330	
Savings					
Service Review Savings		485	667	699	
Net Budget After Savings		6,351	6,419	6,630	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	206.6	193.3	193.3
Proposed FTE Savings	13.3	0	0
Revised FTE	193.3	193.3	193.3

2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	29	58	87
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	51	102
Other Adjustments to Base Budget	Transfer of budget from Community Services to fund posts in Customer Contact centre.	34	34	34
		63	143	222

**2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Annual Software Maintenance Charges	Based on contracts.	6	12	19	1.70%	1.70%	1.70%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	0	1	1	15.00%	15.00%	15.00%
Non Domestic Rates Relief	Standard inflationary increase.	1	3	4	1.50%	1.50%	1.50%
Postages	Inflationary increase in line with expected increase in postage costs.	6	12	19	2.50%	2.50%	2.50%
		14	28	43			

2012-13 SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES

COST PRESSURES

Cost Pressure Reference	Service Outcome Reference	Cost Pressure Description	Revenue Budget				Risks
			2011/12 Budget £000	2012/13 £000	2013/14 £000	2014/15 £000	
CP01	CS01	The introduction of Universal Credit in 2013 will mean new claimant cases for housing benefit no longer being handled under the current system, thereby impacting on LA caseload. Before the migration begins the DWP will also need to agree the methodology for distributing the overall subsidy allocation. As this policy is currently being worked through, they have advised that it is too early to be able to announce any funding beyond 2012/13. Housing Benefit administration subsidy circular HB/CTB S6/2011 has detailed that nationally the main subsidy will reduce by 4.85% from £488.4m to £464.7m. The additional subsidy has reduced by 6.12% from £49m to £46m. From 2013/14 the universal credit will further impact as there will be no new claims a further reduction of 30% is therefore anticipated year on year.	336	0	155	306	Failure to re-instate the employee budget that corresponds to this income would impact on our ability to meet targets for dealing with an increasing caseload.
			336	0	155	306	

SERVICE PLAN - CUSTOMER AND SUPPORT SERVICES
SUPPORT SERVICES SERVICE REVIEW - CUSTOMER AND SUPPORT SERVICES WORKSTREAMS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR	
											FTE Reduction	Terms and Conditions Changes
SS02	Service improvements to Procurement, Commissioning and Creditors.	Merge procurement and commissioning teams.	163	151	196	163	Yes	No	No	Yes - 30 days	5.0	n/a
SS03	Service improvements to Revenues and Benefits.	Outsourcing benefit appeals, restructure, savings from supplies and services and reduction in DWP grant.	140	127	140	140	Yes	No	No	Yes - 30 days	7.3	n/a
SS04	Service improvements to ICT.	Savings to supplies and services, restructure and additional income for ICT and print services.	396	207	331	396	Yes	No	No	Yes - 30 days	1.0	n/a
Total			699	485	667	699					13.3	



SERVICE PLANS

DEVELOPMENT AND INFRASTRUCTURE SERVICES



SERVICE PLAN

DEVELOPMENT AND INFRASTRUCTURE SERVICES

DIRECTORATE

2012-13 SERVICE PLAN - DEVELOPMENT AND INFRASTRUCTURE SERVICES - DIRECTORATE
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	1,622	1,690	1,706	1,722	
Premises	0	0	0	0	
Supplies & Services	324	337	339	340	
Transport	28	16	16	16	
Third Party Payments	-7	1	1	1	
Transfer Payments	0	0	0	0	
Gross Expenditure	1,968	2,045	2,062	2,079	
Income	-20	-20	-20	-20	
Net Expenditure	1,948	2,025	2,042	2,059	
Reconciliation					
Base	1,948	1,948	1,948	1,948	
Base Adjustments	/	76	92	108	
Non-Pay Inflation	/	1	2	3	
Cost Pressures	/	0	0	0	
Demand Pressures	/	0	0	0	
Revised Savings	/	0	0	0	
Inflation on Fees and Charges	/	0	0	0	
Total	1,948	2,025	2,042	2,059	
Net Budget Before Savings	1,948	2,025	2,042	2,059	
Savings					
Service Review Savings	/	0	0	0	
Net Budget After Savings		2,025	2,042	2,059	

Human Resources Information				
	2012/13	2013/14	2014/15	
Base Number of FTE	71.6	71.6	71.6	71.6
Proposed FTE Savings	0	0	0	0
Revised FTE	71.6	71.6	71.6	71.6

2012-13 SERVICE PLAN - DEVELOPMENT AND INFRASTRUCTURE SERVICES - DIRECTORATE

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	2	3	5
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	14	29
Other Adjustments to Base Budget	Employee budget transferred from Planning and Regulatory Services.	75	75	75
		76	92	108

**2012-13 SERVICE PLAN - DEVELOPMENT AND INFRASTRUCTURE SERVICES - DIRECTORATE
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Postages	Inflationary increase in line with expected increase in postage costs	1	2	3	2.50%	2.50%	2.50%
		1	2	3			



SERVICE PLAN

ECONOMIC DEVELOPMENT

2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT SERVICE OVERVIEW

<p>Service Purpose: To unlock the potential of Argyll and Bute's significant sustainable economic assets for the benefit of its communities and the competitiveness and security of the Scottish and EU economies.</p>
<p>Description of areas covered: Economic development, renewables and key sectors, CHORD, connectivity, transport policy.</p>
<p>Resources available to the service: Staff resources of 88.2FTE.</p>
<p>Significant strengths: EDAP and REAP give clear focus on goals and responsibilities giving staff clear understanding of roles. Service attracts European and other external funding and manages projects on behalf of Council (£1 spent on European team (excluding LEADER funded posts) levers £70 of European funds for Council projects) (2010/11). Strong customer focus evidenced by excellent feedback from customers. Good, effective, strong and robust partnership working throughout the Service.</p>
<p>Significant challenges: Delivery of all the key priorities within the EDAP in a period of significant budgetary pressures. Take up of grant funding under the pilot Competitive Business Growth Programme gains momentum, particularly with regard to existing businesses (50% funded through the Argyll and the Islands LEADER programme). Ensure through continued close working with partners across the Community Planning Partnership (CPP) and other key stakeholders within the renewable industry that we deliver on the key objectives and actions within the REAP. Not all actions fall within our own remit and we are dependent on partners taking forward their own actions. ABRA will assist with this.</p>
<p>Equalities: The Economic Development Service is aligned with the Council's Equal Opportunities policies and practices and Equality Impact Assessments are undertaken as appropriate.</p>

**2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT
OUTCOMES**

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.	ET01	Sustainable economic growth in Argyll and Bute.
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.	ET04	Harness the potential of the third sector and increase their capacity to deliver sustainable communities.
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.		
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	ET02	Argyll and Bute is better connected, safer and more attractive.
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.		
CO13	We contribute to a sustainable environment.		
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.	ET03	Renewables are further developed in the area in partnership for the benefit of our communities.
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
ET01	Sustainable economic growth in Argyll and Bute.	Growth in the number of start-up businesses supported.	135 by March 13. Target will be profiled at the end of the current financial year.	The Argyll and Bute Business Gateway Team propose to benchmark our start-ups results against the rest of the Highlands and Islands Enterprise area (excluding Argyll and Bute) and Scotland with a focus on the number of start-ups per head of population to give some meaningful analysis. A benchmarking measure will be added as soon as the required start-up data is released from the Business Gateway national team.	975	935	941	Failure to deliver Economic Development Action Plan and related ambitions.
		Growth in the number of existing businesses assisted.	200 by March 13. Target will be profiled at the end of the current financial year.	N/A: With regard to benchmarking, support to existing businesses is not a Business Gateway national performance measure so benchmarking data is not available.				
		Work Programme - No of referrals	Targets still to be negotiated with Working Links	Benchmark data for the new Work Programme will not be in place until sufficient time has passed to collate the appropriate data. Argyll and Bute Employability Team will potentially benchmark itself against areas of a similar geography in terms of Work Programme delivery.				Failure to deliver support to long-term unemployed via Government's Work Programme.

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
ET01	Work Programme - No of job outcomes	Work Programme - No of job outcomes with Working Links	Targets still to be negotiated with Working Links	Benchmark data for the new Work Programme will not be in place until sufficient time has passed to collate the appropriate data. Argyll and Bute Employability Team will potentially benchmark itself against areas of a similar geography in terms of Work Programme delivery.				Failure to maximise European and LEADER funding reduces economic growth and regeneration.
	Increased commitment of LEADER funding	FQ1 12/13 - £5,646,840, FQ2 12/13 - £5,895,200, FQ3 12/13 - £6,143,560, FQ4 12/13 - £6,391,920	N/A: The Scottish Government does not publish national statistics for LEADER, therefore no appropriate benchmarking data exists. As all LEADER Local Action Groups have varying budgets and focus on their chosen priorities under the LEADER Programme benchmarking between LEADER LAG areas would not be appropriate.					
	Maintain delivery of European team work programme.	FQ1 - 55%, FQ2 - 60%, FQ3 - 65%, FQ4 - 75% of Plan delivered	This is an ongoing Action Plan for the European Team, so it is not appropriate for benchmarking as it would not be clear what this Plan should be benchmarked against. Many of the actions within the Plan focus on key activities in order to secure a successful outcome for the Council with regard to the change to the European Programmes post 2013.					
	Number of partners mobilised and engaged in key sectors and geographies.	100, target will be profiled at the end of the current financial year.	N/A: specific to Argyll and Bute.					

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
ET03	Renewables are further developed in the area in partnership for the benefit of our communities.	Develop a community benefit framework to secure socio-economic benefit for Argyll and Bute. Maintain the planned rate of delivery of the REAP (Action Plan to ensure that communities are able to maximise benefit from renewables)	2: one on-shore community benefit framework / one off-shore community benefit framework by FQ4 12/13 FQ1:59%, FQ2:67%, FQ3:76%, FQ4:84%	There is no benchmark as this is an Argyll and Bute specific measure. There is no benchmark as this is an Argyll and Bute specific measure.	35	35	35	Failure to encourage development of Renewables sector and failure to secure related benefits.
ET04	Harness the potential of the third sector and increase their capacity to deliver sustainable communities.	Third Sector organisations report that funding support provided by agencies was helpful in applying for funding. This will be assessed through an annual survey carried out in the first quarter of the year. No of Argyll and Bute Council services 2 implementing delivery in partnership with social enterprise, through Argyll and Bute Local Services Initiative (ABLSI)	30	There is no benchmark as this is an Argyll and Bute specific measure. There is no benchmark as this is an Argyll and Bute specific measure.	149	150	151	Failure to support social enterprises / third sector agenda.
Central/Management Costs					95	95	96	
					2,008	1,906	1,847	

**2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT
INFORM CONSULT ENGAGE**

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
ET01	Sustainable Economic Growth	I,C,E	ABRA, AISTP, Agri Forum/FfA, TTWG etc- further detail in EDAP and REAP
ET02	Argyll and Bute is better connected, safer and more attractive	I,C,E	HITRANS, SPT, FUG etc - further detail in EDAP, CHORD Programme documentation
ET03	Renewables are further developed in the area in partnership for the benefit of our communities	I,C,E	ABRA - further detail in REAP
ET04	Harness the potential of Third Sector	I,C,E	ABSEN, LEADER LAG etc - further detail in EDAP

2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	3,369	3,384	3,415	3,445	
Premises	468	478	488	499	
Supplies & Services	246	244	244	244	
Transport	530	546	556	566	
Third Party Payments	2,726	2,715	2,670	2,670	
Transfer Payments	0	0	0	0	
Gross Expenditure	7,338	7,368	7,372	7,425	
Income	-5,242	-5,359	-5,467	-5,577	
Net Expenditure	2,097	2,008	1,906	1,847	
Reconciliation					
Base	2,097	2,097	2,097	2,097	
Base Adjustments		0	-15	16	
Non-Pay Inflation		16	35	57	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		-104	-212	-322	
Total	2,097	2,008	1,906	1,847	
Net Budget Before Savings	2,097	2,008	1,906	1,847	
Savings					
Service Review Savings		0	0	0	
Net Budget After Savings		2,008	1,906	1,847	

Human Resources Information				
	2012/13	2013/14	2014/15	
Base Number of FTE	88.2	88.2	88.2	88.2
Proposed FTE Savings	0	0	0	0
Revised FTE	88.2	88.2	88.2	88.2

2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	7	14	22
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	23	47
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-40	-85	-85
Other Adjustments to Base Budget	Adjustment to right-size budget for CHORD.	32	32	32
		0	-15	16

**2012-13 SERVICE PLAN - ECONOMIC DEVELOPMENT
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	16	34	55	15.00%	15.00%	15.00%
Water	Standard inflationary increase for these costs.	1	1	2	3.00%	3.00%	3.00%
		16	35	57			



SERVICE PLAN

PLANNING AND REGULATORY SERVICES

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES SERVICE OVERVIEW

Service Purpose:

Planning and Regulatory Services is an outward looking service which seeks to harness development opportunities, support businesses, protect the public and improve the economic, social and environmental well being of the area by ensuring development takes place in a sustainable manner.

Description of areas covered:

Development Management - facilitating the delivery of the place shaping vision for the community, environment and economy as set out in the Development Plan through the processing of planning applications and related submissions. Activities extend beyond the scrutiny and determination of planning applications to include; pre-application shaping of developments to promote desired outcomes, monitoring the delivery of proposals and evaluating their outcomes.

Building Standards - processing of building warrants and completion certificates. Primary aims are to ensure health, safety and well being of people in and around buildings and the conservation of energy and power.

Development Policy - preparation, monitoring, review and implementation of the Argyll and Bute Local Development Plan together with all associated strategies including the Local Biodiversity Action Plan; Woodland and Forestry Strategy; Integrated Coastal Zone Management Plans and the access function under the Land Reform Act.

Environmental and Animal Health - to protect public health having regard to physical, chemical and psychological factors which impact on health; and to ensure compliance with statutory requirements through working with business and to initiate enforcement action where appropriate. The nature of the work is wider ranging and includes food safety (farm to fork), workplace health and safety, environmental protection, public health including investigation and control of communicable disease and animal health and welfare.

Trading Standards - to ensure fair, safe and competitive trading within the council area. The service supports legitimate businesses in meeting statutory duties related to fair trading, consumer safety and metrology, as well as helping consumers to access and enforce their rights under that legislation.

Resources available to the service:

114 FTE

Significant strengths:

Effective and embedded Planning and Performance Management Framework e.g. 78% of all planning applications determined within timescale, the highest recorded performance.

Building Standards Balanced Scorecard and strong building warrant verification process e.g. 90% of building warrants responded to within 20 working days - set against a target of 80%.

Project driven and managed activities based on strong partnership working e.g. timeous production of Local Development Plan Main Issues Report and the Argyll and Bute Woodland and Forestry Strategy.

Strong, effective performance (including major areas of best practice) regarding the delivery of the Council's food safety duties as evidenced in the recent (September 2011) audit by the Food Standards Agency (Scotland).

High levels of Customer Satisfaction with service delivery arrangements - Environmental Health 100%, Debt Counselling 82%, Development Management 90%, Building Standards 100%

Significant challenges:

Implementing the preferred options of the Corporate Service Reviews and strengthening performance across all service areas in line with Service Review requirements.

Budget pressures caused by economic slowdown and downturn in building warrants and 'major' planning applications being submitted. Mean number of applications is up however they are of lesser application/fee value.

Increasing level of scrutiny (with consequent workload/service delivery implications) through external audits on Regulatory Services e.g. Animal Health (EC Audit), Environmental Health (United States FSA Audit), Food Safety Service (FSA Audit).

Providing the required evidence base (including effective public/stakeholder engagement) to allow the proposed Local Development Plan to be published.

To have regard to the outcome of the national review of food law enforcement, the Scottish Government's Health Stocktake, the national review of Consumer Safety Landscape; and the Government's deregulation agenda, in delivering Regulatory Services.

Equalities:

Improve engagement and involvement between Local Access Panels and officers from Building Standards and Development Management to discuss disability issues that are relevant to Planning Services and to help improve service delivery arrangements and To increase usage of the website and Customer Contact Centres to improve accessibility and quality of information to the wider public and business community.

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.	PR01	The local economy is improved through the delivery of sustainable development.
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.	PR02	Empowered confident customers capable of successfully exercising their legal rights and accessing advice/support.
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.	PR03	Public health is protected and improved through proportionate risk-based enforcement.
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.	PR04	The health, safety, welfare and convenience of people in and around buildings is protected and improved.
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.	PR05	We have improved and enhanced our access to the natural environment and green networks.
CO13	We contribute to a sustainable environment.	PR06	We live and work in an environment which is safe, promotes health and supports the local economy.
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.	PR07	The creation of well designed and sustainable places where people are able to access employment, housing, recreation opportunities supported by essential services and necessary infrastructure.
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
PR01	The local economy is improved through the delivery of sustainable development.	<p>Improve speed of determination of planning applications</p> <p>Increase % of planning applications valid on receipt</p> <p>Increase speed of response for pre-application enquiries</p>	<p>Determine 70% of all applications within their statutory timescale</p> <p>Register and Neighbour Notify 90% of applications within 5 days</p> <p>Process 75% of pre-application enquiries within 20 working days</p>	<p>Rural 9 Benchmarking Group 69% 2012/13</p> <p>Rural 9 Benchmarking Group - available during 2012/13</p> <p>Rural 9 Benchmarking Group - available during 2012/13</p>	647	666	686	<p>Demand: Failure to deliver the sustainable development of land through the positive management and regulation of development</p> <p>Supply: Lack of manpower resources to implement leading to a drop in performance and customer satisfaction</p> <p>Supply: System failures and software not fit for purpose</p> <p>Supply: Lack of co-operation from external consultees leading to unnecessary consultation and delays in processing applications.</p>
PR02	Empowered confident customers capable of successfully exercising their legal rights and accessing advice/support.	<p>Reduction in customers facing significant financial problems through the provision of debt counselling support and intervention</p> <p>Provide advice and intervention for consumers in relation to service requests including criminal complaints</p>	<p>80% of all clients provided with personal debt action plan</p> <p>Resolve 80% of consumer complaints within 14 days</p>	<p>Benchmark to be developed March 2012</p> <p>Scottish SPI for trading standards</p>	531	538	546	<p>Demand: Failure to deliver targets</p> <p>Supply: Inadequate resources to deal with demand.</p> <p>Supply: Difficulties in delivering debt strategy with other partner agencies</p>
PR03	Public health is protected and improved through proportionate risk-based enforcement.	<p>Increased number of compliant businesses following intervention relating to food safety</p>	<p>80% of audited food businesses broadly compliant.</p>	<p>Reported annually through statutory returns for all local authorities</p>	1,144	1,160	1,176	<p>Demand: Inadequate resources to meet inspection programme and enforcement action.</p> <p>Supply: the occurrence of significant unplanned incidents which will require deployment of resources</p> <p>Supply: Non-compliant businesses where enforcement action is required.</p>

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
PR04	The health, safety, welfare and convenience of people in and around buildings is protected and improved.	Increase the efficiency and speed in the processing of building warrants and completion certificates	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	Benchmarking will be compared against the mean data as supplied by Dumfries & Galloway, Highland, Moray, Orkney and Scottish Borders Councils.	-60	-49	-39	Demand: Failure to protect the health, safety, welfare and convenience of people in and around buildings Supply: Failure or loss of ICT hardware and software and existing data. Supply: Loss of fee income and impact on resources to deliver service Supply: Staff recruitment problems / staff sickness
PR05	We have improved and enhanced our access to the natural environment and green networks.	Adoption of Core Path Plan by the Council Ensure visitors and residents can safely navigate our core path systems	December 2012 50 miles waymarked per annum 200 miles of Core Path Plan surveyed per annum	Rural Nine - status of Core Path Plan	134	135	136	Demand: Failure to supply more and enhanced access to our natural environment and green network Supply: Prioritisation of resources impacts on the ability to implement and maintain core paths Supply: Inadequate partnership working / partner failure Supply: Delays caused by legal challenge to Public Local Inquiry decisions

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
PR06	We live and work in an environment which is safe, promotes health and supports the local economy.	Reduction in persistent antisocial behaviour complaints including domestic noise and to work with our partners to reduce the occurrence of antisocial behaviour Improve health, safety and welfare standards within businesses in Argyll and Bute Improve the quality of drinking water from private water supplies	Improve average time to respond to ASB visits to average of 12 hours 100% of high risk health and safety interventions completed 90% of samples taken from category A commercial private water supplies comply with statutory standards	Scottish SPI for environmental health Benchmark to be developed by March 2012 Can be provided annually through the published Drinking Water Report for Scotland	149	153	157	Demand: Failure to meet targets for interventions Supply: Difficulties in delivering the partnership arrangements Demand: Failure to meet targets Supply: Inadequate resources to meet demand due to unplanned reactive workloads Supply: supplies affected by weather conditions or failure in treatment associated with failure of businesses to maintain or improve supplies. This will lead to formal enforcement action
PR07	The creation of well designed and sustainable places where people are able to access employment, housing, recreation opportunities supported by essential services and necessary infrastructure.	Assessment of potential sites which may be determined as "contaminated land" to support future development Approval of Local Development Plan by Council for public consultation To improve the supply of our housing	Determination of 90% of historical industrial land sites prioritised as high risk by the Council 100% population coverage with up to date Local Development Plan 300 new housing units per annum Capacity to accommodate 1380 housing units 64 ha of business land	Benchmark with other LAs to be developed No benchmark - local circumstance decision Rural Nine Local Development Plan Status Scottish SPI for Development Plan coverage No benchmark - local circumstance decision	499	504	508	Demand: Failure to produce an up to date Local Development Plan with appropriate settlement strategy Supply: Failure to deliver an up to date Local Development Plan on time will adversely impact on the delivery of sustainable economic growth Supply: Inadequate public consultation / engagement may cause delays and / or result in an inadequate development strategy
Central/Management Costs					42	42	43	
					3,087	3,150	3,213	

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES
INFORM CONSULT ENGAGE

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
PR01	Improve the local economy by delivering sustainable development	Consult	Development Management Focus Groups, Development Management User Forums, Community Council Training Workshops, Elected Member Training Workshops
PR02	Empowered confident customers capable of successfully exercising their legal rights and accessing advice/support	Inform and Consult	Direct customers and service users and partners through information in correspondence, website and service plans etc and consult through customer surveys
PR03	Public health is protected and improved through proportionate risk-based enforcement	Inform and Consult	Customers, Council Members, other local authorities and Governmental bodies (Food Standards Agency, Health and Safety Executive) through information in correspondence, website and service plans and statutory reports etc and consult through customer surveys and ongoing partnership working.
PR04	The health, safety, welfare and convenience of people in and around buildings is protected and improved	Inform and Consult	Stakeholders (architects, agents, developers, elected members) are informed through holding quarterly user group meetings and annual user forums. Inform our stakeholders by ensure our web pages and guidance documents are up to date and fit for purpose. Consult all our service users by providing a reply paid customer satisfaction card with every Building Warrant and completion certificate acceptance and issue them with an annual e-survey. Consult stakeholder through user group and user forum.
PR05	We have improved and enhanced our access to the natural environment and green networks.	Inform	Access Forum members; general public; landowners; visitors; tourist operators
PR06	We live and work in an environment which is safe, promotes health and supports the local economy.	Inform and Consult	Customers, businesses, partners (Strathclyde Police, other local authorities), Government through information in correspondence, website and service plans and statutory reports etc and consult through customer surveys and ongoing partnership working.
PR07	The creation of well designed and sustainable places where people are able to access employment, housing, recreation opportunities supported by essential services and necessary infrastructure	Consult	750 stakeholders identified on Local Development Plan database, key agencies, community councils, elected members, developers, landowners etc. To undertake a 3 month consultation commencing in August 2012 on the proposed LDP. This will involve a series of open days; attendance at public events; direct emails and individual neighbour notification; web site; newsletters; focus group consultation ;use of social media and placing of adverts in five local newspapers.

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES
FINANCIAL SUMMARY

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	4,645	4,543	4,609	4,675	
Premises	3	1	1	1	
Supplies & Services	436	389	391	392	
Transport	245	183	183	183	
Third Party Payments	169	433	433	433	
Transfer Payments	0	0	0	0	
Gross Expenditure	5,498	5,549	5,616	5,683	
Income	-2,284	-2,462	-2,466	-2,470	
Net Expenditure	3,214	3,087	3,150	3,213	
Reconciliation					
Base	3,214	3,214	3,214	3,214	
Base Adjustments	/	-125	-59	7	
Non-Pay Inflation	/	1	3	4	
Cost Pressures	/	0	0	0	
Demand Pressures	/	0	0	0	
Revised Savings	/	0	0	0	
Inflation on Fees and Charges	/	-4	-8	-12	
Total	3,214	3,087	3,150	3,213	
Net Budget Before Savings	3,214	3,087	3,150	3,213	
Savings					
Service Review Savings	/	196	196	196	
Net Budget After Savings		2,890	2,954	3,017	

Human Resources Information				
	2012/13	2013/14	2014/15	
Base Number of FTE	114.4	110.4	110.4	110.4
Proposed FTE Savings	4.0	0.0	0.0	0.0
Revised FTE	110.4	110.4	110.4	110.4

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES

BASE ADJUSTMENTS

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	30	60	90
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	36	72
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-152	-152	-152
Other Adjustments to Base Budget		-2	-2	-2
		-125	-59	7

**2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Annual Software Maintenance Charges	Based on contracts.	1	1	2	1.70%	1.70%	1.70%
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	1	1	2	15.00%	15.00%	15.00%
		1	3	4			

2012-13 SERVICE PLAN - PLANNING AND REGULATORY SERVICES

PLANNING SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR		Terms and Conditions Changes
											Reduction	FTE	
PS1.1	Planning 1.1 - Remove vacant positions and restructure the team; combined with other workforce deployment and general efficiency savings	This option involves the deletion of 4 posts that are currently vacant with a restructuring of existing area teams to create a virtual office utilising mobile technology and flexible working practices to deliver greater efficiencies.	191	191	191	191	Yes		No	No	No	4.0	No
PS1.3	Planning 1.3 - Proactive approach to enforcement activity – retrospective planning applications	Increased income will be generated by taking a proactive approach to enforcement activity and protocols will be put in place to allow better debt recovery via Building Standards.	3	3	3	3	Yes		No	No	No	0.0	No
PS1.4	Planning 1.4 - Creation of a Coast and Countryside Trust	Trust will be created in order to mitigate against the removal of non core activities and help deliver key national and council outcomes.	0	0	0	0	Yes		No	No	No	0.0	No
PS1.5	Planning 1.5 - Increase income generation	Introduction of fees for additional services with increased income generation e.g. Building standards pre-validation check service	2	2	2	2	Yes		No	No	No	0.0	No
Total			196	196	196	196						4.0	

The savings options noted above are additional to those agreed during the budget setting process for 2011/12.



SERVICE PLAN

ROADS AND AMENITY SERVICES

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES SERVICE OVERVIEW

Service Purpose:

To ensure that Argyll and Bute's roads infrastructure enables the safe and convenient movement of people and goods across a geographically diverse and sparsely populated area. The service also maintains the physical appearance of Argyll and Bute by managing open spaces, cemeteries, street cleaning, refuse collection and waste management. Priority is given to services which are likely to contribute greatest to economic growth and improved quality of life.

Description of areas covered:

Roads Management and maintenance - Amenity Management - Refuse collection and street cleaning - Infrastructure Design - Strategy, Policy & Asset Management, Fleet and Waste Management.

Resources available to the service:

Internal works and professional teams. Argyll and Bute Council's Island surfacing partnership contract. Highlands and Islands Professional Services Framework.

Significant strengths:

Proven effective response to severe weather incidents, both Winter and flooding/storms. Delivery of Capital Programme, improved rigour for performance and programme management for capital programmes. Maintain high level of vehicle pass rate and maintain O Licence. Successful alternative weekly refuse collection in Helensburgh and Lomond, and high recycling rates overall.

Significant challenges:

Delivery of Winter Maintenance Plan. Delivery of Service Review Implementation Plans. Delivering Capital and Revenue Programmes to budget, on time and to specification

Equalities

The Council's design standards for Roads & Amenity Services will reflect the requirements of the Disability Discrimination Act (DDA) and will aim for inclusive design in the construction, operation and maintenance of services.

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES OUTCOMES

Code	Corporate Outcomes	Code	Service Outcomes
CO1	Argyll and Bute has more new businesses operating in the area, creating more jobs.		
CO2	Our children are protected and nurtured so that they can achieve their potential.		
CO3	Our people are supported to live more active, healthier and independent lives.		
CO4	We work with our partners to tackle discrimination.		
CO5	Vulnerable adults, children and families are protected and are supported in sustainable ways within their communities.		
CO6	We have a skilled and competitive workforce capable of attracting employment to Argyll and Bute.		
CO7	Our young people have the skills, attitudes and achievements to succeed throughout their lives.		
CO8	Our partners and communities are able to be fully engaged in the way our services are delivered.		
CO9	The impact of alcohol and drugs on our communities, and on the mental health of individuals, is reduced.		
CO10	We have contributed to an environment where existing and new businesses can succeed.	RA01	Proportionate, safe and available roads infrastructure .
		RA02	Roads maintenance strategies prioritise routes which are likely to contribute to economic growth and improved quality of life and contribute positively to the Councils Economic Development Service Plan.
		RA03	Reliable, safe and efficient vehicles fleet.
CO11	The places where we live, work and visit are well planned, safer and successful, meeting the needs of our communities.		
CO12	Our transport infrastructure adapts and develops to meet the economic and social needs of our communities.	RA04	Capital projects improve the transport infrastructure to meet the needs of our communities.
CO13	We contribute to a sustainable environment.	RA05	High level of street cleanliness.
		RA06	Sustainable disposal of waste.
CO14	The full potential of our outstanding built and natural environment is realised through partnership working.		
CO15	We engage with our partners, our communities and our customers to deliver high quality, continually improving, efficient and responsive services.		
CO16	Our employees have the skills and attitudes to deliver efficient and effective services.		
CO17	Our customers have accurate, accessible and up-to-date information on our organisation and the services that we provide.		

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES
FULL SERVICE SUMMARY

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
RA01	Proportionate, safe and available roads infrastructure.	% category 1 defects repaired in accordance with the roads asset management plan Roads operations % productivity Average response time for completion of planned pre-salting % street lighting faults repaired in 7 days	90% 100% 2.5 hours 88%	88.25% APSE Performance Networks 100% new measure for service 2.52 hours APSE Performance Networks 92% APSE Performance Networks	8,311	8,503	8,716	RA01 Risk : Sustainable network of infrastructure assets
RA02	Roads maintenance strategies prioritise routes which are likely to contribute to economic growth and improved quality of life and contribute positively to the Councils Economic Development Service Plan.	% road repairs carried out right first time (rolling 12 month measure) Planned roads repairs as % of revenue budget	75% 70%	New service measure, benchmark will be identified in 2012 based on 2011 performance 72.82% APSE Performance Network	-146	-135	-125	Safety risk requires that temporary road repairs are sometimes necessary to maintain safety.
RA03	Reliable, safe and efficient vehicles fleet.	MOT Heavy Goods Vehicles (HGV) % of Vehicles Passed First Time MOT Light Vehicles (LV) % of Vehicles Passed First Time	82% 95%	77% National benchmark 99% Council measure based on 2010/11 performance	-338	-422	-509	RA05 Risk : Efficient vehicle fleet - failure to deliver efficient vehicle fleet and sustainable maintenance service RA05c Risk : Loss of "Operators Licence"
RA04	Capital projects improve the transport infrastructure to meet the needs of our communities.	% roads reconstruction capital projects on time and budget % infrastructure capital projects on time and budget % Bridge inspections complete per 2 year plan (907 bridges in total)	90% 85% Number of bridge inspections programmed 400 (2012/13)	90% Council measure based on 2010/11 performance 80% Council measure based on 2010/11 performance No benchmark, local measure	441	468	495	RA02 Risk : Delivery of roads capital projects RA01e Risk : Delivery of roads reconstruction programme

Code	Service Outcome	Success Measures	Target / Timescale	Benchmark	Budget £000			Risks
					2012/13	2013/14	2014/15	
RA05	High level of street cleanliness.	% overall street cleanliness	74%	73% LEAMS National Benchmark	4,790	4,898	5,016	RA06 Risk : Streetscene services
RA06	Sustainable disposal of waste.	% waste recycled and composted	40%	38% National Benchmark	10,086	10,476	10,916	RA04 Risk : Environmental Impact - Failure to reduce environmental impact through minimisation of waste to landfill and increasing recycling rates.
		No of tonnes of Biodegradable Municipal Waste to landfill	Annual number of tonnes 21,500	20,388 Council measure based on 2010/11 performance				
Central/Management Costs					103	104	104	
					23,248	23,891	24,614	

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES
INFORM CONSULT ENGAGE

Code	Service Outcomes	Inform, consult or engage?	Stakeholder groups to be involved
RA01	Proportionate, safe and available roads infrastructure.	All	Road Users, Council Members, Timber Transport Association, Road Freight Association, Hi-Trans, SPT, Transport Scotland
RA02	Roads maintenance strategies prioritise routes which are likely to contribute to economic growth and improved quality of life and contribute positively to the Councils Economic Development Service Plan.	All	Road Users, Council Members, Timber Transport Association, Road Freight Association, Hi-Trans, Strathclyde Partnership for Transport (SPT), Transport Scotland
RA03	Reliable, safe and efficient vehicles fleet.	All	Services users, Vehicle and Operator Services Agency (VOSA)
RA04	Capital projects improve the transport infrastructure to meet the needs of our communities.	All	Community Councils, Society of Chief Officers of Transportation in Scotland (SCOTS), Hi-Trans, SPT.
RA05	High level of street cleanliness.	All	Community Councils, Council Members, Local Environmental Audit and Management Systems (LEASMS)
RA06	Sustainable disposal of waste.	All	Scottish Environment protection Agency (SEPA), Community Groups.

**2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES
FINANCIAL SUMMARY**

	Budget				Comments
	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	
Service Subjective Analysis					
Employees	14,906	14,760	14,928	15,096	Year on year increase due to inflation on energy costs.
Premises	1,824	1,829	1,937	2,062	Increase in purchase of materials offset by increase in income for Roads & Lighting Trading Account.
Supplies & Services	4,741	6,617	6,617	6,618	Majority of this budget funds the Council Fleet and Waste Collection services.
Transport	9,159	9,768	10,189	10,673	Budget primarily funds the payments for the Waste PPP contract and the majority of the roads maintenance spend.
Third Party Payments	19,512	20,823	21,200	21,612	
Transfer Payments	0	0	0	0	
Gross Expenditure	50,141	53,798	54,872	56,061	
Income	-26,180	-30,550	-30,981	-31,447	
Net Expenditure	23,962	23,248	23,891	24,614	
Reconciliation					
Base	23,962	23,962	23,962	23,962	
Base Adjustments		-1,147	-979	-811	
Non-Pay Inflation		636	1,314	2,072	
Cost Pressures		0	0	0	
Demand Pressures		0	0	0	
Revised Savings		0	0	0	
Inflation on Fees and Charges		-203	-406	-608	
Total	23,962	23,248	23,891	24,614	
Net Budget Before Savings	23,962	23,248	23,891	24,614	
Savings					
Service Review Savings		298	616	1,259	
Net Budget After Savings		22,950	23,275	23,355	

Human Resources Information	2012/13	2013/14	2014/15
Base Number of FTE	522.6	515.6	465.6
Proposed FTE Savings	7.0	50.0	0.0
Revised FTE	515.6	465.6	465.6

**2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES
BASE ADJUSTMENTS**

Category of Increase/Decrease	Description of change	Revenue Budget		
		2012/13 £000	2013/14 £000	2014/15 £000
Payroll Increments	Actual incremental increases required for 2012/13 with a provision of the same amount for future years.	64	128	191
Payroll Inflation	0% pay inflation for 2012/13 in line with public sector pay freeze with estimated increase of 1% from 2013/14 onwards, in line with the medium term public pay policy.	0	104	208
2011/12 Savings	Savings agreed in February 2011 as part of the 2011/12 budget where the full saving was not profiled to be achieved in the first year, this amount represents the additional saving not already removed from the 2011/12 base budget.	-1,324	-1,324	-1,324
Other Adjustments to Base Budget	Increase due to re-grading costs of successful single status appeal posts, there has been a corresponding decrease to corporately held budget to offset this increased budget.	113	113	113
		-1,147	-979	-811

**2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES
NON-PAY INFLATION**

Category of Inflation	Description of Inflation	2012/13 £000	2013/14 £000	2014/15 £000	2012/13 %	2013/14 %	2014/15 %
Energy Costs (includes electricity, gas, fuel and heating oils)	Estimates based on advice from Energy Management team.	184	396	639	15.00%	15.00%	15.00%
Landfill Tax	£8 per annum per tonne increase in Landfill Tax.	255	509	795	14.30%	12.50%	12.50%
Street Lighting	Increase in line with energy costs.	74	159	257	15.00%	15.00%	15.00%
Waste PPP Contract	Increase in Waste PPP contract payments.	120	242	368	2.50%	2.50%	2.50%
Water	Standard inflationary increase for these costs.	4	9	13	3.00%	3.00%	3.00%
		636	1,314	2,072			

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES

STREETSCENE SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR	
											FTE Reduction	Terms and Conditions Changes
STS1	Streetscene - In house performance improvement. Delivery of in-house services and integration with roads operations on islands and specific mainland areas.	£295k savings through management savings and reorganisation across the service.	295	0	295	295	Yes		No	Yes	50.0	Yes
STS2	Streetscene	Future Years Savings - will be considered at next budget round	643	0	0	643						
Total			938	0	295	938					50.0	

Note: The 50 FTE noted actually refers to the number of people, FTE to be clarified during implementation.

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES

ROADS DESIGN SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	HR		Terms and Conditions Changes
										Statutory HR Consultation	FTE Reduction	
RD - 2d	Roads Design - In-house delivery with service improvements and capacity/capability top-up from external framework provider to cope with peaks and troughs in workload; closer team working with other units.	Option 2d assumes most design and all client functions would be delivered in-house and envisages closer working arrangements and flexible resourcing between units to improve efficiency (including possible secondments). The existing staffing level reduce in 2011 to 14 staff from the 17 staff through natural wastage. The forecast work for 2011-12 require a design staff of 17. The best forecast available at this time for 2012-13 indicates a staffing requirement of 14-15 people. There will be no impact on the revenue budget as a result of this option as any employee budget savings are offset by a reduction in the contribution from the capital budget, however there is a requirement to implement this to get the service aligned with the future capital design workloads.	0	0	0	0	Yes		No	No	4.0	No
Total			0	0	0	0					4.0	

NOTE: No statutory HR consultation required this year as these post reductions were agreed as part of the 2011/12 voluntary redundancies exercise.

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES
NETWORK AND ENVIRONMENT SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	HR		
										Statutory HR Consultation	FTE Reduction	Terms and Conditions Changes
NE - 2d	Network & Environment - In-house delivery with service improvements and capacity/capability top-up from external framework providers to cope with peaks and troughs in workload; closer team working with other units; elements of shared service delivery with neighbouring local authorities with respect to specific disciplines and expertise	The preferred option includes close team working between Network & Environment, Roads Operations, Roads Design and Amenity Services, including flexible resourcing arrangements across unit boundaries. Closer working arrangements would also facilitate a more integrated approach to asset management. This option assumes a separate policy function covering Traffic and Development Policy and Asset Management Policy, including grounds assets managed by Amenity Services/Streetscene.	185	166	185	185	Yes		No	Yes	3.0	Yes
Total			185	166	185	185					3.0	

2012-13 SERVICE PLAN - ROADS AND AMENITY SERVICES

FLEET SERVICE REVIEW

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 Management/Operational £000	Policy Change	Statutory Consultation	HR	
									Statutory HR Consultation	FTE Reduction
FL02	Fleet - In House Performance Improvement - in 2012/13, in conjunction with a focused programme of vehicle replacement and improved procurement to reduce the Council's risk exposure to escalating repair and maintenance costs from an ageing fleet.	In House Performance Improvement - in 2012/13, in conjunction with a focused programme of vehicle replacement and improved procurement to reduce the Council's risk exposure to escalating repair and maintenance costs from an ageing fleet. Option 2 when implemented, provides the platform for the Council to consider the business case for Option 4 – Partial Vehicle Outsourcing - in year 2/3, when the future scale of fleet vehicle operations is determined by the outcome of the current Service Review process across the Council as a whole. Option 2 provides the opportunity to deliver circa £186,339 of Year 1 staff savings, staffing efficiencies and standardisation of Hire Desk charges. The proposed savings represent a cut in the staffing budget of 16%.	136	132	136	136	Yes	Yes	4.0	Yes
Total			136	132	136	136			4.0	

ARGYLL AND BUTE COUNCIL

COUNCIL

IMPROVEMENT AND HR

16 FEBRUARY 2012

BUDGET CONSULTATION REPORT 2011

1. Introduction

- 1.1 The council carried out a consultation exercise as part of its budget setting process for 2012-13 to 2014-15.
- 1.2 The consultation was carried out in order to:
- Alert residents to the budget process
 - Raise awareness of the need to make savings
 - Give people the opportunity to make suggestions and give feedback
 - Identify broad themes which could help make the council more efficient and more cost effective
 - Demonstrate that the council is a transparent organisation that listens to residents.
- 1.3 The council ran a consultation over the period 13 October to 6 December, 2011. Consultation events and activities took place to promote the consultation and to encourage participation across Argyll and Bute.

Individual services have carried out consultation exercises with their customers as part of service reviews. This report does not consider the result of these sessions, only those which relate directly to the general budget. Budget consultation activities included:

- Publication of information and brief survey on the council's website. More than 1200 unique page views were recorded across the budget consultation web pages during the consultation period.
- Inclusion of duplicate survey questions in the Autumn 2011 Citizens' Panel survey, allowing collection of additional responses and verification of online responses .
- Online budget simulator, allowing respondents to devise budget scenarios and to leave comments, viewed by 434 people, 284 people partly completed it and 96 completed it. The simulator provided an interactive way for the public to view some of the consequences of budget decisions and highlighted the difficulties faced by the council when it comes to presenting a balanced budget.
- Use of a 'budget@argyll-bute.gov.uk' email address, allowing for email submission of comments and questions
- Programme of meetings (see appendix 2)
- Provision of postcards and comment boxes in public areas of 63 council facilities

- Webchats with leader of the council and senior managers (transcripts available at <http://www.argyll-bute.gov.uk/council-and-government/budget-consultation-2012-13>)
 - Other (including submissions from other groups; discussions at meetings other than those programmed)
 - Emails sent to 54 community councils
 - The council commissioned Argyll Voluntary Action (AVA) to carry out a consultation on the budget with hard to reach groups. This allowed a broad range of people to consider the budget consultation. A copy of their report is attached in Appendix 5.
 - News releases sent to all local press, generating articles in all of the main local papers.
 - The council also sent out three tweets every day of the six-week consultation period, reaching its 1500 followers.
- 1.4 The consultation set out the overall context for the council's budget and showed how funds are divided between service areas. It also set out the financial challenges that face the council as a result of the reduction in overall public sector finance, and asked for responses to questions and comments.
- 1.5 This report presents information on:
- The consultation activities carried out
 - The methods used to analyse the consultation results
 - The main conclusions from the budget consultation.
- 1.6 From the beginning of the consultation exercise, as comments were received from respondents, they were passed to the Budget Working Group, Heads of Service and the Strategic Management Team on a weekly basis. The outcomes of the consultation can be considered by elected members as they determine the final budget.

2. Detail

2.1 Methods

- 2.1.1. Some quantitative data was collected through the online budget survey, which will be complemented by data currently being gathered through the Autumn 2011 Citizens' Panel survey.
- 2.1.2. The majority of the information collected via the budget consultation takes the form of text comments. These comments have been collated and their content sorted into themes for discussion.
- 2.1.3. The different consultation techniques have produced different kinds of information. The budget simulator comments were generally quite high level and strategic in nature. The comments from the postcards tended to focus on local – or in some cases – personal issues. The comments from the programme of meetings have generally raised issues, implicitly identifying areas of concern if specific actions are taken. As the different modes of data collection have yielded such varying types of responses and in a range of

different formats, collating the results together and drawing overarching conclusions has been challenging.

2.2. Online survey results

2.2.1. Six questions relating to the budget consultation were published on the council's website. These generated 89 individual responses, 72 received via the website, and an additional 17 individual responses recorded at a meeting of the Helensburgh Community Council, which have been included in the total (see tables 1a and 1b).

2.2.2. Key points from these results are:

- 73% of respondents agreed / strongly agreed that the housing service should offer fewer grants for repairs to private properties
- 65% of respondents agreed / strongly agreed that they would 'accept additional charges for some services if this would protect essential services'
- 56% of respondents agreed / strongly agreed with each of the statements 'I would be willing to pay for more council tax to help protect public services in Argyll and Bute' and 'I would accept the council not providing some services to protect and develop others'.
- A minority of respondents (46%) agreed / strongly agreed with the statement that 'the council should outsource its estates' management team to the private sector'. 35% of respondents disagreed.
- The same proportions of respondents (41% in each case) strongly agreed / agreed and strongly disagreed / disagreed with the statement 'The adult care service should stop providing some services directly and have other organisations deliver them on its behalf'. The results of this question therefore show no clear view or direction.

Table 1a:

Q1. To what extent do you agree with the following statements?

(Percentages relate to valid responses received for each question)

	Strongly Agree %	Agree %	Neither Agree nor disagree %	Disagree %	Strongly Disagree %
I would be willing to pay for more council tax to help protect public services in Argyll and Bute	19	37	14	19	11
I would accept additional charges for some services if this would protect essential services	11	54	6	18	11
I would accept the council not providing some services to protect and develop others	13	43	17	15	12

Table 1b:

Q2. To what extent do you agree with the following statements?

(Percentages relate to valid responses received for each question)

	Strongly Agree %	Agree %	Neither Agree nor disagree %	Disagree %	Strongly Disagree %
The council should outsource its estates' management team to the private sector	11	35	19	20	15
The adult care service should stop providing some services directly and have other organisations deliver them on its behalf	10	31	18	26	15
The housing service should offer fewer grants for repairs to private properties	29	44	9	11	7

2.3 Citizens' Panel

2.3.1. The results from the online survey do not readily agree with those obtained from the Autumn 2011 Citizens' Panel survey, which included the same questions. The Citizens' Panel survey results indicate lower levels of agreement across all questions. The Citizens' Panel survey results provide the more robust data because:

- The Citizens' Panel results are based on a larger number of responses (903 responses, 71% of the panel membership)
- The Citizen's Panel membership is designed to be representative of Argyll and Bute's population. By contrast the online survey is prone to volunteer bias, and we have no knowledge, or control over, the people who responded online.

2.3.2. Key points from the Citizens' Panel results are:

- 51% of respondents agreed / strongly agreed that the housing service should offer fewer grants for repairs to private properties
- 49% of respondents agreed / strongly agreed that they would 'accept additional charges for some services if this would protect essential services'
- A minority (23%) of respondents agreed / strongly agreed with each of the statements 'I would be willing to pay for more council tax to help protect public services in Argyll and Bute' and 'I would accept the council not providing some services to protect and develop others'.
- A minority of respondents (33%) agreed / strongly agreed with the statement that 'the council should outsource its estates' management team to the private sector'.
- The statement with the lowest level of agreement (with 24% of respondents agreeing / strongly agreeing, and 52% disagreeing / strongly disagreeing) was 'The adult care service should stop providing some services directly and have other organisations deliver them on its behalf.'

2.3.3. The Citizens' Panel survey results are shown in Tables 2a and b.

Table 2a: Budget question results from Citizens' Panel Autumn 2011 survey

Q1. To what extent do you agree with the following statements?

	Strongly Agree %	Agree %	Neither Agree nor disagree %	Disagree %	Strongly Disagree %
I would be willing to pay for more council tax to help protect public services in Argyll and Bute	5	18	21	37	19
I would accept additional charges for some services if this would protect essential services	6	43	20	21	10
I would accept the council not providing some services to protect and develop others	4	37	20	30	9

Table 2b: Budget question results from Citizens' Panel Autumn 2011 survey

Q2. To what extent do you agree with the following statements?

	Strongly Agree %	Agree %	Neither Agree nor disagree %	Disagree %	Strongly Disagree %
The council should outsource its estates' management team to the private sector	12	21	26	24	17
The adult care service should stop providing some services directly and have other organisations deliver them on its behalf	10	14	24	28	24
The housing service should offer fewer grants for repairs to private properties	17	34	24	18	7

2.3.4. The questions shown in tables 1a and 2a were asked of the Citizens' Panel in 2010. Results for both years are very similar. This is not surprising as the membership of the panel has remained unchanged. More details about the results of the Citizens' Panel survey questions are given in appendix 1.

2.4 Online budget simulator

2.4.1. The budget simulator is an online, web-based tool designed to help respondents see how budgets work, and how changes in one area can impact on other elsewhere. The simulator allowed users to:

- develop budget scenarios for Argyll and Bute, and
- leave comments.

2.4.2. The budget simulator collects data relating to the scenarios its users come up with. The data from both kinds of scenarios is collated into one downloadable

dataset. While some users use the simulator to try to develop balanced budgets, others use the tool to see what would happen if certain extremes are implemented. The budget simulator also creates mean averages across all scenarios. As there is no way of knowing how individual respondents were using the simulator, or how seriously they, themselves, took the scenarios they developed, these qualitative data cannot be used to form the basis of any kind of conclusions.

- 2.4.3. The value of the simulator is that it presented complicated information in a format which made it more attractive and interactive.
- 2.4.4. Comments left by respondents have, however, been analysed. These comments generally related to one or more of the budget headings used in the simulator. A full list of the comments left is included in appendix 3.
- 2.4.5. Ninety-six respondents completed the budget simulator. Thirty-three comments were submitted. Comments tended to include a number of points. The analysis broke each comment down into its component points, with 118 distinct points being identified. Then these points were sorted into categories, based on the budget headings used in the simulator. Where possible, the comments have then been divided into those that indicated a service should be protected or increased, and those that resources directed towards the service should be cut. In many cases, however, points were made, but the implications for resource allocation could not be determined.
- 2.4.6. The service area about which most points were made was education (29 points), followed by ways of working (15 points). No comments were made about: environmental issues; police and fire joint boards; support and central services; loans charges etc. See table 3.

Table 3

Service	Number of points made
Education	29
Other comments	24
Ways of working	15
Social work	15
Planning and development	14
Roads and transport (excluding school transport)	9
Cultural and related issues	9
Housing	3
Environmental issues	0
Police and fire joint boards	0
Support and central services	0
Loans charges etc	0

2.4.7 Of the twenty-nine points relating to education:

- 6 advocated protecting or increasing resources
- 17 advocated reducing resources
- 6 did not state a preference one way or the other.

Points made about education were divided into six categories. These, and the nature of the responses received, are summarised in table 4.

Table 4

	Increase / protect resources	Reduce resources	No clear preference
General education	4	8	2
Primary / early years education	1	4	4
Secondary education	1	0	0
Special education	0	1	0
Community learning	0	1	0
School transport	0	3	0
Total	6	17	6

Nine points referred to the rationalisation of the school's estate. All were in favour of combining schools and finding ways of reducing overcapacity. For some respondents, this argument was based on the educational benefit to the pupils of being in larger schools. For others, the argument was based on the need to find efficiencies.

While all three points made relating to school transport advocated a reduction in resources, one respondent suggested that more money should be directed towards the public transport network as a whole, and that school transport should be means-tested rather than a right.

2.4.8 Sixteen points were made regarding how the council operates. (See table 5) Respondents clearly assumed that any changes made would lead to efficiencies.

Table 5

	Number of points
Management of staff	5
Savings made through changes to processes and admin	2
Need to prioritise frontline / mandatory activities over others	3
Abolish flexi-time and calculate leave on an hourly basis	1
Community development activities should be passed to community and voluntary groups, which can attract funds	1
Increase opportunities for self-service payments	1
Identify services that can operate 24/7; share resources and assets to provide integrated service	1

Reduce wages of top earners	1
Councillors should get expenses or salaries, but not both	1

The issues that were raised in the points about management of staff are already being addressed through the service review process, the implementation of the corporate management framework, and the PRD process.

2.4.9 Fifteen points relating to social work were made. Of these:

- 6 advocated increasing or protecting resources
- 4 advocated reducing resources
- 5 did not indicate a preference.

Nine points related to services provided to older people. See table 6.

Table 6

	Increase / protect resources	Reduce resources	Unknown
General comments	2	0	2
Older people	4	3	2
Special needs	0	1	0
Children and families / criminal justice	0	0	1
Total	6	4	5

Four comments questioned the affordability of universal benefits and free personal care, suggesting that those people who could afford to contribute towards their care should do so. Conversely, three points suggested that it was important to protect the disadvantaged and vulnerable.

2.4.10 Planning and Development

The points made about planning and development all related to economic development. Broadly speaking, these could be divided into two groups:

- Suggestions that there needed to be actions to stimulate the economy
- Points made about how (or whether) the council should promote or support activities that would encourage economic development.

Of the 14 points made:

- Seven suggested more resources should be directed towards economic development
- Three suggested reducing support
- Four did not express a preference.

Although Planning and Development and Roads and Transport were dealt with as separate issues during the analysis, there is obvious overlap between the two categories, with comments such as, *'Our Environment, roads, public toilets, sports and recreation facilities, all make an important contribution to the image we present to visitors and tourists, can make the area more attractive to inward investors, and*

contribute to our communities overall health and well being' and 'Roads are very important and the lifeline for the economy which is needing supporting'.

2.4.11 Roads and Transport

Nine points were made with regard to roads and transport. Of these:

- Six advocated increased resources
- One advocated a decrease in resources
- Two did not express a clear preference.

Respondents clearly associated a good roads network and public transport with economic development and access to job opportunities.

2.4.12 Cultural and related issues

Nine points were made with regard to culture and related issues. Of these, six were about sport and recreations.

- Three points advocated increased resources being directed towards culture (including libraries) and / or sport
- One point advocated reducing resources
- Five points did not express a clear preference.

No clear conclusions can be drawn as to whether respondents saw culture and related areas as an area for increased or decreased budget allocations.

2.4.13 Other

Of the remaining points made by respondents, nine indicated that resources should be direct towards essential activities and / or areas of need. However, no indication was given as to what the respondents thought these areas were.

Three points were made about housing and housing grants, two of which advocated that these be reduced.

2.5 Budget@argyll-bute.gov.uk

Only two emails were received through the budget email address. One suggested switching off street lights in the middle of the night, thereby making energy savings. The other suggested closing Connel Airport.

2.6 Programme of meetings

2.6.1. Ten meetings across Argyll and Bute included presentations and discussion about the budget. A full list of these meetings, along with details of attendees is included as appendix 2. Members of the council's Strategic Management Team and Communications Team attended all meetings except the Bute and Cowal Area Committee (6 December), where poor weather prevented ferry access. Comments from Bute have instead been taken from the minutes of the meeting. The analysis is based on the notes taken at the nine meetings where the communications team was able to take notes. Most comments

were received from members of the Community Planning Partnership, with a smaller number coming directly from members of the public.

2.6.2. The comments made do not indicate preferences as to how the budget should be apportioned. Instead, the comments tend to raise questions or highlight issues and areas of risk should specific decisions be taken. The discussion at some of the meetings also covered budget issues relating to Community Planning partners. Comments not directly relating to the council have not been considered in this analysis. However, a full list of reported discussion points is appended to this report, as appendix 4.

2.6.3. As there is no clear concentration between the kinds of points raised with particular groups, all discussion points from across the range of meetings have been considered together. The types of points raised are summarised in table 7.

Table 7

	Increase / protect resources	Reduce resources	No clear preference
Education	0	0	2
Social work	4	0	0
Environmental issues	0	0	1
Planning and development	0	0	1
Cultural and related	0	0	3
Housing	3	0	0
Ways of working	0	0	7
Other	0	0	23
NHS issues	0	0	11
(No points were raised about: roads and transport; police and fire joint boards; support and central services. Although roads were not discussed at any of the nine meetings, they did feature as a point of discussion on Bute.)			

2.6.4. A number of comments question how changes in one area or service can impact on others and to what extent the implications have been considered.

2.6.5. Suggestions were made about the ways the council and its employees work. These included suggestions that offices be rationalised and that there should be increased partnership working and shared services. These options are already being investigated, for example, through workforce deployment and the service review process. Other suggestions included the creation of community hubs and revisiting the earlier service reviews to see whether any additional savings could be made there.

2.6.6. Care and repair was raised by one elected member as an issue at three meetings. In all cases, concern was expressed about cuts to this budget.

2.6.7. The desirability of focussing on statutory activities over other council activities was raised at one meeting, an issue that was raised by a number of respondents to the budget consultation elsewhere.

2.7 Postcard Comments/Submissions

2.7.1. Twenty-nine postcards and a letter were received via the comments boxes. There was a noticeable geographical bias in the location of respondents, with 13 responses coming from residents of Bute and 11 from Dunoon.

2.7.2. The points left by the postcards tended to focus on local issues. For example, nine separate points were made in support of the library and community facilities offered by the Moat Centre, Rothesay.

2.7.3. The 30 pieces of correspondence translated into 52 discrete points, which were coded and analysed (see table 8).

Table 8:

	Increase / protect resources	Reduce resources	Unknown
Education	3	0	0
Social work	1	0	1
Roads and transport (not school)	3	1	2
Environmental issues	8	1	2
Cultural and related	2	0	3
Ways of working	0	3	1
Other	2	0	19

2.7.4. Environmental issues mentioned included:

- four points in favour of increasing parks and gardens maintenance
- two points in favour of increasing this uplifts of recyclables from domestic addresses; additionally, one respondent said he/she would be happy to have the frequency of bin collections reduced as he/she already recycles
- one point in favour of increasing the number of dog wardens.

2.7.5. Suggestions for changed ways of working included: not hiring hotel / conference facilities; ceasing to issue receipts for payments made over the phone with a card; stopping using consultants; reducing the amount of printing the council does and relying increasingly on online methods for communications.

2.7.6. The 21 'other' comments included a number of comments that were not directly related to budget issues as well as suggestions that:

- resources be increased for advice services
- there be increase support for charities.

2.7.7 In addition a separate submission was received from Helensburgh Study Group.

2.8 Webchats

2.8.1. Two live web chats were held, allowing anyone with web access to ask direct questions to the council leader, chief executive and other senior officers. One web chat was held in the evening and the other over lunchtime, in an effort to provide as wide an audience as possible.

2.8.2. The value of the webchats lies in:

- The role they can play in raising awareness of budget issues
- Demonstrating transparency and a willingness on the part of senior managers and members to engage with the public
- Being able to gain a sense of what questions the public have through the questions that are asked.

2.8.3. A wide range of topics were discussed during the webchats. These related to:

- The conditions of Argyll and Bute's roads, and whether there was provision in the budget to maintain them
- Education: school closures; what the implication for the wider council budget was given that the school's rationalisation programme has been stopped; how education budgets are managed, particularly by head teachers; why the council spends so much on education; whether the council should be paying clothing and footwear allowances.
- Whether education and social work directorates could be outsourced; the move towards shared services
- Housing benefit and council tax: what are the impacts of paying these on the budget, and are fraudulent claimants identified effectively; does the council have any plans to raise council tax; why the council cannot raise council tax.
- Waste and recycling: moves towards alternate weekly collections; recycling, and how this contributes to the council's budget.
- Purchasing and procurement: how are these opened up to competition?
- IT: whether the council could use open source software to save money; what happens to old IT equipment, and whether it could be sold; production of savings through the shift away from face-to-face, towards online transactions
- Tourism: whether investing in tourism is a good use of the council's budget; the need to continue to support tourism.
- The possibility of closing or selling Connel airport.
- Whether there was any likelihood of reallocation unspent CHORD budgets.
- How are council properties for sale advertised?
- Had the council identified which services were most likely to be cut; had the council identified any 'quick wins'?
- Efficiencies (through car sharing, use of electronic technology etc. (All suggestions have been or are being addressed budget challenges, service reviews etc.)
- Staffing levels: How many council staff does the council require; how many staff are being made redundant? Could numbers of councillors be reduced?
- Whether better paid staff should take pay cuts to protect lower paid workers.

2.8.4. Transcripts of the webchats are appended as Appendix 6.

3. Conclusion

- 3.1 The Council continues to be committed to carrying out consultation on its budget setting process in order that the people of Argyll and Bute are well informed about the Council's financial position and have an opportunity to make their voices heard on important issues. In February 2010, the Council agreed that a consultation about the budget be carried out annually. This report describes the activities and results associated with the consultation carried out as part of the 2012-13 to 2014-15 budget setting process.
- 3.2 Residents and other stakeholders have been invited to participate in the consultation process via a range of means and activities.
- 3.3 Different modes of engagement have produced different types of information. The comments left by users of the budget simulator were high level and strategic. Discussions held at a programme of meetings tended to raise issues and questions, rather than identifying particular priorities. Comments left on postcards have tended to relate to very local issues, about which respondents felt particularly strongly.
- 3.4. Three different approaches have been taken to asking the budget survey questions: online survey; Citizens' Panel survey; AVA survey of hard to reach groups. These have produced differing results, so no clear conclusions can be drawn.
- 3.5. The number of responses received this year is lower than in the budget consultation run last year. This fall probably reflects a number of things:
- The service review process this year resulted in a greatly reduced number of proposals that will affect frontline services and therefore require a policy decision. This is a different position from last year where there were large numbers of policy decisions that required public consultation prior to the budget.
 - In light of this, the budget consultation was focussed more on informing the public of the current budget position and less on the need to gather views on a large number of service change proposals.
- 3.6. The council provided a variety of on-line, face to face and postal opportunities for people to comment on the budget consultation, including specific targeting of harder to reach groups. It also promoted the consultation using adverts in local papers and posters in council offices and local buildings. The wide range of activities was designed to encourage the widest possible number of responses so it is disappointing that the response rate was not higher.
- 3.7. There is a widespread recognition among respondents that cuts to services are inevitable, and that changes to the way we work and efficiencies alone will not achieve the budget savings the council is seeking. Nonetheless, throughout the consultation, suggestions were made about possible ways the

council can change the way it works. These suggestions have been / are already being addressed through the service review process, ongoing improvements in business processes, implementation of the corporate management framework and the budget challenge process.

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6. Appendices

Appendix 1:



**Argyll and Bute Citizens' Panel
Autumn 2011 Survey: The Council's Budget**

Report

by



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1. Introduction

This document presents the findings to emerge from the section of the Autumn 2011 survey of the Argyll and Bute Citizens' Panel on the Council's budget.

The postal questionnaire was sent to Panel members in late November 2011 and by late December responses had been received from 903 Panel members. This represents a response rate of 71% and, as illustrated in the table below, the response was consistently high across all four administrative areas. This level of response also means that sampling errors as a whole can be restricted to only $\pm 3.3\%$ and to between $\pm 6.0\%$ and $\pm 7.1\%$ at an area level.

Response to the Autumn 2011 Survey

Area	Total no. of Panel Members	Response to Survey	Response Rate	Sampling Error
Oban, Lorn and the Isles	285	187	66%	$\pm 7.1\%$
Bute and Cowal	353	263	75%	$\pm 6.0\%$
Helensburgh and Lomond	350	243	69%	$\pm 6.3\%$
Mid Argyll, Kintyre and Islay	286	211	74%	$\pm 6.7\%$
Argyll and Bute	1,274	903	71%	$\pm 3.3\%$

2. The Council's Budget

Panel members were advised Argyll and Bute Council is setting its budget for 2012/13 and as part of this process a number of the Council's services have been reviewed and some services identified. The Council has already made a number of savings and the savings they propose this year are largely efficiency based and will not change the way frontline services are delivered. The Council is working to make itself a more cost-effective organisation, protecting frontline services by making sure it is as efficient as it can be.

Only a few of the proposed savings require policy decisions to be made. The Council would like to know what Panel members think about these options and their views on the rest of the budget.

Initially, Panel members were asked three key questions which were originally asked in 2010. As illustrated in the table below, in 2010 there was greatest support (from 51% of Panel members) for accepting additional charges for some services if this protects essential services (a view that was expressed throughout all four administrative areas). Just under a third (31%) disagreed. By 2011, this level of support has remained largely unchanged, with 49% now agreeing (down 2%) and 31% disagreeing (the same level as 2010).

In 2010, 45% of respondents said they would accept the Council not providing some services to protect and develop others (with 35% disagreeing). Yet again, by 2011 the level of support for this option has changed very little (41% agree, down 4% since 2010) while 39% disagree (up 4%).

In 2010 only 25% said they would be willing to pay more Council Tax to help protect services, with 51% disagreeing. By 2011, a very similar pattern was found with only 23% (down 2%) agreeing and 56% disagreeing (up 5%).

To what extent do you agree with the following statements?

	Strongly agree		Agree		Neither agree nor disagree		Disagree		Strongly disagree	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
I would be willing to pay for more council tax to help protect public services in Argyll and Bute	4%	5%	21%	18%	24%	21%	35%	37%	16%	19%
I would accept additional charges for some services if this would protect essential services	6%	6%	45%	43%	18%	20%	22%	21%	9%	10%
I would accept the council not providing some services to protect and develop others	6%	4%	39%	37%	20%	20%	25%	30%	10%	9%

Panel members were then asked about specific options which were identified through the service reviews to make savings. As illustrated in the table overleaf:

- Just over half of Panel members (51%) agreed the housing service should offer fewer grants for repairs to private properties, with 25% disagreeing
- A third of Panel members (33%) agreed the Council should outsource its estates' management team to the private sector, while a higher proportion (41%) disagreed
- Only 24% of Panel members agreed the adult care service should stop providing some services directly and have other organisations deliver them on its behalf. Conversely, more than half (52%) disagreed with this option

What do you think of the options to make savings in the Council's budget?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
The Council should outsource its estates' management team to the private sector	12%	21%	26%	24%	17%
The adult care service should stop providing some services directly and have other organisations deliver them on its behalf	10%	14%	24%	28%	24%
The housing service should offer fewer grants for repairs to private properties	17%	34%	24%	18%	7%

Appendix 2: Programme of budget consultation sessions at specific meetings.

Meeting	Attendees		
	Members/Officials	Public	Other
Bute and Cowal Local Area Community Planning Group , Queen's Hall, Dunoon 1 Nov, 7pm	15	7	2 journalists
Mid Argyll Kintyre and the Islands Local Area Community Planning Group , Council Chambers, Town Hall, Campbeltown, 2 Nov, 10am	15	0	1 journalist
Community Planning Partnership full partnership meeting , Council Chambers, Kilmory 2 Nov, 10am	22	0	0
Social affairs thematic group , Council chamber, Kilmory, Lochgilphead 7 Nov, 9.30am	16	0	0
Third sector and communities sub group , Room 6 in Lochgilphead Community Centre 15 Nov, 12pm Oban	13	0	0
Oban, Lorn and the Isles Local Area Community Planning Group , Main Hall, Corran Halls, Oban 16 Nov, 2pm	13	5	0
Environment thematic group , Council Chamber, Kilmory, Lochgilphead 17 Nov, 10.30am	13	0	0
Helensburgh and Lomond Local Area Community Planning Group , Victoria Halls, Helensburgh, 23 Nov, 7pm	16	8	0
Economy thematic group , Council chambers, Kilmory, Lochgilphead, 29 Nov, 1.30pm	9	1	0
Bute and Cowal Local Area Community Planning Group , Rothesay Pavilion, 6 Dec, 1.30pm	11	17	1

Appendix 3: Full list of comments submitted to budget simulator

Full list of budget simulator comments
I think children should make their own way to school, i did when i was younger why should children now not have to
There needs to be more spent on Secondary Education to ensure that school leavers are prepared for the world of work, thereby generating wealth and income. Rationalisation of Primary Schools would improve the quality of education and save money.
I believe that the council must do everything it can to pave the way for a better future and that the best way to do this is to invest in the education at the earliest stage possible, whilst bolstering the local economy to encourage local graduates to remain in Argyll & Bute rather than seeking more lucrative opportunities elsewhere.
Resources need to be targeted to what is required in the area instead of what would be nice to have. Roads maintenance and teaching support not new cycle paths, Chord project or housing grants.
It is vital to stimulate the local economy at this time. Planning, building standards, economic development all play a role in this as do many other aspects of the council. There needs to be a coordinated effort with more resources being placed here to make this happen as times will become increasingly difficult in terms of employment opportunity.
Invest in arts culture and sports to create a healthy motivated population alongside spend on young people to avoid costing more to mop up mistakes.
The council needs to have the guts to close a number of the small intake/low use primary schools. If new 'super schools' are required outlay the capital expenditure now in order to make savings going forward. Then sell off any land/buildings not required.
The council needs to focus on areas for growth, opportunities for young people and provision for an ageing population. Even though there is agreement that we shouldn't close primary schools, there are opportunities for trimming waste in the system and managing schools better. Even though times are hard Argyll and Bute Council must maintain a key role in supporting communities and facilitating growth. A needs analysis must be applied to budget allocation to ensure smaller areas do not hold disproportionately larger budgets i.e children and families and criminal justice.
Feel that changes in my budget reflect the need to support those who are at danger of becoming isolated and need the largest range of supports in life. Feel that the areas that are targeted for cuts are able to work more efficiently or can be supported by other agencies/companies who would provide these services as part of the private sector.
1. Some of the spend to meet statutory requirements needs to be looked at. Lots of it looks like the Dutch boy with his finger in the dyke. Get the law changed and spend differently. This brings me to my second point. 2. You simulator did not allow me to make the change I wanted to make, I wanted to increase spend on Economic Development even further. Get this right and many of the other things will improve anyway. 3. That is also why I have increased spend on transport. This is a key infrastructure requirement which is deplorable in rural Argyll and cuts of many people from participating in employment opportunities.
Priorities should be promotion of the economy including tourism and enhancing services to those in hardship.

<p>My budget is biased to favour the elderly, a growing proportion of the population in Argyll, without impacting on the truly disadvantaged.</p>
<p>All services should be looking at how they operate, and specifically the central overheads at each department, which need to be cut back significantly. Staffing at the council should be reviewed whilst protecting frontline external services.</p>
<p>Need to promote economic development in county- an untapped area is the growth in "events" in Scotland - cycling, running, adventure racing etc...Argyll and Bute with its superb natural resources ideal to host this is missing out on this there is now a core of very successful events across the county to build on, council should grasp the nettle to make it part of core business- promoting and making it easier to set up. Need to rationalise the primary school estate still if there is a case for not being under utilised. Identifying services operate 24/7 and sharing assets and equipment with other public and voluntary organisations to provide an integrated service.</p>
<p>Different ways to achieve same education with slightly reduced budget. Combine buildings, outsource some education packages. Community learning is huge area and some savings can be made to the add on services.</p>
<p>I feel if we make the basics strong, the rest will follow. If our education level, for all ages, was at a comparable level with other European countries, our citizens, regardless of age will become more employable and/ or be able to run their own businesses. This in turn would have the number of people on benefits fall to a more acceptable level for a rural authority like ours.</p>
<p>Basically A&B council do a reasonable job but I think the problem lies in the management side, they should try to do away with the "council" style ie send 3 men 2 men work and the other leans on his shovel. The film star wages of top earners in the council are ridiculous and dont forget nobody is irreplaceable</p>
<p>The Council and Scottish Government (MSP Russell) need to wake up to the fact that the only way to sustain a functioning Public Service in Argyll in the long term is to cut the education budget. Yes its painfully political but all other budgets are insignificant in comparison and the School estate which is massively overresourced with undercapacity schools. We need jobs, economic growth, tourism and good transport links or the children who are in the schools now shall simply migrate and exacerbate current undercapacity. 5-10% reduction in education could free up % increases in almost all other areas but importantly Economic and Development activities, tourism and roads.</p>
<p>Early years education is vital for youngsters. I believe that the stimulation that they get in the early years from professional nursery nurses is part of the bigger picture and equips them for primary school. The elderly again have paid into the system for all of their lives and some must expect an element that if they have care then they should accept to pay a little- if they can afford it. Transport well we are a rural county and transport is vital not just for tourism. If we start to remove things in our villages the villages will become redundant. If schools have to close- speak to the parents and communities before takeing swipe handed visions- there may be a better solution right under your nose.</p>

When children spent their pre-school years at home, they grew up better equipped for life and better educated. The only people who aren't paid to look after their children now are the actual parents. Surely a minimum of 11 years in school should be sufficient. Money could be saved in services to older people by being more rigorous in deciding who truly qualifies for free personal care. Money could be brought into these services by being more creative with existing resources, whether council owned or not. Many people go for years without a bath or shower while excellent bathing facilities throughout the area are under used - resource centres, warden controlled accommodation, hospitals. Tourism is vital to Argyll. It is a highly competitive industry and we are competing with the entire globe now for our share. We can't just depend on natural beauty and our culture. We need excellent roads, improved public transport and encouragement for private initiatives to develop and market existing and new attractions - especially all weather developments.

We pay more per pupil for education than most Scottish councils - yet our exam results are little better than average and some schools are so small that children's development is stifled. Reducing the number of schools would reduce the overall cost of education, enhance the quality of life for many children and release cash to improve almost everything else.

freeze education costs - money can be saved by better organisation and getting teachers to multi task
 Reduce housing support - too much waste here
 Increase monet spent on elderly - they have paid all their lives to be looked after in later years
 Increase substantially the budget for sports facilities - give both young and old the chance to keep fit and active
 Reduce substantially the management levels throughout the council, listen to the workers, they KNOW where the savings can be made in organisation and labour costs

It would be useful to see a chart like this (showing how much money is being spent on each area) before making our changes. This would make it easier to make savings in areas which account for a large proportion of spending - in particular, education. The support of small rural primary schools with very high costs per pupils is difficult to defend when money is short. A great deal of money is spent badly in the area of special needs. School transport costs in some rural areas are very high and difficult to justify when money is short. Argyll and Bute has not shown itself to be very good at promoting business in its area. Let's stop pouring this money away.

There are staff that have the same job in different area eg area committee, trading standards, environmental health. They could share the work and hours could be cut. Get rid of flexi time it cost money. Holidays should be in hours. If they need an hour off for the dentist, they take it from their holiday time. The ferries that run from eg dunoon, argyll ferries should be paying the council men and not the council. Imalgimate Innellan and Toward primary school. Councillors either get a wage or travel expenses not both! Those with elderly in care should pay slightly more for the care of their relatives. If you implement the above budget and sell castle toward. You will have nearly saved 17 million.

Too much money is wasted subsidising ridiculous cottage industries and propping up the lazy. Lower council tax will encourage self sufficient households and discourage scroungers.

Almost all service not mandatory can be reduced. the schools fiasco means council has to be stronger and not give in to pressure. there is plenty of support in the communiy for eg gettign to school, supporting community organisations. For too long expectations have been rising now is time to put a stop to that. Stop propping up groups which don't work, stop delivering costly services to a few people. I went to a play called Viewing recently - there were about a dozen of us there. At what cost and what value. Does anyone know what staff are doing. If firm decisions are made now we might avoid future problems since this financial uncertainty is not going away. Tiem to stop pandering and spending our money where it is not needed.

Its important to cut non essentials and to make savings where other options exist. Tourism and museums can stand on their own two feet. Some community work is better with the voluntary sector. You should also stop supporting organisations without good reason. The local Bute Community Links is a case in point. They should not receive funds when they are such a mess and dont know what they are doing. there are other organisations that support better the voluntary organisations and there are organisations that should do their own efforts to find funding but rely on the council. Our island has too many organisations wanting handouts. Roads are very important and the lifeline for the economy which is needing supporting. sports and leisure should not need to be something the Council has to pay for. Only places like atlantis leisure get money from the Council and there is not a good reason why. I have heard about staff changes and think you might not be able to cut many more jobs on the services unless you cut the service as well. Theres lots of other funding for older people services. I am old and we have a lot of things available but I know from Dunoon that some things can be funded from the lottery or other places. You should make good use of it. You have to be strong and just concentrate on what you must do and do it well and stop worrying about the rest.

young people are our future and need support and investment to give them the skills and confidence to succeed and generate a future for all of us. universal benefits like free personal care are not affordable, some people get free help that they could pay for and that means other people who really need it are left without help.

Look after those in most need first. The rest is less important.

improving the public transport network would have more wide ranging benefits that continuing to plough money into school transport which should be means tested rather than a right. Recreation and sport is a choice not an entitlement. Planning appears to already be funded by 'hand in pocket'

Help for the economy and housing people are vital for this remote rural area, particularly during the current down turn. Forward planning is a must to support the economic revival of the area. Retention of population through provision of housing is also a necessity. There may be less need for "additional support for learning" if people leave the area due to lack of employment or affordable housing.

I think education needs to recognise the need to reduce costs. Numerous small schools, some times with more staff than pupils, is wasteful, and does not allow pupils to interact sufficiently with their peers. Early years education should not be regarded as free child care, and could be cut back. We need to recognise that there are increasing numbers of older people, and we should provide good quality care for them. Our Environment, roads, public toilets, sports and recreation facilities, all make an important contribution to the image we present to visitors and tourists, can make the area more attractive to inward investors, and contribute to our communities overall health and well being.

the community development part is done better by communities and voluntary groups who can bring funds in the area older people can do differently in community increase own payment system libraries museums to voluntary groups to attract funding visitscotland shouldnt be funded by us always savings to be made in processes and admin

Appendix 4: Discussion points from programme of meetings

Meeting name	Bute and Cowal LACPG budget consultation meeting
Meeting date	1 November 2011
Attendance	
Members / officials	15
Public	7
Others	2 journalists
Questions raised	
Service area	Question
Youth services	Don't forget young people. Most riots have been caused by youth disaffection. Police response – in Cowal there is a great relationship with young people and the police. Better than in many other areas. 100% behind the kids.
Social care	Main concern with social care policy and fall in funding
Finance	Would be useful to see the gap between statutory services and everything else? Is there enough money for statutory? Can it be broken down to show how much we spend on non stat services? Where could the cuts be made?
NHS	Too much focus on what the problems are. No mention of what we can do or what we won't be doing. Confusing message that services will be maintained. (aimed at NHS)
Property	Council should look at office rationalisation. Reduce the number of buildings and create community hubs. Possible to incorporate libraries and customer services into halls.
Management	Increase partnership working and listen to people when they make suggestions.
Waste collection	What's the cost effectiveness of rural recycling? Can't do it without a car and bins are often full.
	Clarify the process of the consultation. Suggestion cards should have been made available via partners.
	Can't hear.

Meeting name	Community planning partnership full meeting
Meeting date	02/11/2011
Attendance	
Members / officials	22
Public	
Others	
Questions raised	
Service area	Question
Fire	Vulnerable people now more likely to be cared for at home which presents difficulties for fire service. Fire fatalities and casualties are growing among vulnerable people. Making cuts or changing service delivery in one place has an impact on budget elsewhere.
	Conventional approaches to efficiency needs to be tested against aims and objectives of partnership. Do our actions have a disproportionate

	<p>effect on our aims eg cutting schools – few choices for secondary schools. Unemployed people leave Argyll and Bute.</p> <p>Are we getting enough warning about the implications?</p> <p>Public sector bodies deliver services here from outwith Argyll and Bute. It is easy for organisations based outside Argyll to leave their staff outside but we need these jobs in the area.</p> <p>What can the public sector do to attract jobs?</p>
	<p>Mixed picture in education costs. Budget ripe for manipulation but it differentiates between school, further and higher education. Universities will get bigger increases than schools and colleges.</p>

Meeting name	Economy Thematic Group
Meeting date	November 28 2012
Attendance	
Members / officials	9
Public	1
Others	
Questions raised	
Service area	Question
Social work – adult care	Can you ensure that allowing elderly people to stay in their homes with pride and dignity for as long as possible is a priority in the budget discussions?

Meeting name	Environment Thematic CCP Group
Meeting date	Thursday 17 November
Attendance	
Members / officials	13
Public	None
Others	
Questions raised	
Service area	Question
Health	The council should be using the words ‘minimising impact’. The number of staff we’ve lost shows we’re getting close to the line. We’re getting to the stage that the pressure on our current staff is unbearable. This will lead to stress related illnesses which will then impact the work of the council.
HR	In terms of where we are now there is no evidence we’ve crossed the line. Performance has held up despite reductions. We should, through service reviews, realise that we cannot get a reduced staff to do the work previously done, in the same way. If there is a potential problem then this should be flagged up. We need to be clear on our performance expectations.
Health	Isolation problems could occur for people when they come out of hospital and they don’t have the necessary support packages in place.

Meeting name	Helensburgh and Lomond Area Community Planning Group
Meeting date	Wednesday 23 rd November
Attendance	
Members / officials	16
Public	8
Others	
Questions raised	
Service area	Question
NHS Finance	How much money in your £45 million budget is for staff? Do you think we get value for money from the primary care sector?
Council Finance	Did you take into account the Helensburgh Study Group's report into council finances when you were looking at the budget?
Council Finance	Why the increase in the cost of employees? Is it reasonable to expect employee costs will drop in 2012/13?
Budget?	What are we being consulted on here? How much transparency is there over the £64 million? Are the papers available publicly?

Meeting name	Mid Argyll, Kintyre and the Islands LACPG
Meeting date	Wednesday 2 November
Attendance	
Members / officials	15
Public	0
Others	1
Questions raised	
Service area	Question
Finance / committee services	Is it possible for the draft Council budget to go to area committees before it's decided? That way councillors at grass roots level can see how the proposed budget will impact locally.
HR	Worried that as the impact of service reviews becomes clear that we have employees who incur hours of TOIL who can't use it and the lose it. These people are at risk of burning out because they have to hit targets. Are we doing anything to record lost TOIL?
Culture	Should we be looking at the economic benefit of events and festivals and look at those that provide the most return?
HR	Shared services. We have so many back office services the same as NHS Highland. Is there some way of integration?
HR	Service reviews. Instead of continually going forward is there some benefit on going back to the first services reviewed and making further efficiencies?
Communications	The budget simulator is frustrating because it is so simplistic. Feedback is that it is too simple. Maybe we should have a more sophisticated one which says we should work smarter rather than cutting services?
NHS Highland	Do we need locality managers?
Social Work	You mentioned Care and Repair as going forward for a reduction. If we make reductions to organisations that keep people safely in their homes they will have impact on Social Work.

NHS Highland	Where will the postcards be?
NHS Highland	Since funding has reduced from the Red Cross people have to fundraise to keep their mini buses. Transport is important. Also people from Kintyre can no longer access Oban hospital by public transport. Is NHS Highland aware of the impact on communities?
Chief Executive	How can there be a reduction in budget but not in service? There must have been bad management in the past?
Finance	Any way we can get an A4 budget summary impact sheet a month before the budget so we can see how our areas will be affected?
Social Work	Delayed discharge – figures look good but when people go home they need packages that address needs. We have to make sure that people are not just on minimum packages but a package that matches their needs.
HR	The way people are being dealt with over redundancy is poor. Employees don't feel valued.
Communications	When do postcards have to be back?

Meeting name	Oban, Lorn and the Isles LACPG
Meeting date	Wednesday, November 16
Attendance	
Members / officials	13
Public	5
Others	
Questions raised	
Service area	Question
Care and Repair	Why are you reducing this? There are a lot of elderly and vulnerable people in private sector housing. They are going to be the ones who suffer. I thought the Scottish Government money was earmarked for that service?
Involvement in children and families services	If you want the third sector to get involved, why don't you make sure all third sector organisations receive all the relevant documents? Apparently at the moment they don't.

Meeting name	Social Affairs Thematic CPP Group
Meeting date	Monday 7 November
Attendance	
Members / officials	16
Public	None
Others	
Questions raised	
Service area	Question
Social Work	Care and Repair is going forward as a reduction. If we make a reduction it could affect council departments like social work. Might be a short term saving but long term could be disastrous
NHS Highland	People are having problems accessing Oban Hospital from Kintyre. There's an hour and fifteen minute wait in Lochgilphead before the bus arrives. Is

	NHS Highland aware of the impact on communities?
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Meeting name	Third sector and Communities
Meeting date	15/11/2011
Attendance	
Members / officials	13
Public	0
Others	
Questions raised	
Service area	Question
HR	Should the demographic make-up of council staff be split equally across men and women? Is the council being overrun by women? Are there enough staff to do the work?
Education	Is our education performance actually improving? We should be careful what we say here.
Health	Why has historical investment been lower in Argyll and Bute?
	Is reducing staff numbers an option for the NHS? Have staff numbers dropped?
	Why are doctors prescribing drugs which could be paid for over the counter?
	Are exercise referrals helping to reduce the need for drugs? Should there be more 'social' prescribing? Should there be a stronger link between the council and health re leisure, sport and healthy eating?
	Does reducing access to leisure facilities lead to an increase in people's weight or decrease in health? Would lower prices and longer opening hours eventually improve health?
	When will we see the financial impact of people living longer?
	Should health workers or community transport providers in remote rural areas be entitled to 'red' diesel?
	Are there too many voluntary groups duplicating effort and chasing the same funds. Could they be rationalised to help attract more funding?

Because of the weather, no member of the council's Communications Team was able to attend the meeting on Bute, on 6 December. The following record of the budget consultation discussion therefore comes from the draft minutes of the meeting of Bute and Cowal Area Committee.

The Committee heard from Councillor Scoullar on the budget challenges that the public sector are facing. He advised the purpose of the meeting was to seek views and encourage the public to get involved on which services are important and how the services should be delivered. He continued by outlining what the Council provides to the public and how the Council savings will impact on the community.

The Head of Roads and Amenity Services gave a presentation which detailed the measures proposed by the Council to address the required £74 m savings by 2014/15 and Councillor Marshall spoke on the saving required within NHS Highland and cuts to the Third Sector.

The Public asked questions on the roads expenditure, how this is spent and how much is paid out in damages due to road defects, Argyll & Bute Hospital and the security of mental health needs, the amount of money spent on the Bute roads, highlighting the road resurfacing programme and other roads issues on the Council website and the Buteman, the state of roads due to the Scottish Water works. These questions were responded to by the partners as appropriate

Decision

The Committee noted the information provided and agree the public questions will be fed into the Budget Process.

Appendix 5: Report submitted by Argyll Voluntary Action

Consultation

Argyll & Bute Council
Budget Consultation

Results gathered from consultation hard to reach groups
By Argyll Voluntary Action

Participants in consultation

This brief report collates the opinions gathered from people who are harder to reach, have not used the on line resource to give their views on the budget consultation and who include a representation of a range of equality groups wherever possible.

We have been mindful that our Community Planning Partnership wishes to engage and involve as broad a range of residents as possible and based this very short life piece of work on that approach.

Rural and remote areas are always a challenge and over the life of the consultation we have reached a number of remote mainland areas, with perhaps less input from our island communities. Reasons for this are threefold; first, the logistics of reaching people on the islands over a short timescale has been a barrier; second, a larger proportion of island populations are accustomed to relying on and using web based materials and it is hoped that advantage will have been taken of the tools on the Argyll & Bute Council website; and thirdly, our previous work within People First and community engagement has captured a range of views from island communities which are available to our Community Planning Partners and in many cases are entirely appropriate to the budget consultation.

When considering equalities, where possible we have included representation across equality characteristics . We have included a mix of young people, older people, those with disabilities, carers and some range of faith as well as those disadvantaged by rurality issues.

Content of Consultation

We have used two parts for this consultation. The first is based on the simple questionnaire used by Argyll & Bute Council on its website which gives purely numerical returns of opinion.

Secondly, we have simplified the budget simulator for the purposes of an easier approach and asked, for each area, whether respondents felt expenditure for these should be maintained at current levels, cut or increased.

Finally, space is given to comments where these were made.

Scope

Across Argyll and Bute, a total of 299 people took part in this consultation. The groups are approximately represented as follows:

Older People	94
Younger People	73
People with disabilities or declaring a health problem	33
Ethnic minority	11
Carers	24
Unemployed/low income	64

Within the tables, where totals are not consistent with the total above, this is where some people had no opinion or did not wish to express an opinion.

Budget Consultation Questionnaire

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Council should outsource estates management team to private sector	19	62	111		
Adult care service should stop providing some services directly and have other organisations deliver in its behalf	173	51	13	39	22
Housing service should offer fewer grants for repairs to private properties	108	77	6	71	37

Comments

82 people asked what estates management was and how it would affect them.

Is something being done about second homes? And are they eligible for housing repairs – not fair if they are.

Council should stop doing the extras that are nice but they don't have to supply. People now expect too much.

They need to be firm and decisive. Determination is needed, not changing minds once decisions are made. If something is to stop then stop it. If something is no longer funded then stick to it. Too much seems to depend on opinions of certain councillors.

Essential are things like roads and no one else can do that. Lots of other things can either be withdrawn or someone else can do them.

Only worth someone else supplying a service if it saves money. No point in outsourcing if it will cost the same or the price goes up every year.

Adult care is one area probably better delivered by Health or by the voluntary sector.

Theres too many people involved in this area. Its complicated and doesn't give the best of services.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I would be willing to pay more council tax to help protect public services in Argyll & Bute	53	76	59	74	32
I would accept additional charges for some services if this would protect essential services	79	98	33	44	43
I would accept the council not providing some services to protect and develop others	99	86	47	51	15

More older people did not want to see an increase in council tax than any other group (79).

118 people asked which services this was about and could the council tell us what is essential and what is not or what is mandatory to supply and what is not.

Comments

If times are hard then do what you have to no one should expect more.

I don't know why the Council funds things like CAB when they don't need to and it is not available in most of Argyll. There was a fuss last year and the public weren't the winners.

There must be lots of other things that don't need funds and can concentrate on what really matters.

Think most people don't mind paying for something if its what they want and worthwhile. That gives people choice, but if they do that then council tax should not go up as well it should be one or the other.

Too much money goes on things that aren't essential and there are still staff doing things which aren't useful. I think this Council is trying hard and making a lot of changes but they need to stand by their guns when people argue with them.

Budget Choices (taken from the budget simulator and simplified) to give a temperature check against different services.

What should the council do with the expenditure on following services?	Reduce	Maintain	Increase
Early years education	45	166	88
Primary education	163	107	28
Secondary education	41	188	70
Additional support for learning	23	212	64
Community Learning	189	82	22
Older People	28	214	57
Children, families & criminal justice	90	186	22
Learning disability, mental health & physical disability	94	91	114
Roads, network & traffic management	4	86	208
Public transport	91	138	70
School transport	144	89	66
Waste collection & disposal	207	73	19
Trading standards, cemeteries, toilets & environmental health **	111	105	74
Planning & building control	77	191	30
Economic development	9	234	56
Recreation & sport	213	65	20
Museums, libraries & tourism	176	105	12
Homelessness	6	187	103
Housing Support services	89	107	102

Observations

** considerable confusion over why these were together as one area – over third participants felt that part, such as trading standards and environmental health were important but that cemeteries and public toilets could have higher charges or have less spent – some thought it difficult to give an answer.

Interestingly, only 31 older people of 94 were in favour of increasing spend on services to older people; majority felt that a 'fair deal' was already in place.

Young people and those on low income (who may feel more at risk) were a majority in favour of increased spend on homelessness. (82 of those in favour)

Generally where people felt they less understood the topic, there was a greater tendency to opt to maintain as a 'default position'.

Comments

'Trading standards supports economic growth so should be supported or increased; but not the rest in this section'

'School transport makes people lazy. It is parents responsibility to get their children to school not the council. '

'We walked to school now everyone drives their children everywhere. If council stops transporting them then they can also spend less on sport and leisure for overweight children.'

'protect older people and those with disabilities. But that doesn't mean council has to deliver all the services'

'education is important. My school is very good and I think it needs supporting' (H & L area)

'primary schools with low numbers need to close or amalgamate'

'no one will want to do business or open a business if the transport network is poor. Our roads are a lifeline for everything from the economy to social care and access to services. They need to be well maintained and some of the town centres are very poor – I would go there more often if there was reasonable parking and not the muddle which exists at the moment'

'Parking in Oban is dreadful – and the road to get there has improved but needs further work. Our businesses rely on it'

'community learning is not essential it should be reduced. Why does the council have to provide this?'

'are plans happening for alternate week for rubbish collection. And what happened about the fuss for the recycling did the council back down'

'we need to invest in roads and economic development to help keep young people in Argyll. Too many leave for university and don't return until much later in life'

'protecting the vulnerable has to be the priority. Then roads and then essentials like education and managing waste. Almost everything else can make savings or be supplied by someone else'

'Could the council tell us exactly what it is they must provide and have no choice. Then we can see where they can make cuts and contribute to a debate about how.'

These are comments made or variants of very similar comments made by participants.

Further detail can be made available.

GH/AVA/27/11/2011.

Appendix 6: Transcript of web chats

Transcript of web chat 16 November 2011

Username	Questions/Answers
	chat-admin joined. Moderator joined. dick_walsh joined. sally_loudon joined. douglas_hendry joined. bruce_west joined. Bob joined. Marine_Blast joined. Flash_Gordon joined.
Moderator(P)	Welcome to the web chat. We're ready to take your questions. Sarah joined.
Moderator(P)	The first question has been received. It's about education. Answer soon... Bob left.
Flash_Gordon(Q)	Hi, looks like I am first to get things going! Why does the council spend so much on education?
sally_loudon(A)	Hi Flash Gordon. Most of the spend is largely driven by staff costs. We have 80 primary schools and 10 secondary schools across our wide area. andy joined.
Sarah(Q)	Good evening. My question is very simple. When the council is making cuts to services why don't you raise council tax even a bit? I don't have children in school and I don't yet need any social care but i do use the local library. And it's services like this that are always the first to be cut. Why can't council tax be raised a bit to cover these services which are a lifeline to many people?
dick_walsh(A)	Thank you Sarah, KintyreLorraine joined. Lawman joined. john12 joined. RobRoy joined. Lawman left. argyll-girl joined.
dick_walsh(C)	It certainly makes sense to increase the Council Tax to preserve/develop services however in recent years the Government as part of our financial settlement has indicated that were we to proceed to do this we would face penalties.
Marine_Blast(Q)	Will the council make any advances to making it easier to quote for council work under the lower thresh hold, this has been a closed shop and it seems that lots of work is given on a add hock basis without much concideration to price competitivness? will the council start to

try and save money on all out sourced jobs so that savings can be given to the sectors that need them most?

douglas_hendry(A)

We are conscious of the need to open up council services to competition as far as we can. We have spent a lot of time updating our procurement processes to help with this and also to make it as easy as possible for local businesses to tender. (although we are legally bound to open up all tenders beyond Argyll and Bute)

Flash_Gordon(C)

Crikey, paying more council tax for schools and social care that you do not use! If you are only after a few books, try Amazon!

KintyreLorraine(Q)

I do not see a proposal to cease paying Clothing and footwear allowance. This payment is something that DWP should be covering, it is not core council service. Save all those £50s and use it to pay for teaching for all pupils.

dick_walsh(A)

Thank you Lorraine, Whilst I note your position on this we are not putting this forward as an option. Further we are increasing our efforts on pupil teacher ratios so there is no detriment to the standard in education. Vulnerable people may well be impacted with what you suggest.

ahoy joined.

Sarah(C)

Thans

Sarah(C)

Thanks for that Flash Gordon but I think you missed the point.

Sarah left.

BellaMac joined.

Flash_Gordon(Q)

Excellent Douglas, the local council does support local businesses - providing the price is right!

Moderator(A)

Flash (can I call you Flash?) You're right - the council does have to get value for money which means that contracts must be affordable. We have spent a lot of time working with local businesses to make our tendering processes as manageable for them as possible.

ahoy(Q)

Who actually makes the budget decisions - the chief executive and directors or the leader and administration councillors?

dick_walsh(A)

Thank you ahoy, The elected members take the decisions on budget .

Moderator(P)

Previous answer on local businesses and tendering was from Douglas Hendry.

KintyreLorraine(Q)

I disagree Dick - it is not the role of local councils to make payments to vulnerable people (that is central government's role)- it is the council's role to provide them with supportive services. I think you find that these payments could be put to better use supporting breakfast clubs or after school activities for example. The payment is discretionary - I think it really needs closer consideration.

dick_walsh(A)

Thank you Lorraine, I note your disagreement however Councils have a power to provide this support.

Harry joined.

RobRoy(Q)

Would you or have you considered outsourcing the Education and Social Work Directorates? Most policy and guidance comes down from the Government and is common to all councils. It is a duplication to have directorates in each council passing on such information. Empower managers to manage in accordance with

legislation, guidance and codes of practice

sally_loudon(A)

Hi RobRoy. We haven't considered outsourcing the directorates; however we are looking at sharing services with colleagues in health and other councils. Managers are empowered to manage and in education we operate devolved leadership and devolved financial management.

BellaMac(Q)

Do you think that investing in tourism is a good use of the council budget? Surely the council should be looking at getting sustainable businesses into the area. Tourism is all well and good but we need jobs to keep people here all year. We need bigger businesses with bigger opportunities.

dick_walsh(A)

Thank you BellaMac, I note your point of view however it should be noted also that Tourism is an economic driver that encourages large business to the area. As a Council we are also active in encouraging the big business as you suggest - so we are doing as much as we can within our resources/ability to assist tourism/business and the economy

Jessica joined.

Harry left.

Flash_Gordon(C)

I believe there is no such thing as a free lunch but does the council have to provide free breakfast as well? Amazing!

Flash_Gordon(Q)

I am not familiar with clothing and footwear allowances, but it sounds like the council is not obliged to provide this. To state the obvious - the first place to trim costs is in these non essential services and that the council should continue to concentrate on the activities it must do.

douglas_hendry(A)

Flash - I agree with your approach. We are concentrating our efforts on maintaining front line services. Re clothing and footwear grants I don't have the detail to hand but am sure the council does have an obligation to provide these to families who qualify.

lochgilpheadresident joined.

ahoy(Q)

Re. the chief executive's response to RobRoy - does that mean that it's up to individual head teachers what percentage of their budget is spent on, for instance, teaching aids, textbooks and so on?

sally_loudon(A)

The short answer is yes. Headteachers manage their school budgets.

Marine_Blast(Q)

Mr hendry, that has been the situation for years now now, three years ago I contacted the council after it was included in the budget that 70% I think and I may be just a little bit out so forgive me, a very high % was to be given to the private sector through various web site (scottish directorate and Procurement scotland) in short A&B have not been publishing many contracts a quick search will tell you. Just to save ten % of lower value contracts could keep some vital services open..... how will you make it easier and more transparent.....this should all be on line.....well it is but no one uses it? what would you say a saving of 10% would equal in money terms?

bruce_west(A)

Hi Marine Blast, Around 85% of spend is subject to contract/tendering on a structured basis. Any saving would depend on the market conditions at any time but we are looking at increasing the level of spend contracted.

KintyreLorraine(Q)

Your budget information shows Education makes a huge chunk of spend - your %20 efficiencies were predicated on school rationalisation, but that has been stopped by central government for at least a year - does that mean you have lost a year's worth of saving - or are the other Services having to make up the leeway?

dick_walsh(A)

Thank you Lorraine, As you say Education is a big spender and in terms of the 20% saving targets if Education do not produce their share then potentially other services with much reduced budget could well be expected to pick this up and from smaller budgets. Our Education Service Review dealt with two areas - The School Estate and Non School Estate. As you say the School Estate cannot now be reviewed until the outcome of the Education Commission's work.

KintyreLorraine(Q)

Bellamac talks of sustainable businesses, but forgets that tourism is a hugely sustainable sector - even in the midst of these hard times it still employs over 13% of jobs in Argyll (many more in some areas) and is growing - look at the 2 hotels close to being fully renovated in Campbeltown. Argyll is beautiful - we need to play to our strengths. Please keep supporting tourism!. BTW DOuglas you are wrong - clothing and footwear grants are discretionary - check it out 2moro.....

douglas_hendry(A)

Thanks Lorraine. Re your comment on grants I certainly will check it out tomorrow.

RobRoy(Q)

Closing or selling Connel airport would save £600,000 a year for the next 2 or 3 years (depending on the timing of the reduction in Grant aided expenditure) Thereafter saving would be around £300,000 a year. This saving would reduce savings currently being considered for essential services such as education and social care, and allow the budget to be redistributed to the whole community

bruce_west(A)

Hi RobRoy, All services are subject to review with consideration given to both cost and impact. At the moment there are no plans close Oban Airport.

Marine_Blast(Q)

Doris joined.

q to dick walsh, surely tourism is a industry and if your part of that industry you should as a tourism member be generating your own business and not depending on council resourses? seasonal tourism does little for our economy. Is dunoon actually still classed as a tourism town? very few hotels left and no toilets from Sandbank to dunoon.

dick_walsh(A)

Thank you Marine Blast, As stated earlier Tourism is a major contributor to our economy and nowadays it is not just seasonal but all year round. As a Council we are actively involved in a number of economic growth areas - check out our Economic Action Development Plan and other important initiatives - so we disagree

ahoy(Q)

Is there any risk that the council will have to dip into as yet unspent CHORD money in order to cope with the current financial pressures? Might some of the cash originally earmarked for CHORD end up being spent elsewhere?

sally_loudon(A)

All of our CHORD projects are progressing in line with plans and I do not see that changing

BellaMac(Q)

Thank you Mr Walsh but not to labour the point we have national bodies to promote tourism. Why not leave that up to them and concentrate on bringing sustainable business to Argyll?

dick_walsh(A)

National bodies do promote tourism. Our support is much more than that in terms of events, infrastructure and support for tourists when they get here. Many of our services impact on tourism and its development.

McD joined.

KintyreLorraine(Q)

Thanks Douglas, please do and if you do think about reviewing them remember that you will not only save the £50 but also the effort in administering and paying it out - which will probably be half as much again.

douglas_hendry(A)

Lorraine - you have a valid point. I think it's a balancing act - yes we would save the money but at the same time it means some children from less well off families would not have suitable school clothing or footwear. It's always difficult to decide what to cut and what to keep.

Flash_Gordon(Q)

Well done Kintyre Lorraine! There are great natural resources that need exploiting sustainably, forestry, fish farming or hydro electric. If tourism is to flourish we need to improve the roads around here.

dick_walsh(A)

Thank you Flash, Agreed check out our activities as a Council in terms of our Economic Development Action Plan ,our Renewable Energy Action Plan, our spend and initiatives. Regarding the roads we agreed as part of our last budget to invest some £15m over three years and I hope our communities will see the benefit of this.

lochgilpheadresident(Q)

With so many people working 'for the council' can you please supply figures for how many folk are being made redundant?

sally_loudon(A)

The council staff numbers have reduced by around 450 posts over the last 3 years. Only a small handful were made compulsory redundant. It is the Council's aim to minimise the number of compulsory redundancies.

Marine_Blast(Q)

Bruce my point is that 85% of the spend could not be accounted for on a tender list , but you could not find 85% of your spend advertised on line.....Its the process that is not working as it should

bruce_west(A)

Hi Marine Blast, All expenditure on goods and services etc over £1,000 has recently been published online. As Douglas pointed out we comply with relevant procurement legislation. It is also worth bearing in mind that some of our spend is tendered/contracted through national or regional contracts.

Doris(Q)

It would appear that there has been an extreme lack of publicity re tonight's chat. No mention was made in Dunoon Observer or ForArgyll. Can I ask as to how and when A&B Council publicised this event?

douglas_hendry(A)

Hello Doris. Glad you found out about the chat and could join us. Information about the chats was circulated to all of the local press and was promoted on the front page of the council's website. Several papers printed details of the chat. It's a shame if the Dunoon Observer and For Argyll chose not to.

Marine_Blast(C)

Thank you for your answer Bruce west I will check out

- KintyreLorraine(Q)** I went onto the Business and Trade homepage on the council website and clicked on property for sale link and it says ABC currently have NO prorpries for sale. Yet I drive past signs on things like toilets for sale etc. You do not seem to be making much effort to dispose of surplus property and raise money - is your webpage correct - do you really have no properties for sale?
- douglas_hendry(A)** Lorraine - there must be an error on the web site. I'll investigate this tomorrow. We do have property for sale.
- Marine_Blast(Q)** Kintyre Lorraine: 13% seasonal jobs, how many hotels guest houses have closed in Campbell town not to mention shops and wind farms, argyll is stunning yes but also look at the big hotels in Crainlarach that didnt even open this year and on the busy routes to the highlands.....labouring on national bodies that have not delivered should not have to be backed up by the council
- dick_walsh(A)** Thank you Marine Blast If you are correct is it not a good thing that Tourist are not going to Crianlarach but coming to Argyll and Bute.
- BellaMac(C)** Doris - I disagree with you. It has been tweeted on Twitter every day recently. That's how I heard about it.
- lochgilpheadresident(Q)** How does the council divy up its reduced budgets in its various areas? Are we relying on our councillors to shout loudest to get soending ion our areas? Spending seems to be concentrated in some geographical areas whilst others are forgotten.
- sally_loudon(A)** The Council has a corporate plan which contains outcomes and Elected members determine how to allocate resources based on these and a range of statutory requirements.
- Marine_Blast(C)** Its been like that for some time now.....property for sale
- KintyreLorraine(Q)** Re Lochgilpheadresident's point - my partner works for the council and he recently got an annual report thru from the Strathclyde Pension Schem which said 4,500 public workers had been awarded pensions in the past year - more than double the year before and indicative of the number taking early retirement as services are efficientised (new word :-)) The public sector does seem to be shrinking noticeable unlike past efficiency drives...
- sally_loudon(A)** KintyreLorraine, you're correct - that is the case across the whole of the public sector
- KintyreLorraine(Q)** Last point on clothing and footwear allowance - promise - you don't know that the £50 is actually spent on clothes and shoes as it is a cheque not a voucher - wheras if you spent that money on services you would know where the money is going....enough said.
- douglas_hendry(A)** Thanks Lorraine.
- Marine_Blast(C)** Nice one Mr Walsh re the visit to Argyll and b, do u think they bring there own toilet roll?
- KintyreLorraine(Q)** Put a big property for sale button on the homepage and a featured property of the month - don't bury it away and then pay estate agents when you have a great vehicle for promotion
- sally_loudon(A)** KintyreLorraine - what a great idea! We'll get that arranged. Thanks KintyreLorraine left.
argyll-girl left.

argyll-girl joined.

Doris(Q) Thanks Douglas for your answer, however I can see only 18 participants in this discussion which is a very poor take-up for the whole of Argyll. There are many local Argyll websites that could be getting your message across to the masses such as ardentinny.org, the islay site and many other community sites. Did you circulate these sites to promote this event?

douglas_hendry(A) We've created another opportunity for people to comment on our budget challenges with this web chat. We've been encouraged by tonight's event and will definitely hold another session which will hopefully attract more people.

Flash_Gordon(Q) Thank you and good night.

sally_loudon(A) Thanks Flash Gordon and goodnight to you too

lochgilpheadresident left.

andy left.

argyll-girl left.

Doris(Q) Douglas, I think that this is the way forward, however you really have to get the message out to folks. I hope that you will try again in not too distant future!

douglas_hendry(A) Thanks Doris. We certainly will.

Marine_Blast(Q) Is there any plans to reduce the amount of councillors , do we need the amount we have right now as there is a master plan in place anyway. could the councils tell us before they go where the massive saving are going to be made?

dick_walsh(A) There are currently no plans to reorganise Councils or reduce the membership at least in this term of the Scottish Parliament - we understand. Please check out our budget detail and from this you will see that we have secured significant savings already through our efficiencies and improvements. Our Policy options are now much reduced and you can get this detail on our Web site.

BellaMac(Q) Thank you. I think that this was very useful - hopefully more people with participate in the next one.

sally_loudon(A) Thanks BellaMac. Glad you found this useful

Marine_Blast(Q) tell me you dont use a estate agaent to sell your property

douglas_hendry(A) Marine_Blast - we wouldn't normally use estate agents at all. The only time I can think of when we have done this recently was to help with the sale of a specialist property - Castle Toward, near Dunoon.
moderator joined.

moderator(P) Are there any final questions before we close the chat session?

Jessica(Q) I have also found this very useful and feel it is a good use of resources such as the council website

dick_walsh(A) Thank you Jessica, I am delighted you enjoyed this and it is our intention to do further sessions. Look forward to further contact communications with you as this is so important for us all.

Jessica left.

McD left.

Marine_Blast(Q) Not a easy position for the council in this day and age, hats off for the big effort tonight and sticking your necks out once again, and

dick_walsh(A)

answering so openly ...thx Marine Blast
Thank you Marine Blast your comments are very much appreciated. Good night to you.

Jessica(C)

forgot to say thank you, goodnight!

dick_walsh(P)

Thanks everybody for your comments/helpful suggestions. We have enjoyed it all at our end and hopefully will chat to you all again soon when next on line - Good night

dick_walsh left.

BellaMac left.

sally_loudon left.

bruce_west left.

john12 left.

chat-admin left.

douglas_hendry left.

moderator left.

Marine_Blast left.

ahoy left.

RobRoy left.

Flash_Gordon left.

Doris left.

Transcript of web chat 22 November 2011

Username	Questions/Answers
	moderator joined.
	douglas_hendry joined.
moderator(P)	Welcome to the webchat. We're ready to take your questions.
	chat-admin joined.
	douglas_hendry left.
	douglas_hendry joined.
	dick_walsh joined.
	cleland_sneddon joined.
	sally_loudon joined.
	test joined.
	test left.
	bill joined.
	bruce_west joined.
	LocalMum joined.
	bill left.
moderator(P)	Welcome to the webchat. We're ready to take your questions.
	darkwingduck joined.
	Macca_Pacca joined.
moderator(P)	We've just received our first question. Answer will be with you soon.
LocalMum(Q)	Hello, with the winter coming up, just wanted to ask, if we keep getting bad winters like the last couple of years, and the money coming in from the government gets less, is there a risk that our roads are just going to keep getting worse, and you won't have enough money to repair them?
dick_walsh(A)	Thank you Localmum, I note the detail in your enquiry.As a Council we are prioritising on our spend and with regard to this we have in place provisions to accommodate the anticipated bad winter.At our last budget we made provision of some £15m over three years capital provision to be used to improve on our roads infrastructure. As you say our roads certainly suffer from the bad winters and this certainly puts pressure on our expenditure.
dick_walsh(P)	Thank you
darkwingduck(Q)	On the subject of schools, what would you consider a school that was unsustainable (too few pupils) and would it be an option for saving money to close these schools?
cleland_sneddon(A)	Thank you for the question. Each school's roll needs to be assessed individually however generally we look at the number of pupils in each age and stage of the school - we believe that pupils learn better when they are able to learn and interact with learning groups that are appropriate to their age and can provide challenge and support - both for their learning and social development. The council had proposed a number of possible mergers that we believe would have produced a saving but all such proposals must have education benefits at the forefront and are subject to a

statutory consultation exercise. At present local authorities have been asked not to bring forward any new proposals for merger until the Rural Education Commission reports

darkwingduck(Q) In this current climate would it be an option for workers over a certain pay grade to take a cut to save jobs for the lower paid workers?

sally_loudon(A) Thanks darkwingduck. The Council reduced the number of Chief Officers it has. A couple of years ago we had 4 Directors and 18 heads of Service - now we have 3 Executive Directors and 15 Heads of Service which has resulted in a saving. In addition Chief Officers have not taken a pay rise over the last 2 years and won't for next year either.

LocalMum(Q) thanks, that's good to know that extra money has been put aside for this, the roads are always a worry at this time of year. if you need extra money to fix the really bad bits, are you able to use money from other places - like maybe Chord or other non-essential services?

dick_walsh(A) Thank you and yes there is the possibility that monies allocated for specific purposes could well be reallocated towards this area if the Council considers that this is a greater priority considering all the pressures that we currently face. It is all about prioritising our spend.

Macca_Pacca(Q) I was just wondering how areas such as housing benefit and council tax benefit affect the budget and if fraudulent claims are identified effectively

bruce_west(A) Hi Macca Pacca, We receive grant from government to cover the housing and council tax benefits paid out and a grant that we need to manage admin costs within. We have a counter fraud service and have a number of checks in place to minimise/deter/detect fraud.

darkwingduck(Q) Where do you see the biggest cuts being targeted over the next five years? What services are these likely to affect?

sally_loudon(A) Thanks darkwingduck. The short answer is that all services are likely to be affected. The purpose of the budget consultation this year and last has been to get views on what areas are more important to people and our communities. Over the last 3 years we have reviewed all areas of the Council and have delivered savings on them all.

Macca_Pacca(C) gok joined.
thank you.

darkwingduck(C) Would rubbish collection services start to be collected on a fortnightly basis as they do in other areas to cut costs?

gok(Q) With so many cuts to be made to some essential services, does the council see any 'quick wins' in reducing its spend?

sally_loudon(A) Hi gok. Over a number of years we have been making efficiency savings and the current challenges facing the public sector are likely to continue for the medium so it's important we take a structured and managed approach to the budget and this is why we have been looking at a programme of service reviews over the last 3 years.

LocalMum(Q) thanks. instead of making cuts to services to save money, are you looking into how you could be saving money internally - making savings on things like travel expenses, stationery, and catering - if money was saved by only using council buildings for meetings instead of booking hotels, or making sure people were car-sharing or having their meetings over the phone or

- using skype, i am sure it would make a difference
- dick_walsh(A) Thank you, We can confirm that we have been active in reducing our spend in all those areas that you highlight. One area to mention is the use of our new technology and specifically video conferencing and our newly established Lync communication arrangement. All the areas of spend you highlight have/are being actively addressed
- douglas_hendry(P) For Darkwing duck - sorry, answer re rubbish seems to have gone astray. Council is more likely to do things like go to alternative types of collection, eg Week1, general, Week2, recyclables etc - "greener" approach too....
- moderator(P) We've got 15 minutes to go in this live budget webchat. There's still time for more questions - thanks for your input so far.
- Macca_Pacca(Q) argyllfella joined.
- Macca_Pacca(Q) are there plans to raise council tax?
- dick_walsh(A) It certainly makes sense when you consider all this that the Council Tax should be increased to protect/preserve service. However in recent years the Scottish Government as part of our financial settlement has made it clear by indicating that were we to increase the Council Tax we would face sanctions and penalties. They would be significant requiring the Council Tax to increase the Tax substantially to accommodate the penalties etc
- gok(Q) Thanks Sally, but is that a no? Should I say easy wins instead of quick? Is it realistic that you can make the cuts required in the timescale given?
- sally_loudon(A) Hi gok. There's no such thing as an easy win. For example this year, most of the savings are management and efficiency savings. This has an impact on the number of people employed. Not only does this have an impact on individuals, but also it has an impact on the wider economy of Argyll and Bute...so it's neither easy or quick. Because of the approach we have been taking the savings have/ are coming out of the Council budget over the last 3 years, so the timescale isn't unrealistic.
- gok(Q) Also, with fuel costs always rising, is the real-terms saving requirement actually much higher than the £74million target previously suggested.
- bruce_west(A) Hi Gok, A good point. We have allowed for increases in fuel costs in our estimates so there is an allowance in the figure of £74m.
- darkwingduck(Q) Thank you douglas... this seems like a good approach, more encouraging for the recycling in this area.
- douglas_hendry(A) Good point DwD - the Council needs to, and is, progressing a lot of initiatives, new ways of doing things we can always do more....s - bu abc123 joined.
- gok(Q) Marine_Blast joined.
- gok(Q) Does the council need to expand its management team, are more workers on the ground needed, or can you progress with the balance you currently have?
- sally_loudon(A) gok....as part of the service review process we review the service under consideration, review what is required to be delivered and how we deliver it - then what number of staff we then require.

- gok(Q) And finally, will the council consider charging for services such as litter collection or street sweeping if the Scottish Government continue to "impose" a freeze on council tax?
- bruce_west(A) Hi Gok, The council is considering the balance in terms who meets the costs of services -users or the tax
- Macca_Pacca(Q) is there a central budget for all purchasing within the council to keep costs down or is it done on a departmental basis?
- douglas_hendry(A) Hi Macca - there isn't a single budget - but we get the point you make and are doing a lot of work, as a council, with partners and the Scottish Gov.t to join up all our procurement work. We're beginning to see benefits from this.
- darkwingduck(Q) Would there be plans to make use of open source software(free software) for internal staff throughout the Council to cut the cost of technology?
- cleland_sneddon(A) Thanks Darkwingduck. The Council's IT Services have been in discussion with existing software suppliers to consider better use of existing and other available software packages. With an eye to the appropriate security and virus protection requirements, we will consider any IT solutions that offer us efficiencies. The recent introduction of the Lync software for handling voice and video calling has proven very successful at a lower cost and also supports reductions in business travelling.
- gok(C) A question for Douglas, does the council make any money from recycling? If not, is there opportunity to do exactly by expanding the range of items that can be recycled from household waste, such as glass or metals?
- bruce_west(P) abc123 left.
- bruce_west(P) Hi Gok, Rest of answer - users or the taxpayer but one of the key issues is the ability to actually recover any charges and we need to recognise practical issues
- moderator(P) We're in the last five minutes of our webchat. Can you let us have your last questions please?
- gok(Q) argyllfella left.
- bruce_west(A) Bruce - can you say which services this might effect?
- douglas_hendry(P) Hi Gok - We are looking at all services but there are no specific proposals in the budget at the moment.
- gok(Q) Hi gok - we don't make money as such. The council does take in income from recycling, but it's offset against the cost of the service. Also' the more recycling we do, the less landfill tax we have to pay.
- douglas_hendry(A) Douglas, sorry for being a pest, but does this in effect mean more recycling results in less expenditure, resulting in more available council spend for elsewhere?
- Macca_Pacca(Q) No problem gok....the short answer is yes.
- sally_loudon(A) I was wondering if these chat sessions would be something the councillors would consider prior to elections?
- Marine_Blast(Q) Hi Macca_Pacca. Councillors can't use Council facilities for political campaigning. We are intending to hold further web chats on themes, so h

get to JOIN IN

dick_walsh(A) Thank you Marine Blast, good to hear from you again. Yes this is something that we will consider not just as part of the budget but on service specific areas. Watch the web page/media for further details on this.

gok(Q) Cleland - what is done with excess computers/equipment made redundant through replacement currently? Are they destroyed? If so, could the council sell off old equipment at market rate to recover as much residual value as possible?

cleland_sneddon(A) Hi Gok. We do a number of things. Where computer hardware is no longer required for a particular service, we look to relocate it to another part of the council. For others, at the end of a lease period some equipment is returned to the supplier. For others we allocate out to community organisations that we work with. We do not as a matter of routine make redundant equipment available for public sale as at the end of our use, it has limited functionality.

sally_loudon(P) Hi Macca_Pacca keep an eye out on the web-site for future sessions

Macca_Pacca(C) thank you Sally I hadn't thought of that, but I will look out for future sessions

gok(C) Excellent - I'll look out for more recycling bins in future then?

darkwingduck(Q) A question for Cleland... would you consider using Open Office?

cleland_sneddon(A) Hi Darkwingduck - yes, the type of discussion we have opened with software suppliers has covered the use of open office and other free software options. Micro soft is one of the suppliers we contract with.

moderator(P) Just a remaining couple of questions to be answered but thank you for taking part in today's live webchat.

gok(Q) Cleland - a quick look on eBay suggests old computers always have a value, even ZX Spectrums - although for different reasons! Are all computers leased?

cleland_sneddon(A) Hi - no, not all equipment is leased but a fair proportion is.

darkwingduck(C) Thank you Cleland... that is good to know

darkwingduck(Q) How much of a saving does your do it online facility on the website make or propose to make compared to using face to face staff contact?

douglas_hendry(A) DwD - The aim is to reduce our costs over a 2/3/4 year horizon -I don't have details of amounts with me, but can say we're seeing a clear shift from face to face transactions to other ways of doing business which suits customers and is producing savings

dick_walsh left.

douglas_hendry left.

moderator(P) Thanks for joining us this afternoon.

bruce_west left.

sally_loudon left.

Macca_Pacca left.

Marine_Blast left.

Macca_Pacca(C) thank you, goodbye!

chat-admin left.

cleland_sneddon left.

moderator left.

darkwingduck left.

LocalMum left.



SECTION 2

REVENUE BUDGET

**INTRODUCTORY REPORT AND RECOMMENDATIONS FOR BUDGET PAPERS ON
REVENUE BUDGET**

1. INTRODUCTION

- 1.1 This report introduces the full package of papers included in the budget pack in relation to the revenue budget. The following papers and their purpose are included in the budget pack in relation to the revenue budget.
- 1.2 Revenue Budget Overview – Summarises the overall revenue budget position covering funding, expenditure and savings.
- 1.3 Revenue Budget Non-Pay Inflation – Sets out the assumptions and proposals around non-pay inflation for inclusion in the revenue budget.
- 1.4 Revenue Budget Cost, Demand Pressures and Revised Savings – Sets out the cost and demand pressures and the revised savings that are proposed for inclusion in the revenue budget.
- 1.5 Revenue Budget Fees and Charges – Sets out proposals for increases in fees and charges and the resulting impact on income included in the revenue budget.
- 1.6 Financial Risks Analysis – Sets out the risks identified as part of preparing the revenue budget, makes an assessment of the potential financial impact of these and recommends that Members should consider what level of provision to be included as part of the revenue budget.
- 1.7 Reserves and Balances – Summarises reserves and balances, sets out an analysis of risk around the adequacy of reserves and balances and proposes a level of contingency to be held in the General Fund Reserve.

2. RECOMMENDATIONS

- 2.1 To approve the revenue budget as set out in the revenue budget overview.
- 2.2 To approve the provision for inflation as set out in the report on revenue budget inflation.
- 2.3 To approve the cost, demand pressures and revised savings as set out in the report on revenue budget cost and demand pressures and revised savings.
- 2.4 To approve the proposals for fees and charges and resulting increase in income as set out in the report on fees and charges.
- 2.5 To note the financial risks analysis and consider the provision of any contingency in the

revenue budget on a one-off basis.

- 2.6 To approve the contingency level for the General Fund Reserve at a level of 1.5% equivalent to £3.892m and note the report on reserves and balances.
- 2.7 To approve the revenue estimates for 2012-13 and that consequently the local tax requirement estimated at £45.050m is funded from Council Tax.
- 2.8 To approve the following rates and charges for the year:
 - Council Tax to be paid in respect of a chargeable dwelling in Band “D” of £1178 (representing no change)
 - Council Tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with Section 74(1) of the Local Government Finance Act 1992 (accordingly representing no change)
 - Business Rates as determined by Scottish Ministers

IMPLICATIONS

Policy – Outlines the proposed revenue budget 2012-13 to 2014-15

Legal – None

Human Resources – Individual service reviews have HR implications

Financial – Outlines the proposed revenue budget 2012-13 to 2014-15

Equal Opportunities – Services have been required to consider equal opportunities in carrying out the service reviews.

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

Bruce West
Head of Strategic Finance
23 January 2012

REPORT ON REVENUE BUDGET 2012-13 TO 2014-15

1 INTRODUCTION

- 1.1 This report summarises the position with regard to the principal issues surrounding the revenue budget and setting of council tax. Separate papers on inflation, cost and demand pressures, fees and charges, service review savings, reserves and balances and a financial risks analysis are included within the budget pack. The draft service plans also give details of the budgetary allocation against each service outcome.
- 1.2 The report gives an overview of the resources available to the Council for 2012-13 to 2014-15, commitments upon these resources, the budgetary pressures facing the Council and proposals to meet these budgetary pressures. It summarises the key financial issues facing the Council as part of the 2012-13 to 2014-15 budget.
- 1.3 Given the scale of the financial challenge facing the Council a 3 year approach to the budget has been adopted. This means it is proposed to balance income and expenditure over the medium term rather than requiring a fully balanced budget in each and every year. There are essential requirements for this:
- Over the 3 years expenditure must not exceed income
 - Any use of reserves in any year must be offset by re-instatement in other years unless it is a one-off use of reserves to fund one-off costs.
 - The Council must have adequate reserves to manage any interim differences between income and expenditure in the three years.
 - The third year expenditure must not exceed income that year to ensure the underlying budget carried forward is sustainable.

2 DETAIL**Background**

- 2.1 As part of the current budget round the Council is updating the Corporate Plan. Service Plans have been prepared for each service and these have been influenced by the objectives and priorities emerging from the updating of the Corporate Plan and the Strategic Risk Register. The Council should be able to demonstrate it has allocated resources in line with its priorities.
- 2.2 Setting the revenue budget is about more than balancing the budget, it is also about:
- Developing the budget in line with the PPMF
 - Aligning budget with priorities
 - Clarity on priorities

- Clarity on performance targets
- Showing progress with Best Value.

- 2.3 Due to the challenging financial situation facing the Council over the last couple of years, SMT agreed a programme of service reviews designed to look radically at each service of the Council over a three year period with a target for services to identify options to reduce costs by a minimum 15% for the year 1 and 2 service reviews and by 20% for the year 3 service reviews. The first 2 rounds of service reviews resulted in savings within the 2010-11 and 2011-12 budgets. Included within the budget pack are the proposed savings for the third round of service reviews. There is also an estimate of the likely savings from the implementation of service reviews undertaken in previous years.
- 2.4 In light of the ongoing challenging financial outlook every effort has been made to make savings on the current budgetary levels. The process used in the 2011-12 budget to challenge the budget going forward was carried out again as part of the 2012-13 budget process. The challenge process last year identified a number of savings, however, it was accepted that as a result of last year's detailed challenge process and the ongoing service reviews, it was unlikely that the same level of savings would be identified again. The outcome of this year's challenge process is that the budgets are better aligned and there are clear spending plans in place.
- 2.5 The requirement for inflationary increases in budgets has also been considered. These identify the factors creating a requirement for increased budget.
- 2.6 Services have prepared schedules of cost pressures and demand pressures. It should be noted that the cost and demand pressures have been kept to a minimum as services have either redesigned their service as part of the service review programme or are looking at alternative ways to absorb any cost or demand pressures. Those that are outlined on the schedules are those that are deemed to be unavoidable.
- 2.7 The service outcomes and success measures in each service plan have been reviewed and updated. The budget allocation for each service outcome is shown in the service plans.

Aggregate External Finance

- 2.8 The original finance settlement was announced on 8 December 2011, this position was updated by the Scottish Government in a subsequent finance circular issued on 22 December. In addition, there is likely to be additional funding in respect of the Local Government Elections in May 2012 and the Council share of this is estimated at £0.200m which will offset the cost pressure proposed by Governance and Law. The allocation of funds to Argyll and Bute for the period 2012-13 to 2014-15 is noted below.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Total Scottish Government Funding	224,174	222,092	220,332
Ring Fenced Grants	9,613	9,613	9,613
Revenue Support Grant/Non Domestic Rates (RSG/NDR)	214,561	212,479	210,719

This compares to the following amounts for 2011-12 as per Circular 4/2001 dated 16 March 2011:

- Total Funding £221.592m
- Ring fenced grants £9.617m
- RSG/NDR £211.975

2.9 General funding arising from Grant Aided Expenditure (GAE), former ring fenced grants and changes post 2008 in total over the 3 years is broadly in line with what had previously been estimated. Funding from reinstatement of the dampening of supporting people has been included as expected. The most significant change relates to support for loan charges which is showing a significant reduction over the 3 years. The reduction arises from the profile of notional loan repayments used in the calculating the loan charges support for pre 1999 debt. This is offset by an increase in funding from the floor mechanism. It is estimated the net change will be matched by a reduction in loan charge. In effect there is no overall deterioration in the Councils budget outlook as a result of this.

2.10 The table below shows the changes in Aggregate External Finance (AEF) from the revisions to the finance settlement.

Funding	2012-13 £000s	2013-14 £000s	2014-15 £000s
AEF for previous year	221,592	224,016	222,092
Reinstatement of dampening for Supporting People monies	3,580	-621	-582
GAE	-1,289	-1,501	-1,121
Post 2008 Changes	-1,463	-440	-392
Former Ring Fenced Grants Excl SP	2,540	1,365	1,411
Loan Charges	-3,873	-14,581	-298
Floor	3,266	13,896	-734
Assumed council tax contribution	-643	-42	-44
Other	464	0	0
AEF for 2011-12	224,174	222,092	220,332

Council Tax Income

2.11 In addition to the funding from the finance settlement the Council collects income from council tax. No increase has been factored in to the rate of council tax and this is assumed to remain at £1,178 per band D equivalent. Agreeing a freeze on council tax is one aspect of the finance settlement. If the Council does not sign up to the finance settlement it would lose grant funding of £1.4m cumulatively each year of the finance settlement. This is equivalent to around a 3% increase in

council tax.

- 2.12 Council tax income is estimated at £45.050m. This is an increase of £0.250m on 2011-12 based on latest estimates of numbers of band D equivalents and collection rates. For 2013-14 and 2014-15 the same level of council tax income has been assumed based on an ongoing freeze in council tax.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Council Tax Income	45,050	45,050	45,050

Overall Funding

- 2.13 The table below summarises total funding.

Funding	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
RSG and NDR	211,975	214,561	212,479	210,719
Council Tax	44,800	45,050	45,050	45,050
Funding	256,775	259,611	257,529	255,769

Joint Boards

- 2.14 Provision has been made for payments to Joint Boards as noted below. These sums include provision for loan charges in respect of joint boards.

Joint Boards	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
Police	8,810	8,810	8,810	8,810
Fire	4,839	4,839	4,839	4,839
Valuation	1,327	1,342	1,342	1,342
Scotland Excel	68	68	68	68
Total	15,044	15,059	15,059	15,059

The Valuation Joint Board requisition has been increased in line with the increase in GAE for 2012-13 and will remain at this level until 2014-15.

Loan Charges

- 2.15 The budget for loan charges has been based on the costs associated with repayment and interest on the loans fund advances made for accumulated capital expenditure to date and future capital expenditure based on the draft capital plan which is to be financed by borrowing rather than capital grant.
- 2.16 The reduction in loan charges reflects the repayment of historic debt and the position whereby future capital funding from the Scottish Government is by way of capital grant.

Loan Charges	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
Loan Charges	30,757	28,657	28,057	27,457

Insurance

- 2.17 The budget for insurance in 2011-12 amounted to £0.996m. This service has been out to tender and the new cost of insurance is now £0.988m. This is a fixed price for the next three years, therefore, no inflation has been applied for 2013-14 and 2014-15.

Insurance	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
Insurance	996	988	988	988

Other

- 2.18 Other non departmental costs also comprise elected members, non-domestic rates and sundry services. Sundry services includes, unfunded pension payments, surplus property and the Council's share of discretionary rates relief. The budgets for elected members, non-domestic rates and sundry services and the related increases are noted in the table below.

Other	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
Elected Members	1,224	1,224	1,224	1,224
Percentage Increase		0.0%	0.0%	0.0%
Non-Domestic Rates	2,815	2,837	2,908	2,981
Percentage Increase		0.78%	2.50%	2.50%
Sundry Services	1,625	1,798	1,798	1,798
Percentage Increase		10.65%	0.00%	0.00%
Total Other	5,664	5,859	5,930	6,003
Percentage Increase		3.44%	1.21%	1.23%

- 2.19 The Elected Members budget remains the same, with no inflation being applied to any of the costs. The non-domestic rates budget has increased by a small amount between 2011-12 and 2012-13 which reflects an inflationary increase offset by a decrease reflecting a transfer between other property costs. The budget for unfunded pensions has increased by £173k to reflect the ongoing pensions costs associated with the voluntary redundancy exercise. No inflation has been provided within sundry services.

Total of Non Departmental Budgets

- 2.20 The total of the non departmental budgets outlined above is laid out in the table below.

Non Dept Budgets	2011-12 £000s	2012-13 £000s	2013-14 £000s	2014-15 £000s
Joint Boards	15,044	15,059	15,059	15,059

Loan Charges	30,757	28,657	28,057	27,457
Insurance	996	988	988	988
Other	5,664	5,859	5,930	6,003
Non Dept Budgets	52,461	50,563	50,034	49,507
Percentage Increase		-3.62%	-1.05%	-1.05%

Departmental Budgets

2.21 Budgets have been prepared for each service. The budgets have been constructed to reflect the service plans. Within each service there are several templates including a financial summary, base adjustments, cost pressures, demand pressures, revised savings, inflation and service review savings. The service plan templates have been prepared within the Planning and Performance Management Framework agreed by the Council. The templates identify the risks and resource implications as well as budgetary impact.

Employee Costs

2.22 The employee costs have been built up based on employee templates with details of all employees for each service.

2.23 A pay freeze for local government staff for 2012-13 has previously been imposed. An allowance for pay awards for 2013-14 and 2014-15 has been estimated at 1% which is based on the medium term public pay policy.

2.24 For 2012-13 the increased cost as a result of staff increments amounts to £0.629m.

2.25 Communication from Strathclyde Pension Fund indicates that it is their intention that employer contribution rates for local authorities within the Strathclyde Pensions scheme will be held at current levels over the 2012-15 period. The only outstanding issue that could effect this position is the request from the Trade Unions for a Judicial Review of the Governments decision to move pensions up-rating from RPI to CPI. Were this action to be successful it would still be the intention to maintain contribution rates at current levels in 2012-13 and only change contribution rates if necessary from 2013-14 onwards. As a result, no change to employer superannuation rates has been included within the budget estimates.

Departmental Base Budget

2.26 Departmental non-employee costs were rolled forward from the 2011-12 base position. The table below reconciles the base budget for 2012-13 to the base budget for 2011-12 for both employee and non-employee expenditure. A number of changes have been made to the base budget, the most significant ones are noted below.

Budget	2012-13 £000s	2013-14 £000s	2014-15 £000s
Dept Base Budget – rolled forward from 2011-12	204,882	204,882	204,882
Payroll Increments	629	1,259	1,888
Payroll Inflation	0	1,041	2,082
Other Base Adjustments	-778	-745	-895
Dept Base Budget Commitments	204,733	206,437	207,957

Any proposed increases to the budget are noted in the cost pressures, demand pressures or inflation templates. The costs associated with Process for Change which is key to contributing to ongoing savings and improvements have been built into the base budget in line with the business cases previously agreed.

Budget Commitments

- 2.27 The total non-departmental budgets plus departmental base budget commitments over the next three years are noted in the table below.

Budget	2012-13 £000s	2013-14 £000s	2014-15 £000s
Non Dept Budgets	50,563	50,034	49,507
Departmental Base Budget	204,733	206,437	207,957
Budget Commitments	255,296	256,471	257,464

Non-Pay Inflation

- 2.28 A separate report has been prepared on inflation. It is proposed only to make provision for unavoidable and inescapable inflation and this is summarised in the table below. A separate report is included in the budget pack advising on the assumptions underlying inflation and the estimated impact had inflation been applied on all costs.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Departmental Inflation	1,840	3,823	5,994
Non-Departmental Inflation	69	140	213
Total Inflation Provision	1,909	3,963	6,207

Cost and Demand Pressures and Revised Savings

- 2.29 A separate report has been prepared on cost and demand pressures.
- 2.30 The provision required for cost pressures is summarised below. Further details of the individual cost pressures are contained in the separate report and are also shown against the relevant service plans. The cost pressure proposed by Governance and Law of £0.200m in respect of the Local Government Elections is offset by anticipated additional Scottish Government Funding.

Cost Pressures	2012-13 £000s	2013-14 £000s	2014-15 £000s
Customer and Support Services	0	155	306
Facility Services	12	28	50
Governance and Law	200	0	0
Social Work (Adult Care and Children & Families)	51	51	51
Total	263	234	407

Demand Pressures

2.31 The provision required for demand pressures is summarised below. Further details of the individual demand pressures are contained in the separate report and are also shown against the relevant service plans.

Demand Pressures	2012-13 £000s	2013-14 £000s	2014-15 £000s
Adult Care	466	535	600
Children and Families	171	422	459
Total	637	957	1,059

Revised Savings

2.32 Revised savings relate to changes identified as part of implementing savings approved as during the 2011-12 budget setting process, either from service review or further savings options. There are three revised savings as follows:

- The development of a comprehensive sourcing strategy to optimise the effectiveness of the procurement process has resulted in a delay in the procurement savings for public transport.
- In relation to stewarding within Community Centres further consultation has resulted in a revised approach being proposed that still achieves a significant saving whilst ensuring a council employee is present to act as the responsible person thereby protecting both the public and Council premises.
- Music Instructors - Arising from changes and uncertainty regarding the funding streams for this proposal a review of the business case and the related operational and financial issues is currently being undertaken. The outcome of this will be reflected in an updated proposal.

Revised Savings	2012-13 £000s	2013-14 £000s	2014-15 £000s
Education	110	0	0
Facility Services	452	346	246
Total	562	346	246

Change Funds

2.33 The Scottish Government Budget established a change fund for Early Years and

continued the existing change fund for Health and Social Care. These change funds comprise contributions from local government and NHS and in the case of the Early Years fund also the Scottish Government.

- 2.34 The table below states the local government contribution to the Early Years Change Fund. The terms and conditions related to the contributions and operation of the Fund have still to be finalised. Whilst existing expenditure on preventative measures can be allowed as a contribution to the Fund the terms and conditions under which existing expenditure can count as part of the Council's contribution to the Fund have not been fully clarified.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Local Government Contribution	20,000	35,000	50,000
Argyll and Bute Contribution	270	463	655

- 2.35 The table below states the local government contribution to the Health and Social Care change fund and based on that the estimated contribution from Argyll and Bute Council. Existing expenditure on preventative spend can be counted as a council's contribution to this fund. Details of the terms and conditions under which existing expenditure can count as part of the Council's contribution to the Fund have not been fully clarified.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Local Government Contribution	20,000	20,000	30,000
Argyll and Bute Contribution	421	422	634

Savings Previously Agreed

- 2.36 A package of savings were agreed in February 2011 from year 2 service reviews and further savings options which take effect and deliver savings in 2012-13 and 2013-14. The table below shows the estimated profile of these savings and their impact on the budget over the period 2012-13 to 2014-15.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Year 2 Service Review Savings	-3,157	-3,639	-3,639
Further Savings Options	-1,464	-1,465	-1,465
Total	-4,621	-5,104	-5,104

Funding Gap

- 2.37 The funding gap after deducting the current base commitments, inflation and cost pressures, demand pressures and revised savings from the funding and adjusting for the savings previously agreed is noted in the table below. Current commitments exceed available funding in 2013-14 and 2014-15 giving rise to a funding gap in these years, the first year 2012-13 being in surplus.

Funding Gap	2012-12 £000s	2013-14 £000s	2014-15 £000s
Base Budget Commitments	255,296	256,471	257,464
Inflation	1,840	3,823	5,994
Cost Pressures	263	234	407
Demand Pressures	637	957	1,059
Revised Savings	562	346	246
Change Funds	691	885	1,289
Savings Previously Agreed	-4,621	-5,104	-5,104
Sub-Total	254,668	257,612	261,355
Funding	259,611	257,529	255,769
Funding Surplus/(Gap)	4,943	-83	-5,586

Severance Costs

- 2.38 The Council needs to make allowance for the cost of severance. In order to ensure a financially sustainable model of operation in the future, the Council has been reviewing all services over a 3 year period which will see the workforce reduce significantly. The provision for severance costs estimated as part of the budget in 2011-12 was £11.313m, however, this has slightly increased to £11.388m. Part of this cost has already been paid for with the remainder being accounted for within financial year 2011-12 and accounted for as part of the brought forward figure noted in paragraph 2.40. It should be noted that any provision for severance costs can only be an estimate at this stage as it is dependent upon the posts no longer required, the people leaving the Council's employment and the age, employment history and salary of these people.

2011-12 Brought Forward

- 2.39 As part of the Council's approach to balancing the budget over a 3 year period there will be either a surplus or deficit that has to be brought forward. Any use of reserves in any year must be offset by re-instatement in other years.
- 2.40 There are a number of issues that impact on the 2011-12 balance brought forward and these are summarised in the table below.

	£000	£000
Funding Gap Approved 2011-12		-5,597
Supplementary estimates agreed for 2011-12		-274
Estimated Saving for 2011-12		63
Forecast Outturn for 2011-12		-5,808
General Fund Reserve at 31 March 2010	32,973	
Less Earmarked Balances	-29,125	
General Fund Contingency	3,848	
General Fund Contingency level 2012-13	3,892	
Increase in General Fund Contingency		-44
Revised Funding Gap B/fwd 2012-13		-5,852

Year 3 Service Reviews

- 2.41 The year 3 service reviews were reported to the Executive on 29 September and 15 December for Support Services. Those reported to the Executive on 29 September contained some policy options which have been exposed for public consultation as part of the budget consultation exercise. The Support Services review contained only management and operational savings proposals and these along with the management and operational savings proposals can be actioned without an impact on front line service delivery. Appendix 1 and 2 contain details of the management and operational savings options and policy savings options arising from the year 3 service reviews.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Management/Operational Savings	1,642	2,536	2,782
Policy Savings	161	220	220
Future Years Savings to be considered at next budget for Streetscene	0	0	643
Total Year 3 Service Review Savings	1,803	2,756	3,645

Future Years Savings

- 2.42 The Scottish Government Budget contained a commitment to ongoing efficiency savings of 2% year on year in the public sector. The Council should recognise this in its 3 year budget.
- 2.43 The 2% efficiency savings are calculated based on departmental expenditure limit (DEL). Income from non domestic rates (NDR) is annually managed expenditure so falls outwith DEL. Excluding NDR from Scottish Government funding results in the following targets for efficiency savings.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
SG Funding	214,561	212,479	210,719
NDR	26,479	28,492	31,171
Funding excluding NDR	188,082	183,987	179,548
Target 2% Efficiency Saving	3,762	3,680	3,591

- 2.44 The Council has a number of measures to achieve these efficiency savings in place. These include service reviews, non provision for inflation, process for change projects etc. The table below shows the extent to which the 2% efficiency savings are being achieved.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Non provision of general inflation	1,884	1,191	1,299
Yr 3 Service Review Savings – Management/Operational	1,642	894	246
Yr 2 Service Review Savings & Further Savings Options	1,388	0	0
Efficiency Savings budgeted	4,914	2,085	1,545
Target	3,762	3,680	3,591
Balance to be secured	Exceeded	1,595	2,046
Proposals to secure balance of efficiency savings			
Admin review travel and procurement savings		230	68
Process for Change – Customer Management – Channel Shift		201	86
Balance to come from Transformation Programme		1,164	1,892

2.45 The balance of efficiency savings, to come from the transformation programme, is £1.164m in 2013-14 and a further £1.892m in 2014-15 to give a total of £3.056m. This is equivalent to 1.5% of departmental budgeted net expenditure. This means departments would have a period of 3 years to secure further savings that total 1.5% of budget. Further to the above Public Service Improvement Framework self assessment process, Annual Performance Reports and Service Improvement Plans would be used to help identify and deliver savings in productivity improvements. This would be achieved through the next phase of the transformation programme where the focus would be on achieving improvements in productivity, improving use of corporate resources, focus and prioritisation on key services and reviewing service delivery/operating models through shared services, outsourcing and development of comprehensive sourcing strategies for complete service areas. This would be managed on the same structured basis as the current service review programme. The target savings are much lower and the savings achieved through the service review programme should give confidence that these further savings can be achieved.

Fees and Charges

2.46 The Council raises fees and charges for a number of services it delivers and a review of the level of fees and charges is carried out each year. It is proposed to increase fees and charges by 3.0% for 2012-13. An inflationary increase of 3% has also been anticipated for 2012-13 and 2013-14.

2.47 The overall additional income from fees and charges is shown in the table below:

Fees and Charges Income	2011-12 £000s	2012-13 £000s	2013-14 £000s
Inflationary Increase	466	940	1,422

Revised Funding Gap

2.48 The projected position taking account of all of the factors above is as follows:

Revised Funding Gap	2012-13 £000s	2013-14 £000s	2014-15 £000s
Funding Surplus/(Gap) noted at 2.37	4,943	-83	-5,586
Year 3 Service Review Savings	1,803	2,756	3,645
Fees and Charges	466	940	1,422
Funding Surplus/(Gap)	7,212	3,613	-519
Funding Gap Bfwd	-5,852		
Revised Funding Surplus /(Gap)	1,360	3,613	-519
Cumulative Funding Surplus/(Gap)	1,360	4,973	4,454

2.49 At paragraph 1.3 a set of requirements for adoptions of a 3 year approach to managing the budget were set out. If all of the proposals included in the budget were to be taken then:

- The total expenditure over the three years is £4.454 less than income.
- The use of reserves in 2011-12 of £5.852m is offset by repayments in 2012-13 with an overall surplus of £4.454m across the three years.
- Expenditure in 2014-15 exceeds income by £0.519m. This will require some of the efficiency savings identified in paragraphs 2.42 to 2.45 to be utilised to ensure expenditure does not exceed income.
-

2.50 Members will want to make policy choices around the budget and in adopting a 3 year approach on proposals will need to have regard to the following:

- Over the 3 years expenditure must not exceed income
- Any use of reserves in any year must be offset by re-instatement in other years unless it is a one-off use of reserves to fund one-off costs.
- The Council must have adequate reserves to manage any interim differences between income and expenditure in the three years.
- The third year expenditure must not exceed income that year to ensure the underlying budget carried forward is sustainable.

Bruce West
Head of Strategic Finance
23 January 2012

YEAR 3 SERVICE REVIEWS
MANAGEMENT/OPERATIONAL OPTIONS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR		Terms and Conditions Changes
											FTE Reduction	Reduction	
SS01	Internal Improvements within Strategic Finance.	Internal improvements within Financial Management and internal improvements within Treasury Management to reduce costs to the lower quartile.	125	63	93	125	Yes	No	No	Yes - 30 days	4.0	n/a	
SS02	Service improvements to Procurement, Commissioning and Creditors.	Merge procurement and commissioning teams.	163	151	196	163	Yes	No	No	Yes - 30 days	5.0	n/a	
SS03	Service improvements to Revenues and Benefits.	Outsourcing benefit appeals, restructure, savings from supplies and services and reduction in DWP grant.	140	127	140	140	Yes	No	No	Yes - 30 days	7.3	n/a	
SS04	Service improvements to ICT.	Savings to supplies and services, restructure and additional income for ICT and print services.	396	207	331	396	Yes	No	No	Yes - 30 days	1.0	n/a	
SS05	Integration of HR and Payroll with internal improvements.	Restructured HR and payroll team plus process efficiencies.	351	106	341	351	Yes	No	No	Yes - 30 days	8.3	n/a	
SS06	Internal improvements within Improvement and Organisational Development.	Restructured IOD team and savings from supplies and services.	154	33	49	154	Yes	No	No	Yes - 30 days	11.6	n/a	
SS07	Internal improvements within Health and Safety.	Restructure and new approaches to delivery of training.	38	21	38	38	Yes	No	No	Yes - 30 days	1.0	n/a	
SS08	Communications - deliver comms strategy.	Growth of Communications team to include 2 additional posts to deliver Communications strategy.	-60	-60	-60	-60	Yes	No	No	Yes - 30 days	-2.0	n/a	
HSR 3	Redesign of housing staff team to respond to the challenges of the national and drivers for change and to achieve savings targets.	This option is necessary to achieve savings and to ensure that the housing service is organised in such a way that it can deliver on the changing national agenda which is shifting from crisis intervention towards increased preventative activity to support individuals to live independently. It will have implications for all the housing staff as the structure of the team will be redesigned and job descriptions amended to take account of the new demands on the service.	148	148	148	148	Yes	No	No	Yes	3.0	Yes	
HSR 4	Reduction in tenancy sustainment activity proposed decrease in funding for homeless prevention activities which indirectly contribute to tenancy sustainment and independent living.	Homeless prevention activity was previously funded through a ring-fenced Homeless Task Force budget. A range of projects have been supported through this funding stream and these have included funding to pump prime voluntary and charitable services which provide starter packs for new tenants; furniture recycling initiatives; an independent housing advice line and the budget to provide housing support in areas where no provision or limited provision existed. A saving of £30,000 from this budget is proposed and the new arrangements for the procurement of floating support will reduce the impact of this reduction in budget.	30	30	30	30	Yes	No	No	No	0.0	None	
ACM12	Adult Care - ACM Option 12 - Capture previously identified under spends and planned management efficiencies	This option is straightforward for the Council to take forward as this has been identified as low risk. £13k relates to 0.5 WTE HQ vacant post.	13	13	13	13	Yes	No	No	No	0.5	No	
ACM04	Adult Care - ACM Option 4 - Review number, and skills profile, of staff and increase caseload (particularly examine reduction of Assessment staff)	Remove 5 FTE admin staff £104k and 1 FTE MH admin staff £21k (low risk if admin posts removed) and review of current structure that will impact on a further 4 admin staff.	125	104	125	125	Yes	Yes	Yes	Yes	6.0	No	

YEAR 3 SERVICE REVIEWS
MANAGEMENT/OPERATIONAL OPTIONS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 Management/Operational £000	Policy Change	Statutory Consultation	Statutory HR Consultation	HR FTE Reduction	Terms and Conditions Changes
ACSD08	Adult Care - Service Delivery Option 8 – Capture previously identified under spends and planned management efficiencies	This option is straightforward for the Council to take forward as these efficiencies have been identified as low risk. £86k relating to budget with no recurring commitment attached.	86	86	86	86	Yes	No			
PR a	Property a - Rationalise the management of the Property Design Team	Move to a single manager and the re-allocation of the Property Services Manager budget across both revenue and capital on a 40/60 basis to reflect the management responsibilities.	37	0	0	37	Yes		Yes	1.0	
PR b(i)	Property b(i) - Rationalise the existing Estates Management and Asset Management Services (Move to a single manager)	Move to a single manager to provide a more focussed and strategic approach to service delivery and create a Property Asset Technician post to redistribute workload more efficiently.	17	0	17	17	Yes		Yes	1.0	
PR b(ii)	Property b(ii) - Rationalise the existing Estates Management and Asset Management Services (reducing hours to reflect available resources)	Reduce one Estate Surveyor's hours from 35 to 14 hours per week to reflect the currently available resources and also to complement the service improvements envisaged from option b(i).	17	0	17	17	Yes		Yes	0.6	Yes
PR c(i)	Property c(i) - Rationalisation of the Property Maintenance and Building Services Teams (restructure)	Move to a structure with one Property Maintenance Manager to replace two Area Property Officers and through the amalgamation of Clerk of Works and Property Officer duties. This rationalisation is designed to deliver necessary improvements to the Council's asset management processes.	95	88	95	95	Yes		Yes		Yes
PR c(ii)	Property c(ii) - Rationalisation of the Property Maintenance and Building Services Teams (maintenance team reduction)	Reduce Maintenance team by one joiner position to take account of envisaged volumes of work.	25	25	25	25	Yes		Yes	1.0	
PR d(iii)	Property d(iii) - Rationalise the administration/clerical support (reduction of administrative structure)	Reduce administrative structure at Argyll House by one Clerical/Admin position. This will be taken into account under the overall rationalisation of clerical/administrative support.	19	0	19	19	Yes		Yes	1.0	
PR d(iv)	Property d(iv) - Rationalise the administration/clerical support (savings on transfer to another department)	Currently Facility Services carry out Leisure Services clerical/admin duties. 50% of a current clerical post can be saved once these duties are undertaken by Community Services.	9	0	9	9	Yes		Yes	0.5	Yes
PR j	Property j - Withdraw water cooler facilities in all offices.	Water cooler facilities have been provided in Council properties on an ad-hoc basis over the years. Their removal is now recommended as future provision will be managed on a corporate basis.	6	6	6	6	Yes				
PR k	Property k - Transfer standby service to private sector.	Standby services carried out by Property operatives will be passed onto contractors via updated contract terms.	6	0	6	6	Yes		Yes		Yes
PR l	Property l - Reduce water consumption in installation of advanced (automated) water meters.	The installation of advanced water meters is recommended to permit the identification of areas of inefficient water use. This will enable Property Services to address these matters on a programme basis with a view to delivering savings.	30	0	0	30	Yes				

YEAR 3 SERVICE REVIEWS
MANAGEMENT/OPERATIONAL OPTIONS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	HR		Terms and Conditions Changes
										Statutory Consultation	FTE Reduction	
PS1.1	Planning 1.1 - Remove vacant positions and restructure the team, combined with other workforce deployment and general efficiency savings	This option involves the deletion of 4 posts that are currently vacant with a restructuring of existing area teams to create a virtual office utilising mobile technology and flexible working practices to deliver greater efficiencies.	191	191	191	191	Yes		No	No	4.0	No
PS1.3	Planning 1.3 - Proactive approach to enforcement activity – retrospective planning applications	Increased income will be generated by taking a proactive approach to enforcement activity and protocols will be put in place to allow better debt recovery via Building Standards.	3	3	3	3	Yes		No	No	0.0	No
PS1.4	Planning 1.4 - Creation of a Coast and Countryside Trust	An Argyll and The Isles Coast and Countryside Trust will be created in order to mitigate against the removal of non core activities and help deliver key national and council outcomes.	0	0	0	0	Yes		No	No	0.0	No
PS1.5	Planning 1.5 - Increase income generation	Introduction of fees for additional services with increased income generation e.g. Building standards pre-validation check service.	2	2	2	2	Yes		No	No	0.0	No
STS1	Streetscene - In house performance improvement. Delivery of in-house services and integration with roads operations on islands and specific mainland areas.	This preferred option will utilise the potential for integrating management and supervisory posts with the roads service in specific island and mainland areas, which will not only derive cashable efficiency savings but will improve local management and operational accountability. The chosen and preferred option allows for the integration of Roads and Streetscene posts in four specific geographic areas to deliver improved operational management, local accountability and efficiencies to the service. These areas are the islands of Mull, Bute, and Islay and also the Kintyre peninsula. Total savings = £938k. Year 1 = £295k through management savings. The balance of the savings are policy related and will be delivered in years 2 and 3.	295	0	295	295	Yes		No	Yes	50.0	Yes
RD - 2d	Roads Design - In-house delivery with service improvements and capacity/capability top-up from external framework provider to cope with peaks and troughs in workload; closer teamworking with other units	Option 2d assumes most design and all client functions would be delivered in-house and envisages closer working arrangements and flexible resourcing between units to improve efficiency (including possible secondments). The existing staffing level is expected to reduce in 2011 to possibly 14 staff from the current 17 staff through natural wastage. The forecast work for 2011-12 would require a design staff of 17 (the current level). The best forecast available at this time for 2012-13 indicates a staffing requirement of 14-15 people. The firm workload will become clearer over the coming months.	0	0	0	0	Yes		No	No	4.0	No

YEAR 3 SERVICE REVIEWS
MANAGEMENT/OPERATIONAL OPTIONS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 £000	Management/Operational	Policy Change	Statutory Consultation	Statutory HR Consultation	HR FTE Reduction	Terms and Conditions Changes
NE - 2d	Network & Environment - In-house delivery with service improvements and capacity/capability top-up from external framework providers to cope with peaks and troughs in workload; closer teamworking with other units; elements of shared service delivery with neighbouring local authorities with respect to specific disciplines and expertise	The preferred option includes close team working between Network & Environment, Roads Operations, Roads Design and Amenity Services, including flexible resourcing arrangements across unit boundaries. Closer working arrangements would also facilitate a more integrated approach to asset management. This option assumes a separate policy function covering Traffic and Development Policy and Asset Management Policy, including grounds assets managed by Amenity Services/Streetscene.	185	166	185	185	Yes		No	Yes	3.0	Yes
FL02	Fleet - In House Performance Improvement - in 2012/13, in conjunction with a focussed programme of vehicle replacement and improved procurement to reduce the Council's risk exposure to escalating repair and maintenance costs from an ageing fleet.	In House Performance Improvement - in 2012/13, in conjunction with a focussed programme of vehicle replacement and improved procurement to reduce the Council's risk exposure to escalating repair and maintenance costs from an ageing fleet. Option 2 when implemented, provides the platform for the Council to consider the business case for Option 4 – Partial Vehicle Outsourcing - in year 2/3, when the future scale of fleet vehicle operations is determined by the outcome of the current Service Review process across the Council as a whole. Option 2 provides the opportunity to deliver circa £186,339 of Year 1 staff savings, staffing efficiencies and standardisation of Hire Desk charges. The proposed savings represent a cut in the staffing budget of 16%.	136	132	136	136	Yes			Yes	4.0	Yes
TOTAL MANAGEMENT/OPERATIONAL OPTIONS			2,782	1,642	2,536	2,782					115.8	

APPENDIX 2

YEAR 3 SERVICE REVIEWS
POLICY OPTIONS

Ref	Preferred Option	Description of Option - A more detailed explanation of the option and its implications will be given in this column	TOTAL AMOUNT £000	2012-13 £000	2013-14 £000	2014-15 Management/Operational £000	Policy Change	Statutory Consultation	HR		Terms and Conditions Changes
									Statutory HR Consultation	FTE Reduction	
HSR 1	Housing Improvement and Repair Grants - reduction in funding for Private Sector Housing including Care and Repair.	Proposed reductions in funding for Private Sector Housing Grants and Care and Repair Services. All private sector housing services, staffing and projects, are funded by the PSHG and split according to a national agreement, 40% (£0.94m) for revenue and 60% (£1.34m) for capital spend on project work (primarily adaptation and repair grants). This proposal would lead to savings of £130,890 (13.9%) from the revenue budget. Care & Repair receive funding of £298,610 for 2011/12 from the PSHG and deliver services under a Service Level Agreement (SLA). It is proposed to reduce the Care & Repair allocation to £59,000.	161	161	161	161	Yes	No	0.0	None	
ACSD04	Adult Care - Service Delivery Option 4 – Externalise internal service delivery in part (eg. SMIG)	This option assumes the council will agree to externalise and commission mental health support currently being provided by in house council support workers. £59k saving.	59	0	59	59	Yes	Yes	24.0	Yes	
PR g	Property g - Outsource the Estates Management Team to the Private Sector.	Presently this service is delivered via directly employed staff and consultants who are employed to provide specialist services. For the future, it is recognised that the Council would continue to employ staff to discharge client and contract administration/monitoring duties. While this is the case the current balance between directly employed staff and external consultants requires to be challenged. This is to ensure that the service remains cost effective and fit for purpose in terms of available skills and experience. It is recommended that further benchmarking and testing of the services available from external providers should be undertaken to allow a fully informed decision to be made for this option. In the interim the progression of option b will be considered at next budget round.	0	0	0	0	Yes	Yes			
STS2	Streetscene		643	0	0	643	Yes				
TOTAL POLICY OPTIONS			863	161	220	863			24.0		

REVENUE BUDGET 2012-13 to 2014-15
NON-PAY INFLATION

1. INTRODUCTION

- 1.1 This report provides Members with information on the cost of applying inflation to non-pay costs. It should be noted that inflation is only requested where it has been viewed as being unavoidable or inescapable, no general inflation has been included.

2. DETAIL

- 2.1 As part of the planning and budgeting process departments were asked to review the inflation assumptions agreed as part of the 2011-12 budget and advise of any changes to the assumptions, any assumptions no longer required and any additional assumptions required, if they were deemed to be unavoidable or inescapable.
- 2.2 The cost of applying inflation for 2012-13 to 2014-15 is £1.909m, £2.054m and £2.244m respectively. Details of the inflation assumptions, expressed in both percentage and monetary terms, are included within Appendix 1.
- 2.3 Inflation totals by Department are summarised in the table below, with further detail provided in Appendix 2.

Department	2012-13 £000	2013-14 £000	2014-15 £000
Chief Executive's Unit	1	1	1
Community Services	712	770	836
Customer Services	531	574	615
Development and Infrastructure	665	709	792
Total	1,909	2,054	2,244
Cumulative Total	1,909	3,963	6,207

- 2.4 The inflationary increase to fees and charges is detailed in a separate report on fees and charges.
- 2.5 CPI annual inflation was 5.0% in October 2011. As per the Bank of England Inflation Report in November 2011 the expectation is that CPI will fall to an average of 2.1% in 2012-13, 1.3% in 2013-14 and 1.4% in 2014-15. It should be noted that the probability of CPI being higher than 2.5% over the three years is 41% in 2012-13, 20% in 2013-14 and 23% in 2014-15.
- 2.6 If general inflation was included in the budget, using the latest CPI estimates, this would require further provision in the budget of £1.884m in 2012-13, £1.191m in 2013-14 and £1.299m in 2014-15.

Bruce West, Head of Strategic Finance
23 January 2012

Summary of Inflation Estimates

APPENDIX 1

	2011-12		2012-13		2013-14		2014-15	
	BASE	Year 1 INFLATION	Year 1 INFLATION	Year 2 INFLATION	Year 2 INFLATION	Year 3 INFLATION	Year 3 INFLATION	Year 3 INFLATION
	£000	%	£000	%	£000	%	£000	%
Fuel	1,395	15.0%	209	15.0%	241	15.0%	277	15.0%
Landfill Tax	1,780	14.3%	255	12.5%	254	12.5%	286	12.5%
Non-Domestic Rates Relief	96	1.5%	1	1.5%	1	1.5%	1	1.5%
Schools Residential Accommodation	220	4.3%	9	4.3%	10	4.3%	10	4.3%
Private Residential Care	6,285	2.5%	157	2.5%	161	2.5%	165	2.5%
Waste PPP Contract	4,786	2.5%	120	2.5%	123	2.5%	126	2.5%
Electricity	1,554	15.0%	233	15.0%	268	15.0%	308	15.0%
Street Lighting	493	15.0%	74	15.0%	85	15.0%	98	15.0%
Non-Domestic Rates	2,768	2.5%	69	2.5%	71	2.5%	73	2.5%
Homelessness - short term accommodation	1,024	5.6%	57	5.6%	61	5.6%	64	5.6%
Postages	516	2.5%	13	2.5%	13	2.5%	14	2.5%
School and Public Transport	6,514	4.9%	319	5.0%	342	5.0%	359	5.0%
Annual Software Maintenance Charges	493	1.7%	8	1.7%	9	1.7%	9	1.7%
Catering Purchases (including Milk)	1,672	5.0%	84	5.0%	88	5.0%	92	5.0%
Pre-Primary Partner Providers	1,109	3.0%	33	3.0%	34	3.0%	35	3.0%
Service Level Agreements - Events and Festivals	94	7.0%	7	7.0%	7	7.0%	8	7.0%
Sports and Physical Activity (Payments to Atlantis Leisure)	513	5.4%	28	5.4%	29	5.4%	31	5.4%
Free Personal Care Subsidy	1,976	2.0%	40	2.0%	40	2.0%	41	2.0%
Lease Agreement Mid Argyll Hospital and Intergrated Care Centre	71	6.0%	4	6.0%	5	6.0%	5	6.0%
Water	739	3.0%	22	3.0%	23	3.0%	24	3.0%
Gas	320	15.0%	48	15.0%	55	15.0%	63	15.0%
Heating Oil	792	15.0%	119	15.0%	137	15.0%	157	15.0%
TOTAL	35,208		1,909		2,056		2,245	
CUMULATIVE TOTAL			1,909		3,965		6,209	

Summary per Department of Inflation Estimates

APPENDIX 2

	2011-12		2012-13		2013-14		2014-15	
	BASE	Year 1 INFLATION	Year 1 INFLATION	Year 2 INFLATION	Year 2 INFLATION	Year 3 INFLATION	Year 3 INFLATION	Year 3 INFLATION
	£000	%	£000	%	£000	%	£000	%
<u>Chief Executive's Unit</u>								
Postages	22	2.5%	1	2.5%	1	2.5%	1	2.5%
Annual Software Maintenance Charges	32	1.7%	1	1.7%	1	1.7%	1	1.7%
Chief Executive's Unit	54		1		1		1	
<u>Community Services</u>								
Fuel	74	15.0%	11	15.0%	13	15.0%	15	15.0%
Schools Residential Accommodation	220	4.3%	9	4.3%	10	4.3%	10	4.3%
Private Residential Care	6,285	2.5%	157	2.5%	161	2.5%	165	2.5%
Electricity	991	15.0%	149	15.0%	171	15.0%	197	15.0%
Non-Domestic Rates	1,664	2.5%	42	2.5%	43	2.5%	44	2.5%
Homelessness - short term accommodation	1,024	5.6%	57	5.6%	61	5.6%	64	5.6%
Postages	131	2.5%	3	2.5%	3	2.5%	3	2.5%
Annual Software Maintenance Charges	11	1.7%	0	1.7%	0	1.7%	0	1.7%
Catering Purchases (including Milk)	423	5.0%	21	5.0%	22	5.0%	23	5.0%
Pre-Primary Partner Providers	1,109	3.0%	33	3.0%	34	3.0%	35	3.0%
Service Level Agreements - Events and Festivals	94	7.0%	7	7.0%	7	7.0%	8	7.0%
Sports and Physical Activity (Payments to	513	5.4%	28	5.4%	29	5.4%	31	5.4%
Free Personal Care Subsidy	1,976	2.0%	40	2.0%	40	2.0%	41	2.0%
Lease Agreement Mid Argyll Hospital and	71	6.0%	4	6.0%	5	6.0%	5	6.0%
Water	441	3.0%	13	3.0%	14	3.0%	14	3.0%
Gas	256	15.0%	38	15.0%	44	15.0%	51	15.0%
Heating Oil	659	15.0%	99	15.0%	114	15.0%	131	15.0%

Summary per Department of Inflation Estimates

APPENDIX 2

	2011-12		2012-13		2013-14		2014-15	
	BASE	Year 1 INFLATION	Year 1 INFLATION	Year 2 INFLATION	Year 2 INFLATION	Year 3 INFLATION	Year 3 INFLATION	Year 3 INFLATION
	£000	%	£000	%	£000	%	£000	%
Community Services	15,941		712		770		836	
<u>Customer Services</u>								
Fuel	146	15.0%	22	15.0%	25	15.0%	29	15.0%
Non-Domestic Rates Relief	96	1.5%	1	1.5%	1	1.5%	1	1.5%
Electricity	455	15.0%	68	15.0%	79	15.0%	90	15.0%
Non-Domestic Rates	706	2.5%	18	2.5%	18	2.5%	19	2.5%
Postages	319	2.5%	8	2.5%	8	2.5%	8	2.5%
School and Public Transport	6,514	4.9%	319	5.0%	342	5.0%	359	5.0%
Annual Software Maintenance Charges	404	1.7%	7	1.7%	7	1.7%	7	1.7%
Catering Purchases (including Milk)	1,248	5.0%	62	5.0%	66	5.0%	69	5.0%
Water	140	3.0%	4	3.0%	4	3.0%	4	3.0%
Gas	34	15.0%	5	15.0%	6	15.0%	7	15.0%
Heating Oil	108	15.0%	16	15.0%	19	15.0%	21	15.0%
Customer Services	10,170		531		574		615	
<u>Development & Infrastructure Services</u>								
Fuel	1,173	15.0%	176	15.0%	202	15.0%	233	15.0%
Landfill Tax	1,780	14.3%	255	12.5%	254	12.5%	286	12.5%
Waste PPP Contract	4,786	2.5%	120	2.5%	123	2.5%	126	2.5%
Electricity	108	15.0%	16	15.0%	19	15.0%	21	15.0%
Street Lighting	493	15.0%	74	15.0%	85	15.0%	98	15.0%
Non-Domestic Rates	398	2.5%	10	2.5%	10	2.5%	10	2.5%
Postages	44	2.5%	1	2.5%	1	2.5%	1	2.5%

Summary per Department of Inflation Estimates

APPENDIX 2

	2011-12		2012-13		2013-14		2014-15	
	BASE	Year 1 INFLATION	Year 1 INFLATION	Year 2 INFLATION	Year 2 INFLATION	Year 3 INFLATION	Year 3 INFLATION	Year 3 INFLATION
	£000	%	£000	%	£000	%	£000	%
Annual Software Maintenance Charges	46	1.7%	1	1.7%	1	1.7%	1	1.7%
Water	158	3.0%	5	3.0%	5	3.0%	5	3.0%
Gas	30	15.0%	4	15.0%	5	15.0%	6	15.0%
Heating Oil	25	15.0%	4	15.0%	4	15.0%	5	15.0%
Development & Infrastructure Services	9,041		665		709		792	
<u>Other Operating Income & Expenditure</u>								
Fuel	2	15.0%	0	15.0%	0	15.0%	0	15.0%
Other Operating Income & Expenditure	2		0		0		0	
TOTAL	35,208		1,909		2,056		2,245	
CUMULATIVE TOTAL			1,909		3,965		6,209	

**REVENUE BUDGET 2012-13 to 2014-15
COST PRESSURES, DEMAND PRESSURES AND REVISED SAVINGS**

1. INTRODUCTION

1.1 This report provides Members with information on the cost and demand pressures and revised approved savings seeking additional funding as part of the 2012-13 budget process.

2. DETAIL

2.1 As part of the planning and budgeting process departments were asked to consider any cost pressures and demand pressures facing their services over the next three years and in addition to report any changes for delivering savings already approved as part of the budget process 2011-12.

2.2 All services face pressure to increase expenditure, a cost pressure is an unavoidable cost increase to the service. These exclude inflation and would also exclude the cost of expanded or additional service delivery.

2.3 A demand pressure is an additional cost associated with expanded or additional service delivery that is required due to circumstances that place more demand on the service, for example a projected increase in the number of clients.

2.4 Revised savings relate to changes identified as part of implementing savings approved during the 2011-12 budget setting process, either from service review or further savings options.

2.5 The cost and demand pressures and revised savings submitted by services for 2012-13 to 2014-15 are summarised below:

Service	2012-13 £000	2013-14 £000	2014-15 £000
Cost Pressures:			
Customer and Support Services	0	155	306
Facility Services	12	28	50
Governance and Law	200	0	0
Social Work (Adult Care and Children & Families)	51	51	51
Total Cost Pressures	263	234	407
Demand Pressures:			
Adult Care	466	535	600
Children and Families	171	422	459
Total Demand Pressures	637	957	1,059
Revised Savings:			
Education	110	0	0

Facility Services	452	346	246
Total Revised Savings	562	346	246
Grand Total	1,462	1,537	1,712

- 2.6 Detail of the individual cost pressures, demand pressures and revised savings, including the risks associated with non-approval are included as Appendix 1.
- 2.7 Broadband Pathfinder funding is being removed from 2014-15, information is not yet available on the financial implications of this although original estimates indicate the cost pressure could be significant. Alternative funding for this is being actively pursued and the contract arrangements would be reviewed to minimise the cost pressure. Failure to provide for this would have a detrimental impact on the ability of the Council to meet IT performance targets/requirements.

Bruce West
Head of Strategic Finance
23 January 2012

**REVENUE BUDGET 2012-13 to 2014-15
COST PRESSURES**

Service	Detail	Risk	Base Budget 2012-13 £000	Cost Pressure 2012-13 £000	Cost Pressure 2013-14 £000	Cost Pressure 2014-15 £000
Customer & Support Services	The introduction of Universal Credit in 2013 will mean new claimant cases for housing benefit no longer being handled under the current system, thereby impacting on LA caseload. Before the migration begins the DWP will also need to agree the methodology for distributing the overall subsidy allocation. As this policy is currently being worked through, they have advised that it is too early to be able to announce any funding beyond 2012/13. Housing Benefit administration subsidy circular HB/CTB S6/2011 has detailed that nationally the main subsidy will reduce by 4.85% from £488.4m to £464.7m. The additional subsidy has reduced by 6.12% from £49m to £46m. From 2013/14 the universal credit will further impact as there will be no new claims a further reduction of 30% is therefore anticipated year on year.	Failure to re-instate the employee budget that corresponds to this income would impact on our ability to meet targets for dealing with an increasing caseload.	336	0	155	306
Governance & Law	Election - one off cost pressure for the Local Government Election in May 2012.	Failure to increase the budget would impact on our ability to meet election requirements within base budget.	0	200	0	0
Facility Services	SPT payments for the concessionary travel scheme (THIS COST PRESSURE WAS AGREED AS PART OF THE 2011-12 BUDGET PROCESS)	Failure to increase the budget would impact on our ability to meet concessionary travel scheme requirements within base budget.	148	12	28	50
Social Work (Adult Care and Children & Families)	The withdrawal of some local authorities from the out-of-hours standby service, provided by Glasgow City Council, has resulted in an increased cost to remaining authorities.	Loss of out-of-hours service	61	51	51	51
COST PRESSURES TOTAL			545	263	234	407

**REVENUE BUDGET 2012-13 to 2014-15
DEMAND PRESSURES**

Service	Detail	Risk	Base Budget 2012-13 £000	Demand Pressure 2012-13 £000	Demand Pressure 2013-14 £000	Demand Pressure 2014-15 £000
Adult Care - Homecare	Growth of Elderly Population. It was originally anticipated that this pressure could have been absorbed within existing budget, however the current projection for 2012-13 based on the existing client base is an overspend of £266k. It has become apparent that the additional growth cannot be covered from existing resources and based on current information it is assumed there will be no positive financial impact in 2012-13 from the review of older people's services.	No budgetary increase for growth in elderly population could lead to overcommitment of budget and this could affect service delivery if steps are required to bring spend back into line with budget. The growth in Homecare between October 2010 and October 2011 was an increase of 14.9%.	16,787	205	274	339
Adult Care - Supported Living	Committed care package costs that exceed current available budget in 2012/13.	No budgetary control could lead to over commitment of budget and this could affect service delivery if steps are required to be taken to bring spend back into alignment with budget.	6,465	261	261	261

Service	Detail	Risk	Base Budget 2012-13	Demand Pressure 2012-13	Demand Pressure 2013-14	Demand Pressure 2014-15
Children and Families - Fostering	Additional cost of implementing new kinship care rates (agreed by Executive 02/06/11). There has been a delay in the implementation of the new kinship payment scheme during 2011-12 which will result in an underspend in the current year, it is proposed that this underspend will be earmarked and carried forward to offset the demand pressure in 2012-13, therefore removing the requirement for additional budget in that year only.	Kinship placements break down and children have to be accommodated	122	0	251	288
Children and Families: Family Placement Team, Long Term Care Planning and Throughcare	Enhancement of current teams to allow foster carer assessments to be undertaken, to implement the new kinship scheme, progress long-term care planning and to support young people leaving care.	Insufficient number of foster carers could result in children having to be placed in external placements and there is a risk that placements do not meet the needs of young people. Placements may be prolonged due to insufficient resources to undertake the necessary throughcare planning. In addition the Council would be failing in its legal duty to young people leaving care and the welfare of the young people would be adversely affected.	661	171	171	171
DEMAND PRESSURES TOTAL			24,035	637	957	1,059

**REVENUE BUDGET 2012-13 to 2014-15
REVISED SAVINGS TO THOSE AGREED AS PART OF 2011-12 BUDGET**

Service	Saving Option	Savings Reference	Reason for Revision and Action being Taken	Cost of Revised Saving 2012-13 £000	Cost of Revised Saving 2013-14 £000	Cost of Revised Saving 2014-15 £000
Education	The creation of an Arts and Culture Fund and the commissioning of an external social enterprise company to manage this fund. This will facilitate a service to both education and the community	ED05	Arising from changes and uncertainty regarding the funding streams for this proposal a review of the business case and the related operational and financial issues is currently being undertaken. The outcome of this will be reflected in an updated proposal.	110	0	0
Facility Services	Review of Procurement Process for Transportation Contracts	SPT2	Detailed consideration has been given to the development of a sourcing strategy to optimise the effectiveness of the procurement process given the nature of the market and risks associated with this option. There remains a risk that the future savings to be secured through further procurement exercises may not materialise however the approach being adopted seeks to mitigate and manage this to optimise the Council's position.	340	240	140
Facility Services	Withdraw from the provision of Steward and Cleaning services to Community Centres	CCJ4	Following further consultation with community centre councils a revised approach is to be adopted which still achieves part of the saving.	112	106	106
REVISED SAVINGS				562	346	246

REVENUE BUDGET 2012-13 to 2014-15
FEES AND CHARGES

1 INTRODUCTION

- 1.1 This report provides Members with information in relation to fees and charges for 2012-13 and provides an estimate of an inflation increase for 2013-14 and 2014-15.

2. DETAIL

- 2.1 The Council raises fees and charges for a number of services it delivers and a review of the level of fees and charges is carried out each year.
- 2.2 In general it is proposed to increase fees and charges by 3% for 2012-13. In some cases fees and charges are rounded up or down and that gives a variation from the simple 3%.
- 2.3 There are a number of exceptions to the 3% standard increase, for example:
- Commercial Refuse and Waste Disposal where the landfill is also included
 - No increase in car parking – the new policy is under way
 - Public Convenience Turnstiles – left at last year's price due to cost of upgrading machines
 - Charges for all internet payments for 2012-13 increased by 1.89%.
- 2.4 A new charging scheme for Community Based Care Services was introduced on 1 April 2011. A review of the scheme has taken place and it is proposed not to increase the charges in 2012-13.
- 2.5 Appendix 1 contains the full list of fees and charges for each department.
- 2.6 The proposed inflationary increase to fees and charges will yield £466,354 within 2012-13. On the basis that budget information is provided for three years, if a further 3% increase in charges were applied in 2013-14 and 2014-15, this would yield an additional £473,920 in 2013-14 and £482,072 in 2014-15.

Bruce West
Head of Strategic Finance
23 January 2012

APPENDIX 1

FEES AND CHARGES

PROPOSED FOR 2012-13

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Traffic Management	40-41

Social Work

Description Of Charge	2011-2012	2012-2013	Increase £	Increase %	Comment
Local Authority Residential Care Provision (Community Care) Weekly Charge					
Respite:					
Over 60 (weekly charge)	982.80	1,012.30	29.50	3.00%	Proposed 3%
25 – 59 (weekly charge)	164.25				Scottish Government Allowance Rates required for calculation unavailable at the moment
18 – 24 (weekly charge)	100.20				Scottish Government Allowance Rates required for calculation unavailable at the moment
	86.15				Scottish Government Allowance Rates required for calculation unavailable at the moment
Approved Weekly Rates for Private Providers					
Residential Care:					
Elderly rate, as per COSLA agreement	474.16				2012-13 Still to be confirmed by COSLA
Enhanced Residential Rate (specific criteria)	510.00				2012-13 Still to be confirmed by COSLA
Learning Disability	367.10	378.00	10.90	2.97%	Proposed 3%
Nursing Care:					
Elderly rate, as per COSLA agreement	550.81				2012-13 Still to be confirmed by COSLA
Learning Disability	464.90	479.00	14.10	3.03%	Proposed 3%
Non-Residential Services					
Meals on Wheels – per meal	3.60	3.70	0.10	2.78%	Proposed 3%
Lunch Clubs – per meal	3.40	3.50	0.10	2.94%	Proposed 3%
Community Alarms – per week	4.40	4.55	0.15	3.41%	Proposed 3%
Home Help – hourly rate	14.60	14.60	0.00	0.00%	No proposed increase for 2012-13
Housing Support - hourly Rate	14.60	14.60	0.00	0.00%	No proposed increase for 2012-13
Employment Support - hourly Rate	14.60	14.60	0.00	0.00%	No proposed increase for 2012-13
Sleepover Service - per night	51.60	51.60	0.00	0.00%	No proposed increase for 2012-13
Transport - per day	2.25	2.25	0.00	0.00%	No proposed increase for 2012-13
Elderly Day Care - hourly rate	7.05	7.05	0.00	0.00%	No proposed increase for 2012-13
Learning Disability Resource Centre Service - hourly rate	18.45	18.45	0.00	0.00%	No proposed increase for 2012-13
Provision of Occupational Therapy Consultation:					
Per assessment / consultation	187.70	193.30	5.60	2.98%	Proposed 3%
Provision of Professional Services:					

Social Work

Description Of Charge	2011-2012	2012-2013	Increase £	Increase %	Comment
Per Community Care Assessment / Consultation	470.20	484.30	14.10	3.00%	Proposed 3%
Full Needs Assessment only	357.00	367.70	10.70	3.00%	Proposed 3%
Needs Review Only	130.60	134.50	3.90	2.99%	Proposed 3%
Housing:					
Homeless Tenants Service Charge per week	35.30	36.40	1.10	3.12%	Proposed 3%
Children & Families - Local Authority Residential Care Provision:					
Dunclutha (weekly charge)	1,477.00	1,741.00	264.00	17.87%	Based on Unit Cost Increased unit cost between 2011-12 and 2012-13 results from the service review decision to reduce the unit's capacity from 10 to 6 children during 2011-12.
Shellach View (weekly charge)	1,841.00	1,547.00	-294.00	-15.97%	Based on Unit Cost A revised staffing structure implemented during 2011-12 has reduced the unit cost.
Helensburgh (weekly charge)	1,477.00	1,507.00	30.00	2.03%	Based on Unit Cost Increased unit cost between 2011-12 and 2012-13 results from the service review decision to reduce the unit's capacity from 7 to 6 children during 2011-12.
Children & Families - Residential Care Parental Contributions:					
Parents in receipt of income support	NIL	NIL			
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			
Children & Families - Other Charges:					
Inter-Country Adoptions	4,929.14	5,077.00	147.86	3.00%	
Inter-Authority Substitute Family Care Placements:					
within Scotland	In line with BAAF recommended figures	In line with BAAF recommended figures			

Social Work

Description Of Charge	2011-2012	2012-2013	Increase £	Increase %	Comment
elsewhere - 1 child	In line with BAAF recommended figures	In line with BAAF recommended figures			
elsewhere - 2 children (siblings placed together)	In line with BAAF recommended figures	In line with BAAF recommended figures			
elsewhere - 3 children (siblings placed together)	In line with BAAF recommended figures	In line with BAAF recommended figures			

Leisure - Halls

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)

	2011/12 (per hour)	2012/13 (per hour)	Increase (£)	Increase (%)	Comment
Monday - Friday 0900 - 1700	17.70	18.20	0.50	2.8%	
Monday - Friday from 1700	34.90	35.90	1.00	2.9%	
Saturday and Sunday	34.90	35.90	1.00	2.9%	

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 £8.80 per hour (£9.10 per hour 12/13) (Monday to Friday 0900-1700), and £17.70 per hour (£18.20 per hour 12/13) (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)

	2011/12 (per hour)	2012/13 (per hour)	Increase (£)	Increase (%)	Comment
Monday - Friday 0900 - 1700	33.90	34.90	1.00	2.9%	
Monday - Friday from 1700	54.10	55.70	1.60	3.0%	
Saturday and Sunday	54.10	55.70	1.60	3.0%	

Rental includes services of a Duty Officer and one member of staff. Additional staff required (e.g. stewards, technicians etc) will be charged at £17.70 per hour each (£18.20 per hour each 12/13)

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 £8.80 per hour (£9.10 per hour 12/13) (Monday to Friday 09:00 -17:00pm), and £17.70 per hour (£18.20 per hour 12/13) (after 17:00 hours and weekends)

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

Commercial (including profit-making shows and concerts)

	2011/12 (per hour)	2012/13 (per hour)	Increase (£)	Increase (%)	Comment
Monday - Friday 0900 - 1700	101.90	105.00	3.10	3.0%	
Monday - Friday after 1700	136.20	140.30	4.10	3.0%	
Saturday and Sunday	136.20	140.30	4.10	3.0%	

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

Leisure - Halls

Rental includes services of a Duty Officer and one member of staff. Additional staff required (e.g. stewards, technicians etc) will be charged at £17.70 per hour each (£18.20 per hour each 12/13)

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 £8.80 per hour (£9.10 per hour 12/13) (weekdays), and £17.70 per hour (£18.20 per hour 12/13) (weekends)

Meeting Rooms & Suites

	2011/12 (per hour)	2012/13 (per hour)	Increase (£)	Increase (%)	Comment
Monday - Friday 0900 - 1700	10.20	10.50	0.30	2.9%	
Monday - Friday after 1700	10.20	10.50	0.30	2.9%	
Saturday and Sunday	10.20	10.50	0.30	2.9%	

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

	2011/12 (per hour)	2012/13 (per hour)	Increase (£)	Increase (%)	Comment
Monday - Friday 0900 - 1700	17.00	17.50	0.50	2.9%	
Monday - Friday after 1700	17.00	17.50	0.50	2.9%	
Saturday and Sunday	17.00	17.50	0.50	2.9%	

Hire of equipment

	2011/12 (per half day)	2012/13 (per half day)	Increase (£)	Increase (%)	Comment
TV & Video	11.40	11.70	0.30	2.6%	
Powerpoint	11.40	11.70	0.30	2.6%	
Flip Chart	8.50	8.80	0.30	3.5%	
OHP	11.40	11.70	0.30	2.6%	

Leisure - Pools

SWIMMING POOLS	2011/12			2012/2013			2011/2012			2012/2013			Increase %
	Adult NET	Adult GROSS	VAT	Adult NET	Adult GROSS	VAT	Concession NET	VAT	Concession GROSS	Concession NET	VAT	Concession GROSS	
Maximum Charges in Council Properties													
Spectator	0.88	1.05	0.18	0.92	1.10	0.18	0.46	0.09	0.55	0.46	0.09	0.55	0.00
Swim (including flume)	3.83	4.60	0.77	3.96	4.75	0.79	2.83	0.57	3.40	2.92	0.58	3.50	0.10
Swim	3.08	3.70	0.62	3.17	3.80	0.63	1.54	0.31	1.85	1.58	0.32	1.90	0.05
Member Swim (45 minutes)	2.75	3.30	0.55	2.83	3.40	0.57	1.33	0.27	1.60	1.38	0.28	1.65	0.05
20 Swim Punch Card	45.13	54.15	9.03	46.46	55.75	9.29	23.92	4.78	28.70	24.63	4.93	29.55	0.85
Sauna	5.04	6.05	1.01	5.21	6.25	1.04	2.83	0.57	3.40	2.92	0.58	3.50	0.10
Swimming Lessons (Per Lesson)	5.83	7.00	1.17	6.00	7.20	1.20	4.21	0.84	5.05	4.33	0.87	5.20	0.15
Shower	2.92	3.50	0.58	3.00	3.60	0.60	1.33	0.27	1.60	1.38	0.28	1.65	0.05
Hire of Equipment	1.33	1.60	0.27	1.38	1.65	0.28	1.25	0.25	1.50	1.29	0.26	1.55	0.05
Pool Hire - Gala (per hour)	29.21	35.05	5.84	30.08	36.10	6.02	29.21	5.84	35.05	30.08	6.02	36.10	1.05
<i>(or 55 pence per person, whichever is greater)</i>													
Pool Hire - Club Gala (per hour)	86.75	104.10	17.35	89.33	107.20	17.87	86.75	17.35	104.10	89.33	17.87	107.20	3.10

THESE ARE THE **MAXIMUM CHARGES** THAT CAN BE APPLIED. THE ACTUAL CHARGES WILL VARY FROM FACILITY TO FACILITY.

The Council will follow ISRM Admission Policy and will undertake risk assessment to determine the safe level of adult supervision of children.

Applies from Monday - Friday from opening time to 5.00pm when the pool is available for public use - check with individual pools

Lesson charges apply to courses of lessons

Pool Hire for a Gala applies to non profit making clubs and organisations only and allows the hirer to collect the income from users and spectators.

Sauna prices apply to persons over 16 years of age. Concession prices apply only to adults 60 years of age or over during stated times.

Note:

Children under 5 are admitted FREE OF CHARGE but must be accompanied by an adult
Members are residents shown as regular users
Lessons are shown **per lesson**. This charge also covers admission.

Leisure - Sports Centre

SPORTS CENTRE	2011/12			2012/13			2011/12			2012/13					
	Adult NET	VAT	Adult GROSS	Adult NET	VAT	Adult GROSS	Concession NET	VAT	Concession GROSS	Concession NET	VAT	Concession GROSS			
All activity charges are per hour unless otherwise stated															
Spectator/Admission	0.88	0.18	1.05	0.92	0.18	1.10	0.46	0.09	0.55	0.46	0.09	0.55	0.00	0.00	0.00%
20 Admission Punchcard	14.00	2.80	16.80	14.42	2.88	17.30	7.00	1.40	8.40	7.21	1.44	8.65	0.25	0.25	3.0%
Quarter Hall (Badminton etc)	6.13	1.23	7.35	6.29	1.26	7.55	3.04	0.61	3.65	3.13	0.63	3.75	0.10	0.10	2.7%
Half Hall (Bowls etc)	12.21	2.44	14.65	12.58	2.52	15.10	6.08	1.22	7.30	6.26	1.25	7.50	0.20	0.20	2.7%
Whole Hall (Football etc)	23.46	4.69	28.15	24.17	4.83	29.00	12.13	2.43	14.55	12.50	2.50	15.00	0.45	0.45	3.1%
Hire of Gymnasium	9.33	1.87	11.20	9.63	1.93	11.55	4.71	0.94	5.65	4.83	0.97	5.80	0.15	0.15	2.7%
Squash Court (per 40 minutes)	4.71	0.94	5.65	4.83	0.97	5.80	2.33	0.47	2.80	2.42	0.48	2.90	0.10	0.10	3.6%
Off Peak Squash (Before 5.00pm Monday - Friday)	3.71	0.74	4.45	3.83	0.77	4.60	1.92	0.38	2.30	1.96	0.39	2.35	0.05	0.05	2.2%
Fitness Suite	3.71	0.74	4.45	3.83	0.77	4.60	2.33	0.47	2.80	2.42	0.48	2.90	0.10	0.10	3.6%
Off Peak Fitness Suite (Before 5.00pm Monday - Friday)	2.33	0.47	2.80	2.42	0.48	2.90	2.33	0.47	2.80	2.42	0.48	2.90	0.10	0.10	3.6%
Group Activity (Spinning, Circuits)	2.83	0.57	3.40	2.92	0.58	3.50	NA	NA	NA	NA	NA	NA	NA	NA	NA
Sports Centre Activity (Netball, Basketball, Volleyball etc)	2.33	0.47	2.80	2.42	0.48	2.90	1.25	0.25	1.50	1.29	0.26	1.55	0.05	0.05	3.3%
Hire of Equipment (per item)	1.42	0.28	1.70	1.46	0.29	1.75	1.38	0.28	1.65	1.42	0.28	1.70	0.05	0.05	3.0%
Trampoline (per hours + Hall + Admissions)	18.75	3.75	22.50	19.33	3.87	23.20	18.75	3.75	22.50	19.33	3.87	23.20	0.70	0.70	3.1%
Shower (per person)	0.96	0.19	1.15	1.00	0.20	1.20	0.50	0.10	0.60	0.50	0.10	0.60	0.00	0.00	0.0%
Dance Studio (per person)	6.13	1.23	7.35	6.29	1.26	7.55	3.04	0.61	3.65	3.13	0.63	3.75	0.10	0.10	2.7%
All Weather Pitch	37.62	7.52	45.14	38.75	7.75	46.50	28.33	5.67	34.00	29.17	5.83	35.00	1.00	1.00	2.9%
7-a-side Pitch	19.04	3.81	22.85	19.63	3.93	23.55	14.17	2.83	17.00	14.58	2.92	17.50	0.50	0.50	2.9%
Grass Pitch/Games	53.13	10.63	63.75	54.71	10.94	65.65	26.54	5.31	31.85	27.33	5.47	32.80	0.95	0.95	3.0%
Grass Pitch/Training	13.29	2.66	15.95	13.71	2.74	16.45	13.29	2.66	15.95	13.71	2.74	16.45	0.50	0.50	3.1%

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.

Other Community Services

Description Of Charge	2011/12			2012/13			Increase £	Increase %	Comment
	Net	VAT	Gross	Net	VAT	Gross			
Mini Bus Hire									
Up to 4 hours	26.70	5.34	32.04	27.50	5.50	33.00	0.96	3.00%	
Per day	53.40	10.68	64.08	55.00	11.00	66.00	1.92	3.00%	
School Letting Charges per hour									
Category B (room let)	8.90	n/a	8.90	9.15	n/a	9.15	0.25	2.81%	VAT status exempt
Category C (room let)	24.60	n/a	24.60	25.35	n/a	25.35	0.75	3.05%	VAT status exempt
Category B (sport facilities)	9.17	1.83	11.00	9.46	1.89	11.35	0.35	3.14%	
Category C (sport facilities)	25.00	5.00	30.00	25.75	5.15	30.90	0.90	3.00%	
Pitch Letting Charges per hour									
Category B (with changing room)	20.83	4.17	25.00	21.46	4.29	25.75	0.75	3.02%	
Category B (without changing room)	11.67	2.33	14.00	12.00	2.40	14.40	0.40	2.83%	
Category C (with changing room)	61.67	12.33	74.00	63.50	12.70	76.20	2.20	2.97%	
Category C (without changing room)	42.50	8.50	51.00	43.79	8.76	52.55	1.55	3.04%	
Adult Education Course Fees									
Vocational 40 Hour Courses	69.20	n/a	69.20	71.30	n/a	71.30	2.10	3.03%	VAT status exempt
Non-vocational 20 Hour Courses	34.60	n/a	34.60	35.65	n/a	35.65	1.05	3.03%	VAT status exempt
Photocopying									
A4 (black & white) per side	0.15	0.00	0.15	0.15	0.00	0.15	0.00	0.00%	had large increase in 2011/12
A4 (coloured) per side	0.30	0.00	0.30	0.30	0.00	0.30	0.00	0.00%	had large increase in 2011/12
Fax									
Minimum charge (less than 10 seconds)	0.23	0.00	0.23	0.25	0.00	0.25	0.02	8.70%	Rounding
rate per 10 seconds thereafter	0.05	0.00	0.05	0.05	0.00	0.05	0.00	0.00%	Rounding
Receiving, per sheet (libraries)	0.56	0.00	0.56	0.60	0.00	0.60	0.04	7.14%	Rounding
Sale of Meals to Pupils - per meal	2.00	0.00	2.00	2.05	0.00	2.05	0.05	2.50%	Rounding
Section 23 Charges per annum:									
Parklands	33,212.00	0.00	33,212.00	34,208.00	0.00	34,208.00	996.00	3.00%	Based on uprating of existing charge. May need to review after Parklands restructuring.
Community Services Training Room, Whitegates - room hire:									
Outwith Community Services:									
Half day	79.56	0.00	79.56	81.95	0.00	81.95	2.39	3.00%	
Full day	159.12	0.00	159.12	163.90	0.00	163.90	4.78	3.00%	
Hostel & Inveraray Primary Charges - room hire:									
Children's Hearing:									
Half day	17.39	0.00	17.39	17.90	0.00	17.90	0.51	2.93%	Rounding
Full day	28.98	0.00	28.98	29.85	0.00	29.85	0.87	3.00%	
Any other organisation									
Half day	28.98	0.00	28.98	29.85	0.00	29.85	0.87	3.00%	
Full day	52.16	0.00	52.16	53.70	0.00	53.70	1.54	2.95%	Rounding
Hostel & Inveraray Primary Charges - catering:									
Tea/Coffee and Biscuits	2.49	0.00	2.49	2.55	0.00	2.55	0.06	2.41%	Rounding

Other Community Services

Description Of Charge	2011/12				2012/13				Increase £	Increase %	Comment
Soup and Sandwiches	4.90	0.00	4.90	5.05	0.00	5.05	0.15	3.06%	Rounding		
Lunch (2 course with coffee)	7.54	0.00	7.54	7.75	0.00	7.75	0.21	2.79%	Rounding		
Hostel Charges - accommodation:											
Argyll and Bute Council											
Bed and Breakfast	28.98	0.00	28.98	29.85	0.00	29.85	0.87	3.00%			
Half Board	40.56	0.00	40.56	41.80	0.00	41.80	1.24	3.06%	Rounding		
Other Groups											
Bed and Breakfast	28.98	0.00	28.98	29.85	0.00	29.85	0.87	3.00%			
Half Board	40.56	0.00	40.56	41.80	0.00	41.80	1.24	3.06%	Rounding		
Full Board	46.36	0.00	46.36	47.75	0.00	47.75	1.39	3.00%			
Instrumental Instruction Charges - per annum	134.00	0.00	134.00	138.00	0.00	138.00	4.00	2.99%	Rounding		
Libraries:											
Overdue charge - per item, per day (pro-rata for mobile libraries):											
adult	0.14	0.00	0.14	0.15	0.00	0.15	0.01	7.14%	Rounding		
concession	0.06	0.00	0.06	0.06	0.00	0.06	0.00	0.00%	Rounding		
Overdue notices:											
adult	0.56	0.00	0.56	0.60	0.00	0.60	0.04	7.14%	Rounding		
concession	0.29	0.00	0.29	0.30	0.00	0.30	0.01	3.45%	Rounding		
Requests per title:											
adult	0.78	0.00	0.78	0.80	0.00	0.80	0.02	2.56%	Rounding		
concession	0.40	0.00	0.40	0.40	0.00	0.40	0.00	0.00%	Rounding		
Inter library loans				borrower covers cost of postage							
Lost or damaged stock				full cost or like-for-like replacement							
Loss of computerised membership card:											
adult	2.25	0.00	2.25	2.30	0.00	2.30	0.05	2.22%	Rounding		
concession	1.14	0.00	1.14	1.15	0.00	1.15	0.01	0.88%	Rounding		

Customer Services

Description of Charge	2011/12 Charge			2012/13 Charge			Increase	% Increase	Comment
	NET	VAT	GROSS	NET	VAT	GROSS			
Solicitors Property Enquiry Certificates	£120.00	-	£120.00	£120.00	-	£120.00	£0.00	0.0%	
Scottish Water Collection fee unit charge per SLA	£6.29	-	£6.29	£6.29	-	£6.29	£0.00	0.0%	No notification from Scottish Water of new charge yet.
Commission on trade union deductions	2.50%	-	2.50%	2.50%	-	2.50%	£0.00	0.0%	
Arrestment handling charge per item	£1.00	-	£1.00	£1.00	-	£1.00	£0.00	0.0%	
Charges for credit card payment	1.89%	-	1.89%	1.89%	-	1.89%	£0.00	0.0%	
Charges for internet credit card payments	1.80%	-	1.80%	1.89%	-	1.89%	£0.00	5.0%	Increase from card provider being passed on to card users.
Taxi Car Licence	£369.00	-	£369.00	£380.00	-	£380.00	£11.00	3.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Private Hire Car Licence	£369.00	-	£369.00	£380.00	-	£380.00	£11.00	3.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Taxi/Private Hire Car Driver Licence	£92.00	-	£92.00	£95.00	-	£95.00	£3.00	3.3%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Second Hand Dealer Licence	£369.00	-	£369.00	£380.00	-	£380.00	£11.00	3.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Second Hand Motor Dealer Licence	£425.00	-	£425.00	£440.00	-	£440.00	£15.00	3.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Metal Dealer Licence	£425.00	-	£425.00	£440.00	-	£440.00	£15.00	3.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Boat Hire Licence	£220.00	-	£220.00	£230.00	-	£230.00	£10.00	4.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Street Trader Licence	£220.00	-	£220.00	£230.00	-	£230.00	£10.00	4.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Street Trader - Charity/Temporary	£72.00	-	£72.00	£75.00	-	£75.00	£3.00	4.2%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Market Operator Licence	£425.00	-	£425.00	£440.00	-	£440.00	£15.00	3.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Market Operator - voluntary/charitable organisation holding one event per year	£141.00	-	£141.00	£145.00	-	£145.00	£4.00	2.8%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Public Entertainment Licence	£425.00	-	£425.00	£440.00	-	£440.00	£15.00	3.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Public Entertainment temporary Licence	£118.00	-	£118.00	£125.00	-	£125.00	£7.00	5.9%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Late hours catering licence	£425.00	-	£425.00	£440.00	-	£440.00	£15.00	3.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Window Cleaner Licence	£220.00	-	£220.00	£230.00	-	£230.00	£10.00	4.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
HMO - premises of up to 10 persons	£666.00	-	£666.00	£690.00	-	£690.00	£24.00	3.6%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
HMO - premises with more than 10 persons	£820.00	-	£820.00	£845.00	-	£845.00	£25.00	3.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Amendment to HMO licence	£102.00	-	£102.00	£105.00	-	£105.00	£3.00	2.9%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Substitution of vehicle (taxi/private hire) - same day	£72.00	-	£72.00	£75.00	-	£75.00	£3.00	4.2%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.

Customer Services

Description of Charge	2011/12 Charge			2012/13 Charge			Increase	% Increase	Comment
	NET	VAT	GROSS	NET	VAT	GROSS			
Substitution of vehicle (taxi/private hire) - within 5 days	£51.00	-	£51.00	£55.00	-	£55.00	£4.00	7.8%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Certified copy of a licence	£31.00	-	£31.00	£35.00	-	£35.00	£4.00	12.9%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Re-issue of a badge	£31.00	-	£31.00	£35.00	-	£35.00	£4.00	12.9%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Re-issue of taxi/private hire car plate	£31.00	-	£31.00	£35.00	-	£35.00	£4.00	12.9%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Extract of Civic Government Register	£26.00	-	£26.00	£30.00	-	£30.00	£4.00	15.4%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Copy of Civic Government Register	£72.00	-	£72.00	£75.00	-	£75.00	£3.00	4.2%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Taxi Booking Office Licence	£100.00	-	£100.00	£105.00	-	£105.00	£5.00	5.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Knife Dealers Licence	£425.00	-	£425.00	£440.00	-	£440.00	£15.00	3.5%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Skin piercing & tattoo operator Licence (premises occupied by them)	£250.00	-	£250.00	£260.00	-	£260.00	£10.00	4.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Skin piercing & tattoo operator Licence (premises under control of others)	£200.00	-	£200.00	£210.00	-	£210.00	£10.00	5.0%	Triennial review fee set for next 3 years - fee to apply from 1st July 2012.
Info to Banks etc - Handling Charge	£17.78	£3.56	£21.34	£18.31	£3.66	£21.97	£0.64	3.0%	
Registrars Fees and Charges (Extracts at time of registration)	£10.00	-	£10.00	£10.00	-	£10.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Registrars Fees and Charges (Extracts outwith a calendar month of registration)	£15.00	-	£15.00	£15.00	-	£15.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Registrars Search & Geneology - Particular Search	£5.00	-	£5.00	£5.00	-	£5.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Registrars Search & Geneology - General Search	£15.00	-	£15.00	£15.00	-	£15.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Registrars - Recording of name, or change of name or surname or alternative name	£40.00	-	£40.00	£40.00	-	£40.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Marriage Notices (Per Person)	£30.00	-	£30.00	£30.00	-	£30.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Civil Marriage/Partnership Solemnisation	£55.00	-	£55.00	£55.00	-	£55.00	£0.00	0.0%	Set by Registrar General - no notification of any increases for 2012 yet (could be April, if at all)
Registrars Rental Income - Registrars Office Wedding	£75.00	-	£75.00	£77.00	-	£77.00	£2.00	2.7%	
Registrars Rental Income - Registrars Office Wedding - Saturday	£150.00	-	£150.00	£155.00	-	£155.00	£5.00	3.3%	
Admin charges, approved venue weekday	£133.00	-	£133.00	£137.00	-	£137.00	£4.00	3.0%	
Admin charges, approved venue Saturday	£170.00	-	£170.00	£175.00	-	£175.00	£5.00	2.9%	
Admin charges, evenings after 6pm	£202.00	-	£202.00	£208.00	-	£208.00	£6.00	3.0%	
Admin charges, Sundays & Public Holidays (excl. Easter & Christmas)	£233.00	-	£233.00	£240.00	-	£240.00	£7.00	3.0%	
Approved Venue One Off Licence	£265.00	-	£265.00	£273.00	-	£273.00	£8.00	3.0%	
Approved Venue Three Year Licence	£600.00	-	£600.00	£618.00	-	£618.00	£18.00	3.0%	
Boat/Train/Remote Venue One Off Licence	£424.00	-	£424.00	£437.00	-	£437.00	£13.00	3.1%	
Boat/Train Venue Three Year Licence	£600.00	-	£600.00	£618.00	-	£618.00	£18.00	3.0%	

Customer Services

Description of Charge	2011/12 Charge		2012/13 Charge		Increase	% Increase	Comment
	NET	VAT	NET	VAT			
Photocopying/Printing - Black & White - per side (A4)	£0.15	-	£0.15	-	£0.15	0.0%	Standard Rate across Council
Photocopying/Printing - Colour - per side (A4)	£0.30	-	£0.30	-	£0.30	0.0%	Standard Rate across Council
Photocopying/Printing - Black & White - per side (A3)	£0.30	-	£0.30	-	£0.30	0.0%	Standard Rate across Council
Photocopying/Printing - Colour - per side (A3)	£0.60	-	£0.60	-	£0.60	0.0%	Standard Rate across Council
Privilege rides within school transport (cost per child per term)	£60.00	-	£60.00	-	£62.00	3.3%	
Privilege rides within school transport (where there are 2 or more children, cost per child)	£50.00	-	£50.00	-	£52.00	4.0%	
Blue Badges	£20.00	-	£20.00	-	£20.00	0.0%	Maximum charge in place.
Registrars Travel Fees							
Up to 5 Miles	£5.75	-	£6.00	-	£6.00	4.3%	
Up to 10 Miles	£11.50	-	£11.50	-	£12.00	4.3%	
Up to 15 Miles	£17.25	-	£17.25	-	£18.00	4.3%	
Up to 20 Miles	£23.00	-	£23.00	-	£24.00	4.3%	
Up to 25 Miles	£28.75	-	£28.75	-	£30.00	4.3%	

Local Plans and Printing

Description of Charge	2011-2012 Net	Vat	2011-2012 Gross	2012-2013
Local Plan (Incl of P&P)				
Written Statement Only (postage £1.23)	17.63	0.00	17.63	17.63
Written Statement + B&C Maps (postage £4.42)	28.94	0.00	28.94	28.94
Written Statement + H&L Maps (postage £2.70)	22.77	0.00	22.77	22.77
Written Statement + OLI Maps (postage £5.66)	35.82	0.00	35.82	35.82
Written Statement + MAKI Maps (postage £7.39)	41.72	0.00	41.72	41.72
Written Statement + All Maps (postage £9.91)	71.36	0.00	71.36	71.36
Bute & Cowal Maps only (postage £4.42)	15.60	0.00	15.60	15.60
Helensburgh & Lomond Maps only (postage £2.70)	9.36	0.00	9.36	9.36
Oban Lorn & Isles Maps only (postage £5.66)	23.92	0.00	23.92	23.92
Mid Argyll Kintyre & Islay Maps only (postage £7.39)	28.08	0.00	28.08	28.08
All Maps (postage £9.91)	59.28	0.00	59.28	59.28
CD (postage £0.50)	5.20	0.00	5.20	5.20
Landscape Capacity Study (Incl P&P)				
Bute & Cowal		0.00	19.88	19.88
Mull		0.00	9.45	9.45
North & South Kintyre		0.00	11.46	11.46
Lorn		0.00	22.68	22.68
Mid Argyll & Inveraray		0.00	14.42	14.42
Islay		0.00	7.48	7.48
Location Plans (10 copies)	23.00	0.00	23.00	23.00
Printing (Internal Service Only)				
A2 Prints each	7.28	0.00	7.28	7.28
A2 Prints (+11) each	5.20	0.00	5.20	5.20
A1 Prints (1-10 copies) each	10.40	0.00	10.40	10.40
A1 Prints (+11 copies) each	8.32	0.00	8.32	8.32
A0 Prints (1-10 copies) each	15.60	0.00	15.60	15.60
A0 Prints (+11 copies) each	13.52	0.00	13.52	13.52

Local Plans and Printing

Description of Charge	2011-2012 Net	Vat	2011-2012 Gross	2012-2013
Photocopying Charges				
Photocopying/Printing - Black and White - per side (A4)	0.12	0.03	0.15	0.15
Photocopying/Printing - Colour - per side (A4)	0.25	0.05	0.30	0.30
Photocopying/Printing - Black and White - per side (A3)	0.25	0.05	0.30	0.30
Photocopying/Printing - Colour - per side (A3)	0.50	0.10	0.60	0.60

Planning and Regulatory

Description of Charge	2011-2012	2012-2013 Net	VAT	2012-2013 Gross	Increase	% Increase
Regulatory Services						
Food Examination						
Export of Food/Fish Certificates (First Certificate)	£34.63	£35.67	£0.00	£35.67	£1.04	3.00%
Export of Food/Fish Certificates (2 - 4 Certificates)	£17.35	£17.87	£0.00	£17.87	£0.52	3.00%
Export of Food/Fish Certificates (in excess of 4 Certificates)	£8.69	£8.95	£0.00	£8.95	£0.26	2.94%
Annual Agreement - Export of Food/Fish						
Condemnation Certificate (Voluntary Surrender)	£194.27	£166.75	£33.35	£200.10	£5.83	3.00%
Licences/Registration						
Riding Establishment Act 1964/70	£96.27 + Vets Fees	£99.16 + Vets Fees	£0.00	£99.16 + Vets Fees	£2.89	3.00%
Dangerous Wild Animals Act 1976	£96.27 + Vets Fees	£99.16 + Vets Fees	£0.00	£99.16 + Vets Fees	£2.89	3.00%
Pet Animals Act 1963	£68.95	£71.02	£0.00	£71.02	£2.07	3.00%
Animal Boarding Establishments Act 1963	£104.64 + Vets Fees	£107.78 + Vets Fees	£0.00	£107.78 + Vets Fees	£3.14	3.00%
Breeding of Dogs Act 1973	£104.64 + Vets Fees	£107.78 + Vets Fees	£0.00	£107.78 + Vets Fees	£3.14	3.00%
Zoo Act	£136.69 + Vets Fees	£140.79 + Vets Fees	£0.00	£140.79 + Vets Fees	£4.10	3.00%
Game Dealers	£47.58	£49.01	£0.00	£49.01	£1.43	3.01%
Venison Dealers	£47.58	£49.01	£0.00	£49.01	£1.43	3.01%
Cinema Licence	£131.86	£135.82	£0.00	£135.82	£3.96	3.00%
Theatre Licence	£131.86	£135.82	£0.00	£135.82	£3.96	3.00%
Poisons						
Poisons - Registration	£32.99	£33.98	£0.00	£33.98	£0.99	3.00%
Poisons - Re-Registration	£17.39	£17.91	£0.00	£17.91	£0.52	2.99%
Poisons - Amendment to Registration	£8.89	£9.16	£0.00	£9.16	£0.27	3.04%
Planning Services						
Additional administration fee in respect of an Advert required in terms of Regulation 20 of the Town & Country Planning (Development Management Procedure) (Scotland) Regulations 2008	£156.00	£133.33	£26.67	£160.00	£4.00	2.56%
Planning Section 50 Licence Certificate	£104.00	£107.00	£0.00	£107.00	£3.00	2.88%

Planning and Regulatory

Description of Charge	2011-2012	2012-2013 Net	VAT	2012-2013 Gross	Increase	% Increase
Building Standards						
Property Inspection	£260.00	£268.00	£0.00	£268.00	£8.00	3.08%
Re - Inspection Fee Property Inspection Applications	£130.00	£134.00	£0.00	£134.00	£4.00	3.08%
Confirmation of completion Applications	£208.00	£215.00	£0.00	£215.00	£7.00	3.37%
Re - Inspection Fee Confirmation of Completion Applications	£104.00	£107.00	£0.00	£107.00	£3.00	2.88%
Confirmation of Exempt class of works	£52.00	£54.00	£0.00	£54.00	£2.00	3.85%
Building Standards Section 50 Licence Certificate	£104.00	£107.00	£0.00	£107.00	£3.00	2.88%
Property Enquiries (if Application Number known)	£31.20	£32.00	£0.00	£32.00	£0.80	2.56%
Property Enquiries (if Application Number not known)	£75.00	£77.00	£0.00	£77.00	£2.00	2.67%

Refuse Collection

REFUSE COLLECTION	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2011/13 GROSS	Increase £	Increase %
Supply of Sacks for Commercial Use (pack of 50)	166.12	0.00	166.12	176.25	0.00	176.25	10.13	6.10%
Confidential Sacks - Includes Uplift, Shredding and disposal <i>A minimum of 8 sacks per order</i>	11.44	0.00	11.44	11.80	0.00	11.80	0.36	3.15%
Poop Scoops - Refill Bags (Per 50)	0.89	0.18	1.07	0.92	0.18	1.10	0.03	3.19%
Sale of Wheelie Bins (charge subject to Council's purchase price)								
Domestic Use Only 140 Litre Bins	26.00	0.00	26.00	26.80	0.00	26.80	0.80	3.08%
Domestic Use Only 240 Litre Bins	26.00	0.00	26.00	26.80	0.00	26.80	0.80	3.08%
Commercial Use Only 240 Litre Bins	66.63	13.33	79.95	68.58	13.72	82.30	2.35	2.94%
Commercial Use Only 360 Litre Bins	96.83	19.37	116.19	99.75	19.95	119.70	3.51	3.02%
Commercial Use Only 660 Litre Bins	244.29	48.86	293.15	251.58	50.32	301.90	8.75	2.98%
Commercial Use Only 1100 Litre Bins	297.59	59.52	357.11	306.50	61.30	367.80	10.69	2.99%
Commercial Use Only 1280 Litre Bins	306.48	61.30	367.77	315.67	63.13	378.80	11.03	3.00%
Householder Special Refuse Collection (minimum charge) (Minimum Charge covers work of two men and vehicle for up to ten minutes.	50.00	0.00	50.00	51.50	0.00	51.50	1.50	3.00%
Extra Charge, charged per 10 minutes over minimum charge	31.20	0.00	31.20	32.10	0.00	32.10	0.90	2.88%
Commercial Special Uplift (Charge Per Hour - Minimum Charge 1 hour) Housing Associations should be charged at this rate.	91.72	18.34	110.06	94.50	18.90	113.40	3.34	3.03%
Householder Asbestos cement collection								
Minimum charge up to 30 minutes	208.00	0.00	208.00	214.20	0.00	214.20	6.20	2.98%
Each further 30 minutes	104.00	0.00	104.00	107.00	0.00	107.00	3.00	2.88%
Return of Supermarket trolleys (each)	30.74	6.15	36.88	31.67	6.33	38.00	1.12	3.03%

Commercial Refuse

	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Commercial Refuse - Wheeled Bins - based on 1 uplift per week (subject to Waste Service Review)								
140/240 ltr	198.16	.00	198.16	210.25	.00	210.25	12.09	6.10%
340 ltr	280.73	.00	280.73	297.85	.00	297.85	17.12	6.10%
660 ltr	538.52	.00	538.52	571.37	.00	571.37	32.85	6.10%
1100 ltr	897.23	.00	897.23	951.96	.00	951.96	54.73	6.10%
1280 ltr	1 044.02	.00	1 044.02	1 107.70	.00	1 107.70	63.68	6.10%
Commercial Refuse - Bands - Loads								
1-5	481.64	.00	481.64	511.02	.00	511.02	29.38	6.10%
6-10	1 085.30	.00	1 085.30	1 151.50	.00	1 151.50	66.20	6.10%
Front End Loader - Uplifted Twice Weekly (by Shanks)								
Per Cubic Yard	1 054.60	.00	1 054.60	1 118.94	.00	1 118.94	64.33	6.10%
Per Cubic Metre	1 245.04	.00	1 245.04	1 320.99	.00	1 320.99	75.95	6.10%
Pull Out Charge	25.00	.00	25.00	25.75	.00	25.75	0.75	3.00%
Change to Commercial Service Fee	32.00	6.40	38.40	33.00	6.60	39.60	1.20	3.13%

Notes

Minimum Charge for 2012/13 - £210.25
Equivalent to the 140/240 litre bin charge for collection and landfill tax uplifted once a week.

Agreements are issued Annually from Manse Brae to all commercial/front end loader customers. Payments are either made in advance or by direct debit.

Front End Loader service provided by Shanks. Some bins still responsibility of Council dependant on location and recognised use by public. Any charge by Shanks above this level to be charged at cost + 2% to customers.

Subject to Waste Service Review - Charge to customers who request a change to their service more than once in any financial year.

Recycling Charges

RECYCLING CHARGES	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Office Paper Amount								
Large Bag/1 x wk	92.39	0.00	92.39	95.16	0.00	95.16	2.77	3.00%
Paper and Cardboard Collection (fortnightly)								
Weekly services shall be charged accordingly at fortnightly rate x 2								
240 ltr Bins and Minimum Charge for Year	58.42	0.00	58.42	60.20	0.00	60.20	1.78	3.05%
340 ltr Bin	82.32	0.00	82.32	84.80	0.00	84.80	2.48	3.02%
660 ltr Bin	157.55	0.00	157.55	162.30	0.00	162.30	4.75	3.02%
1100 ltr Bin	261.99	0.00	261.99	269.80	0.00	269.80	7.81	2.98%
Commercial Sacks for Recyclable Waste - Service available in Kintyre, (inc Tarbert) Bute and areas of Cowal serviced by Fyne Futures. Charge Per Sack	0.89	0.00	0.89	0.91	0.00	0.91	0.03	3.00%
Recyclable Waste Brought to Civic Amenity/Recycling Facilities								
Purchase of Punch Card - Price per card	26.83	0.00	26.83	27.60	0.00	27.60	0.77	2.88%
Cooking Oil Collection (per 20/24ltr container) Mull, Iona and Tiree	2.22	0.00	2.22	2.30	0.00	2.30	0.08	3.56%
Glass Collection - Segregated available on mainland Argyll & Isle of Bute. Minimum Charge same as for Mixed Glass								
240 litre bin 1 x weekly	38.50	0.00	38.50	39.70	0.00	39.70	1.20	3.11%
330/360 litre bin 1 x weekly	53.10	0.00	53.10	54.70	0.00	54.70	1.60	3.01%
660 litre bin 1 x weekly	104.45	0.00	104.45	107.60	0.00	107.60	3.15	3.02%
1100/1280 litre bin 1 x weekly	157.55	0.00	157.55	162.30	0.00	162.30	4.75	3.02%
Commercial Food Waste Composting Service - Lomond Only								
Weekly Service of 140ltr Wheeled Bin (Bin and 160 Bags per annum supplied by Council)	100.90	0.00	100.90	103.90	0.00	103.90	3.00	2.97%
Weekly Service of 500ltr Wheeled Bin (bin and 570 bags per annum supplied by Council)	360.36	0.00	360.36	371.20	0.00	371.20	10.84	3.01%
Glass Collection - Mixed (fortnightly service)								
240 litre bin and Minimum Charge	58.42	0.00	58.42	60.20	0.00	60.20	1.78	3.05%
660 litre bin	157.55	0.00	157.55	162.30	0.00	162.30	4.75	3.02%

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.

At Waste Disposal Sites and Civic Amenity/Recycling Sites, use by the commercial sector (if permitted by the the license conditions) should only be allowed in return for the payment of the appropriate rate, equivalent to the disposal charge excluding landfill tax. A pre-paid punch card system is available.

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

Skips

SKIPS		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Hire of Skips for 24 hours		4.26	0.85	5.12	4.42	0.88	5.30	0.18	3.58%
Commercial									
Service of Skip - Up to 10 miles travel, one way from disposal point		55.97	0.00	55.97	57.60	0.00	57.60	1.64	2.92%
Service of Skip - Up to 20 miles travel, one way from disposal point		71.07	0.00	71.07	73.20	0.00	73.20	2.13	3.00%
Service of Skip - Over 20 miles travel, one way from disposal point		87.95	0.00	87.95	90.60	0.00	90.60	2.66	3.02%
Tipping Charge per Service, including Landfill Tax (Active) Tiree Only - See note below		215.33	0.00	215.33	238.95	0.00	238.95	23.63	10.97%
Tipping Charge per Service, including Landfill Tax (Inactive) Tiree Only - See note below		6.75	0.00	6.75	6.75	0.00	6.75	0.00	0.00%
Fish Wastes (additional charge per skip)		85.28	0.00	85.28	87.80	0.00	87.80	2.52	2.95%

Landfill tax on inactive waste at Council landfill sites on Mull, Islay and Tiree may be charged. This will depend on the type of inactive waste and it's use on the landfill site. A contractor with such waste should contact the Council to discuss this prior to disposal of inactive waste.

Tipping Charges - Tiree based on 2.7 tonnes (average weight) - no weighbridge

Tipping Charges - Islay - charge based on weighbridge - see Waste Disposal Charges

Any ferry charges involved with skip hire will be recharged at cost

Scrap Cars

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	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %	
Scrap Car Deposit Voucher - per car	74.62	0.00	74.62	76.86	0.00	76.86	2.24	3.00%	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.
Removal and disposal from householders	122.59	0.00	122.59	126.27	0.00	126.27	3.68	3.00%	The voucher services is not available in Helensburgh and Lomond, where advice can be sought from your local area office. 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 - Statutory Fee	300.00	0.00	300.00	300.00	0.00	300.00	0.00	0.00%	If car has to be stored due to its condition (e.g. still taxed) in Council Depot an additional £20.60 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 Executive Director of the Development and Infrastructure Department shall have the discretion to require a payment in advance from the landowner.	123.77	0.00	123.77	127.48	0.00	127.48	3.71	3.00%	A 24 hour notice on the car must be served prior to removal and disposal.

Waste Disposal

Waste Disposal	Assumed Load	Ordinary Waste (charge includes Landfill Tax)						Inactive Waste (charge includes Landfill Tax)									
		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Landfill Tax Element of Charges per tonne (Fee set by Government).		56.00	0.00	56.00	64.00	0.00	64.00	8.00	14.29%	2.50	0.00	2.50	2.50	0.00	2.50	0.00	0.00%
Waste Disposal Cost per tonne		79.75	0.00	79.75	88.50	0.00	88.50	8.75	10.98%	6.62	0.00	6.62	0.00	0.00	0.00	-6.62	-100.00%
Where weighbridge used or at a higher rate if this reflects a re-charge by Shanks																	
Assumed loads per vehicle type																	
Small Van/pick up (Escort size)	0.4 tonnes	31.90	0.00	31.90	35.40	0.00	35.40	3.50	10.98%								
Medium Van/pick up (Transit size)	0.8 tonnes	63.80	0.00	63.80	70.80	0.00	70.80	7.00	10.98%								
Large Van/pick up (twin wheeled)	1.2 tonnes	95.70	0.00	95.70	106.20	0.00	106.20	10.50	10.98%								
Tipper/Large Box Van (over 3.5 tonnes and less than 7.5 tonnes)	3 tonnes	239.24	0.00	239.24	265.40	0.00	265.40	26.16	10.93%								

Landfill tax on inactive waste at Council landfill sites on Mull, Islay and Tiree may be charged. This will depend on the type of inactive waste and it's use on the landfill site. A contractor with such waste should contact the Council to discuss this prior to disposal of inactive waste.

Public Conveniences

	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Entrance Fee (where turnstile fitted)	0.30	0.00	0.30	0.30	0.00	0.30	0.00	0.00%
Radar Keys	3.10	0.00	3.10	3.20	0.00	3.20	0.10	3.23%

Pest Control and Dog Fees

PEST CONTROL/DOG WARDENS	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
PEST CONTROL								
DOMESTIC HOUSES - Eradication of Rodent or Insect Pests <i>This covers all individual dwelling premises either private or rented from Housing Associations/Social Landlords/Private Landlords.</i>								
Non refundable Survey Charge	53.30	10.66	63.96	54.92	10.98	65.90	1.94	3.03%
No Treatment Required - Maximum Refund	17.75	3.55	21.30	18.25	3.65	21.90	0.60	2.82%
	35.55	7.11	42.66	36.58	7.32	43.90	1.24	2.91%
COMMERCIAL - Eradication of Rodent or Insect Pests								
Survey and/or Treatment up to 30 minutes	56.85	11.37	68.22	58.58	11.72	70.30	2.08	3.04%
Subsequent Treatment per 20 minutes	35.09	7.02	42.11	36.17	7.23	43.40	1.29	3.07%
Issue of Rodent Control Certificate	104.82	20.96	125.79	108.00	21.60	129.60	3.81	3.03%
Annual Agreement - Commercial	By Negotiation			By Negotiation				
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests								
Survey and/or Treatment up to 30 minutes	56.85	0.00	56.85	58.60	0.00	58.60	1.75	3.07%
Subsequent Treatment per 20 minutes	35.09	0.00	35.09	36.10	0.00	36.10	1.01	2.88%
Annual Agreement - Commercial	By Negotiation			By Negotiation				
DOGS								
Standard Fee (Statutory Fee)	25.00	0.00	25.00	25.00	0.00	25.00	0.00	0.00%
Daily Boarding Fee	12.00	0.00	12.00	12.40	0.00	12.40	0.40	3.33%
Kennel Inoculation Fee	30.87	6.17	37.04	31.83	6.37	38.20	1.16	3.12%

Outdoor Recreation

PLAYING FIELDS		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Hire of lined Pitch with Changing Facilities including attendant required for changing facilities	Adult	53.30	10.66	63.96	54.92	10.98	65.90	1.94	3.03%
	Youth	26.65	5.33	31.98	27.42	5.48	32.90	0.92	2.88%
Hire of lined Pitch	Adult	26.65	5.33	31.98	27.42	5.48	32.90	0.92	2.88%
	Youth	13.33	2.67	15.99	13.75	2.75	16.50	0.51	3.19%
Hire of Pitch only (Training)		13.33	2.67	15.99	13.75	2.75	16.50	0.51	3.19%
Use of Changing Facilities (Training)	Adult	16.21	3.24	19.45	16.67	3.33	20.00	0.55	2.80%
	Youth	8.08	1.62	9.70	8.33	1.67	10.00	0.30	3.09%
Hire of Pony Park - Bute									
	Concession	27.21	5.44	32.66	28.00	5.60	33.60	0.94	2.88%
Hire of Howie Pavilion, Lomond									
		8.50	0.00	8.50	8.80	0.00	8.80	0.30	3.53%
OUTDOOR RECREATION									
Putting/Crazy Golf/Trampoline	Adult	1.92	0.38	2.30	2.00	0.40	2.40	0.10	4.35%
	Concession	0.96	0.19	1.15	1.00	0.20	1.20	0.05	4.35%
Tennis - Per Session	Adult	1.92	0.38	2.30	2.00	0.40	2.40	0.10	4.35%
	Concession	0.96	0.19	1.15	1.00	0.20	1.20	0.05	4.35%
Tennis - Season Ticket	Adult	36.75	7.35	44.09	37.83	7.57	45.40	1.31	2.96%
	Concession	18.14	3.63	21.77	18.67	3.73	22.40	0.63	2.88%
Tennis - Hire of Racquet and Balls	Adult	1.92	0.38	2.30	2.00	0.40	2.40	0.10	4.35%
	Concession	0.96	0.19	1.15	1.00	0.20	1.20	0.05	4.35%
Bowling - Per Session	Adult	1.92	0.38	2.30	2.00	0.40	2.40	0.10	4.35%
	Concession	0.96	0.19	1.15	1.00	0.20	1.20	0.05	4.35%
Bowling - Season Ticket	Adult	44.45	8.89	53.34	45.75	9.15	54.90	1.56	2.92%
	Concession	22.23	4.45	26.67	22.92	4.58	27.50	0.83	3.11%
Cricket Wicket (unprepared)									
	Adult	24.58	4.92	29.50	25.33	5.07	30.40	0.90	3.06%
Cricket Wicket (prepared)									
	Adult	44.45	8.89	53.34	45.75	9.15	54.90	1.56	2.92%
Hire of McCaigs Tower (Weddings)									
		222.08	44.42	266.50	228.75	45.75	274.50	8.00	3.00%

Outdoor Recreation

PLAYING FIELDS		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Hire of Stadium (Mossfield, Dunoon and Rothesay) for a major event - MINIMUM CHARGE		533.00	106.60	639.60	549.00	109.80	658.80	19.20	3.00%
Dunoon Stadium									
Hire of running Track-without marking		8.88	1.78	10.66	9.17	1.83	11.00	0.34	3.19%
Hire of Running Track-with marking		39.98	8.00	47.97	41.17	8.23	49.40	1.43	2.98%
Grass Tracks:-									
Hire of Running Track (without marking)		8.88	1.78	10.66	9.17	1.83	11.00	0.34	3.19%
Hire of Running Track (with marking)		120.81	24.16	144.98	124.42	24.88	149.30	4.32	2.98%
Grandstand (Public Restricted)		169.67	33.93	203.61	174.75	34.95	209.70	6.09	2.99%
Rental of Stall - Per Linear Metre		53.56	0.00	53.56	55.20	0.00	55.20	1.64	3.06%
Rental of Stall - by Registered Charity - by Stall		21.32	4.26	25.58	22.00	4.40	26.40	0.82	3.19%

Fairs

FAIRS	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Hire of ground for 1 week (7 days) With total frontage of all rides/stalls, less than 49 linear metres	271.44	0.00	271.44	279.60	0.00	279.60	8.16	3.01%
Hire of Ground for 1 week (7 days). With total frontage of all rides/stalls, over 49 linear metres - per linear metre	5.56	0.00	5.56	5.73	0.00	5.73	0.17	3.00%
Food Vans/Stalls - Hire of Ground per week (7days) - per linear metre	4.16	0.00	4.16	4.28	0.00	4.28	0.12	3.00%
Charitable Organisations - Hire of Ground up to 7 days - per linear metre	2.81	0.00	2.81	2.90	0.00	2.90	0.09	3.28%

Charges for commercial refuse/tidy up will be over and above the charges noted.

Floral Decorations

FLORAL DECORATIONS charges are per day	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Hire of Round or Half Baskets (each)	13.68	2.74	16.42	14.08	2.82	16.90	0.48	2.95%
Troughs 1 Metre Long (each)	16.61	3.32	19.93	17.08	3.42	20.50	0.57	2.84%
Tubs to 16" diameter (each)	19.54	3.91	23.45	20.17	4.03	24.20	0.75	3.19%
Tubs over 16" diameter (each)	28.43	5.69	34.11	29.25	5.85	35.10	0.99	2.90%
Handling Charge	At cost price with prior notice							

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

Burial Charges

BURIAL GROUNDS	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
*Interment/Re Opening Lair	447.20	0.00	447.20	460.60	0.00	460.60	13.40	3.00%
Interment (Child under 16)	No Charge							
Additional Charge - Interment on Saturday/Sunday or Public Holiday	166.40	0.00	166.40	171.40	0.00	171.40	5.00	3.00%
Exhumations (not including re interment)	478.40	0.00	478.40	492.80	0.00	492.80	14.40	3.01%
Exhumations of Caskets (<i>hourly rate</i>)	31.72	0.00	31.72	32.70	0.00	32.70	0.98	3.09%
*Burial of Cremated Remains	100.88	0.00	100.88	103.90	0.00	103.90	3.02	2.99%
*Scattering of Ashes	78.00	0.00	78.00	80.30	0.00	80.30	2.30	2.95%
*Purchase of Single Lair, incl maintenance	528.32	0.00	528.32	544.20	0.00	544.20	15.88	3.01%
*Purchase of Double Lair, incl maintenance	1,056.64	0.00	1,056.64	1,088.30	0.00	1,088.30	31.66	3.00%
*Purchase of Treble Lair, incl maintenance	1,584.96	0.00	1,584.96	1,632.50	0.00	1,632.50	47.54	3.00%
*Lair for Casket only	108.16	0.00	108.16	111.40	0.00	111.40	3.24	3.00%
Transfer of Title Deeds	28.60	0.00	28.60	29.50	0.00	29.50	0.90	3.15%
Extract/Search Register	16.12	0.00	16.12	16.60	0.00	16.60	0.48	2.98%
Administration Fee for Return of Lair	10% of purchase price							
Permission to erect Standard Memorial or one off design	86.84	0.00	86.84	89.40	0.00	89.40	2.56	2.95%
Permission to erect semi recumbant book type memorial	43.16	0.00	43.16	44.50	0.00	44.50	1.34	3.10%
Erection of plaques at Cemeteries (where consent granted)	43.16	0.00	43.16	44.50	0.00	44.50	1.34	3.10%
Erection of inscribed memorial plaque (for previously unmarked graves)	145.60	0.00	145.60	150.00	0.00	150.00	4.40	3.02%
Erection of Headstone (Tiree ONLY)	112.32	0.00	112.32	115.70	0.00	115.70	3.38	3.01%

* 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.

Crematorium Charges

CREMATORIUM CHARGES		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
		No Charge			No Charge				
Child (under 16)									
Adults 16 years and over		464.88	0.00	464.88	478.80	0.00	478.80	13.92	2.99%
Adults 16 years and over - Saturday		514.80	0.00	514.80	530.20	0.00	530.20	15.40	2.99%
Additional Charge - Public Holiday		164.80	0.00	164.80	169.70	0.00	169.70	4.90	2.97%
Other Services									
Clergy		57.20	0.00	57.20	58.90	0.00	58.90	1.70	2.97%
Dispersal of Ashes		17.99	0.00	17.99	18.50	0.00	18.50	0.51	2.82%
Casket - Purchase		39.52	0.00	39.52	40.70	0.00	40.70	1.18	2.99%
Urn (plus carrier) - Purchase		17.99	0.00	17.99	18.50	0.00	18.50	0.51	2.82%
Book of Remembrance (per line)		20.88	4.18	25.05	21.50	4.30	25.80	0.75	2.99%
Small Book of Remembrance (2 Lines)		66.63	13.33	79.95	68.58	13.72	82.30	2.35	2.94%
Small Book of Remembrance (5 Lines)		123.48	24.70	148.17	127.17	25.43	152.60	4.43	2.99%
Small Book of Remembrance (8 Lines)		182.11	36.42	218.53	187.58	37.52	225.10	6.57	3.01%
Small Book of Remembrance (Gilded Motif/Capital Letter)		44.42	8.88	53.30	45.75	9.15	54.90	1.60	3.00%
Badges		33.76	6.75	40.51	34.75	6.95	41.70	1.19	2.94%
Coat of Arms and Floral Motif		47.08	9.42	56.50	48.50	9.70	58.20	1.70	3.01%
Retention of Ashes - per month		9.26	0.00	9.26	9.50	0.00	9.50	0.24	2.64%
Chapel of Rest		30.16	0.00	30.16	31.10	0.00	31.10	0.94	3.12%
Plaque - Single with inscription		115.48	23.10	138.58	118.92	23.78	142.70	4.12	2.97%
Plaque - Double with single inscriptions		167.90	33.58	201.47	172.92	34.58	207.50	6.03	2.99%
Plaque - Double with two inscriptions		213.20	42.64	255.84	219.58	43.92	263.50	7.66	2.99%
Additional inscription		63.07	12.61	75.69	65.00	13.00	78.00	2.31	3.06%
Use of Crematorium Chapel for a Burial Service		175.76	0.00	175.76	181.00	0.00	181.00	5.24	2.98%
Memorial Kerbstone - (10 years)		143.91	28.78	172.69	148.25	29.65	177.90	5.21	3.02%
Inscription for Kerbstone		5.35	1.07	6.42	5.50	1.10	6.60	0.18	2.75%

Ferry Fares

Ferry Fares		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
SPT Concessionary Travel Scheme									
Single		0.80	0.00	0.80	0.82	0.00	0.82		
Return		1.20	0.00	1.20	1.20	0.00	1.20	Price set by SPT	
Out of Hours Service - Cuan/Easdale/Lismore									
Up to Midnight		57.20	0.00	57.20	58.90	0.00	58.90	1.70	2.97%
After Midnight		73.80	0.00	73.80	76.00	0.00	76.00	2.20	2.98%
Easdale/Cuan Passenger Fares									
Adult - Return		1.70	0.00	1.70	1.75	0.00	1.75	0.05	2.94%
Adult - 5 Return Journeys		5.60	0.00	5.60	5.80	0.00	5.80	0.20	3.57%
Child - Return		0.90	0.00	0.90	0.95	0.00	0.95	0.05	5.56%
Child - 5 Return Journeys		2.70	0.00	2.70	2.80	0.00	2.80	0.10	3.70%
Cuan Vehicle Fares									
Private Vehicles									
Return - Up to and Including 5m		6.80	0.00	6.80	7.00	0.00	7.00	0.20	2.94%
Up to and including 5m - 5 Return Journeys		22.40	0.00	22.40	23.10	0.00	23.10	0.70	3.13%
Motor Cars 50% Disability discount - Return		3.40	0.00	3.40	3.50	0.00	3.50	0.10	2.94%
Up to and including 5m - 3 Monthly Unlimited (domestic travellers only - car and driver only)		196.60	0.00	196.60	202.50	0.00	202.50	5.90	3.00%
Trailers < 2.5m - Return		4.60	0.00	4.60	4.70	0.00	4.70	0.10	2.17%
Trailers & Caravans > 2.5m - Return		10.10	0.00	10.00	10.40	0.00	10.40	0.40	4.00%
Motorcycle - Return		2.80	0.00	2.80	2.90	0.00	2.90	0.10	3.57%
Motorcycle - 10 Journeys		8.90	0.00	8.90	9.20	0.00	9.20	0.30	3.37%
Commercial Vehicles/Coaches									
5.01m to 8.0m - Return		9.92	1.98	11.90	10.25	2.05	12.30	0.40	3.36%
8.01m to 12.0m - Return		11.59	2.32	13.91	11.92	2.38	14.30	0.39	2.80%
12.01m to 18.0m - Return		13.17	2.63	15.80	13.58	2.72	16.30	0.50	3.14%
5.01 to 8.0m - 5 Return Journeys		48.96	9.79	58.75	50.42	10.08	60.50	1.75	3.57%
8.01 to 12.0m - 5 Return Journeys		56.58	11.32	67.90	58.25	11.65	69.90	2.00	2.95%
12.01 to 18.0m - 5 Return Journeys		64.17	12.83	77.00	66.08	13.22	79.30	2.30	2.99%

Ferry Fares

Ferry Fares	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Lismore/Jura Passenger Fares								
Adult - Single	1.50	0.00	1.50	1.55	0.00	1.55	0.05	3.33%
Adult - 10 Journeys	10.10	0.00	10.10	10.40	0.00	10.40	0.30	2.97%
Child - Single	0.80	0.00	0.80	0.85	0.00	0.85	0.05	6.25%
Child - 10 Journeys	4.90	0.00	4.90	5.00	0.00	5.00	0.10	2.04%
Jura Vehicle Fares								
Private Vehicles								
Excursion Return	12.90	0.00	12.90	13.30	0.00	13.30	0.40	3.10%
Motor Cars 50% Disability discount – Return (Based on 50% Excursion Return)	6.40	0.00	6.40	6.60	0.00	6.60	0.20	3.12%
Cars up to and including 5m	8.10	0.00	8.10	8.30	0.00	8.30	0.20	2.47%
up to and including 5m - 10 Single Journeys	52.00	0.00	52.00	53.60	0.00	53.60	1.60	3.08%
up to and including 5m - 50 Single Journeys (incl driver)	264.20	0.00	264.20	272.10	0.00	272.10	7.90	2.99%
Trailers < 2.5m	5.40	0.00	5.40	5.60	0.00	5.60	0.20	3.70%
Trailers over 2.5m & Caravans	10.60	0.00	10.60	10.90	0.00	10.90	0.30	2.83%
Motorcycle - Single	3.30	0.00	3.30	3.40	0.00	3.40	0.10	3.03%
Motorcycle - 10 Journeys	20.90	0.00	20.90	21.50	0.00	21.50	0.60	2.87%
Commercial Vehicles/Coaches								
5.01m to 8.0m	14.40	2.88	17.28	14.83	2.97	17.80	0.52	3.61%
8.01m to 12.0m	16.30	3.26	19.56	16.75	3.35	20.10	0.54	3.31%
12.01m to 18.0m	18.20	3.64	21.84	18.75	3.75	22.50	0.55	3.02%
Out of Hours Service - Up to Midnight	73.80	0.00	73.80	76.00	0.00	76.00	2.20	2.98%
Out of Hours Service - After Midnight	73.80	0.00	73.80	76.00	0.00	76.00	2.20	2.98%

Notes:

Age 5 to 16 - Child Fare
Age 16 and above - Adult Fare

Free Travel:
Children up to age 5
Scholars
Primary School Escort
Pre 5 Escort

Piers and Harbours - Vessels

A - Rates on Vessels		Harbour Dues 2011/12			Harbour Dues 2012/13			Increase %	
		Per Visit Up to 24 hours	Weekly	Summer	Winter	Per Visit Up to 24	Weekly		Summer
1 - BASIC RATE. All vessels to be charged at this rate unless otherwise approved by the Executive Director									
Up to 5 metres in length	7.80	38.63	283.25	206.00	8.03	39.78	291.75	212.18	3.00%
Up to 6 metres in length	9.36	46.35	339.90	247.20	9.64	47.74	350.10	254.62	3.00%
Up to 7 metres in length	10.82	54.08	396.55	288.40	11.14	55.70	408.45	297.05	3.00%
Up to 8 metres in length	12.38	62.83	453.20	329.60	12.75	64.71	466.80	339.49	3.00%
Up to 9 metres in length	13.94	70.04	509.85	370.80	14.35	72.14	525.15	381.92	3.00%
Up to 10 metres in length	15.50	77.25	566.50	412.00	15.96	79.57	583.50	424.36	3.00%
Over 10 metres in length - charge per metre	1.56				1.61				
1a. Any ship of a gross tonnage less than 15 tonnes and use for recreation or pleasure - charge INCLUDES 20% VAT									
Up to 5 metres in length	7.96	39.40	288.92	210.12	8.19	40.58	297.59	216.42	3.00%
Up to 6 metres in length	9.55	47.28	346.70	252.14	9.83	48.69	357.10	259.71	3.00%
Up to 7 metres in length	11.03	55.16	404.48	294.17	11.36	56.81	416.62	302.99	3.00%
Up to 8 metres in length	12.62	64.09	462.26	336.19	13.00	66.00	476.14	346.28	3.00%
Up to 9 metres in length	14.21	71.44	520.05	378.22	14.64	73.58	535.65	389.56	3.00%
Up to 10 metres in length	15.81	78.80	577.83	420.24	16.28	81.16	595.17	432.85	3.00%
Over 10 metres in length - charge per metre	1.59	0	0	0	1.64				3.00%
2 - Vessels actively engaged in a commercial undertaking.									
If registered:- per gross registered tonne (see comment 3)		0.270				0.278			3.00%
If not registered then									
Up to 5m in length	3.95	19.47	144.20	103.00	4.07	20.05	148.53	106.09	3.00%
Up to 10m in length	7.90	38.93	288.40	206.00	8.14	40.10	297.05	212.18	3.00%
Up to 15m in length	11.86	58.30	432.60	309.00	12.21	60.05	445.58	318.27	3.00%
Up to 20m in length	15.81	78.28	576.80	412.00	16.28	80.63	594.10	424.36	3.00%
Up to 25m in length	19.76	97.85	721.00	515.00	20.35	100.79	742.63	530.45	3.00%
Up to 30m in length	24.02	117.42	865.20	618.00	24.74	120.94	891.16	636.54	3.00%
Over 30m in length - charge per metre	0.85				0.88				3.00%
Bruichladdich Pier only - per gross registered tonne									
	1.07				1.10				3.00%
3 - All vessels operating a scheduled ferry or pleasure service per gross registered tonne.		0.0759			0.078				3.00%
Unmanned Pier		0.068			0.070				3.00%
4 - Vessels regularly engaged in commercial fishing and paying appropriate fish landing dues to Council.									
Up to 10m in length	1.82	9.17	238.34		1.87	9.44	245.49		3.00%
Up to 15m in length	2.65	13.75	357.51		2.73	14.16	368.24		3.00%
Up to 20m in length	3.64	18.28	475.35		3.75	18.83	489.61		3.00%
Up to 25m in length	4.47	22.97	597.19		4.61	23.66	615.11		3.00%
Up to 30m in length	5.36	27.40	712.35		5.52	28.22	733.72		3.00%
Over 30m in length - charge per metre	0.20				0.204				3.00%

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.
- Rothsay and Campbeltown Pontoon 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
- 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:
Summer period April to September inclusive, or part thereof
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.
- VAT Zero Rating only applies where the vessels are "qualifying ships". A "qualifying ship" is legally defined as any ship of a gross tonnage of not less than 5 tonnes and neither designed nor adapted for use for recreation or pleasure.

Piers and Harbours - Goods

Piers and Harbour Rates

B – Rates for Goods Shipped, Transhipped or Unshipped at the Pier or Ferry Slip or within the Harbour	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	2012/13 GROSS	Increase £	Increase %
General Goods Packaged (per tonne) Includes Fruit, Beverages, Meat, Dairy Products, General Groceries and Confectionery, Cured Fish, etc.	1.55	0.00	1.55	1.60	0.00	1.60	1.60	0.05	3.00%
Dry Bulk Commodities (per tonne) Ores, Aggregates and Crushed Stone, Cement and Building Materials, Timber (including Logs), Salt, etc.	1.32	0.00	1.32	1.36	0.00	1.36	1.36	0.04	3.00%
Liquid and Gaseous Bulk Products (per tonne)	1.68	0.00	1.68	1.74	0.00	1.74	1.74	0.05	3.00%
Liquid and Gaseous Bulk Products (per tonne) - Bruichladdich only	5.94	0.00	5.94	6.12	0.00	6.12	6.12	0.18	3.00%
Explosives (per tonne)	60.32	0.00	60.32	62.13	0.00	62.13	62.13	1.81	3.00%
Livestock									
Poultry (per bird)	0.26	0.00	0.26	0.27	0.00	0.27	0.27	0.01	3.00%
Animals (per animal)	0.48	0.00	0.48	0.49	0.00	0.49	0.49	0.01	2.42%
Smolt (per thousand)	3.43	0.00	3.43	3.53	0.00	3.53	3.53	0.10	2.86%
Fish, including Shellfish Fresh, all varieties and also fish consigned for sale at other markets - percentage of catch									
		2.50%			2.50%				

In determining weights for the purpose of charging dues, the weights of the containers of any goods shall be included

In 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 Executive Director, Development and Infrastructure, who will then refer the letter to the full Council.

All empty boxes, barrels, sacks and packages if previously shipped or landed will be exempt

Passengers Personal Baggage shall be free of charge

C – Rates on Passenger and Vehicles	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	2012/13 GROSS	Increase £	Increase %
Adult Passengers landing at or embarking from pier (each)	0.30	0.00	0.30	0.31	0.00	0.31	0.31	0.01	2.79%
Child passengers landing at or embarking from pier (each)	0.16	0.00	0.16	0.17	0.00	0.17	0.17	0.01	8.97%
Private Cars, Taxis, Hearses and Agricultural Machinery (Tractors, Trailers, etc.) (each)	0.94	0.00	0.94	0.96	0.00	0.96	0.96	0.03	3.00%
Caravans or Trailers (except Commercial Trailers) (each)	1.51	0.00	1.51	1.55	0.00	1.55	1.55	0.05	3.00%
Cycles (each)	0.26	0.00	0.26	0.27	0.00	0.27	0.27	0.01	3.00%
Motor Cycles (including Sidecar) (each)	0.60	0.00	0.60	0.62	0.00	0.62	0.62	0.02	3.00%
Buses (each)	5.30	0.00	5.30	5.46	0.00	5.46	5.46	0.16	3.00%
Commercial Vehicles (per metre)	0.62	0.00	0.62	0.64	0.00	0.64	0.64	0.02	3.00%

Piers and Harbours - Goods

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 Executive Director.

E - Miscellaneous Rates	2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %
Mobile Cranage for each lift	6.97	0.00	6.97	7.18	0.00	7.18	0.21	3.00%
Fresh Water per tonne or part thereof	1.11	0.00	1.11	1.15	0.00	1.15	0.03	3.00%
Left Luggage per article up to 24 hours	2.04	0.41	2.45	2.10	0.42	2.53	0.07	3.00%
Parcels and Packages up to 50 kg Up to 50kg	0.20	0.04	0.24	0.21	0.04	0.25	0.01	3.00%
In the case where articles can be measured - charge per cubic metre	2.31	0.46	2.77	2.38	0.48	2.85	0.08	3.00%
In other cases - charge per tonne	2.31	0.46	2.77	2.38	0.48	2.85	0.08	3.00%
Rope Handling To be charged each time i.e. Arrival and departure to be charged separately	46.80	0.00	46.80	48.20	0.00	48.20	1.40	3.00%
Timber Debris Clearance	88.83	17.77	106.60	91.50	18.30	109.80	3.20	3.00%
Use of Linkspan - Campbelltown Harbour	242.32	0.00	242.32	249.59	0.00	249.59	7.27	3.00%

Upon request the Executive Director of Development and Infrastructure Services may negotiate a variation to published charges where this is deemed to be in the best interests of the Council. Any alternation to published charges will be agreed with the Head of Strategic Finance.

Airfield Charges

Standard Landing Charges - Applicable to all types of operation (including "Touch and Go" and circuits)

Weight	2011-2012 NET	VAT	2011-2012 GROSS	2012-2013 NET	VAT	2012-2013 GROSS	Increase £	Increase %
Up to 1000kg MTWA	9.34	1.87	11.21	9.62	1.92	11.55	0.34	3.00%
1001kg to 1500kg MTWA	14.06	2.81	16.87	14.48	2.90	17.38	0.51	3.00%
1501kg to 2000kg MTWA	18.69	3.74	22.43	19.25	3.85	23.10	0.67	3.00%
2001kg to 2500kg MTWA	23.36	4.67	28.03	24.06	4.81	28.87	0.84	3.00%
2501kg to 3000kg MTWA	32.66	6.53	39.19	33.64	6.73	40.37	1.18	3.00%
3001kg to 3500kg MTWA	42.05	8.41	50.46	43.31	8.66	51.97	1.51	3.00%
3501kg to 4000kg MTWA	51.71	10.34	62.05	53.26	10.65	63.92	1.86	3.00%
4001kg to 4500kg MTWA	60.78	12.16	72.94	62.61	12.52	75.13	2.19	3.00%
4501kg to 5000kg MTWA	69.86	13.97	83.83	71.95	14.39	86.34	2.51	3.00%
Over 5000kg MTWA - per additional 500g or part thereof	9.34	1.87	11.21	9.62	1.92	11.55	0.34	3.00%

MTWA = Maximum
Take-Off Weight
Authorised

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 for 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 Diversionary 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 255 of the ANO 2009

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. These charges will increase on an annual basis - as a minimum - by the agreed Council Inflation Rate

Flights outside normal hours of availability (Air Ambulance/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:

	2011-2012 NET	VAT	2011-2012 GROSS	2012-2013 NET	VAT	2012-2013 GROSS	Increase £	Increase %
Oban	335.68	67.14	402.81	345.75	69.15	414.90	12.08	3.00%
Coll and Colonsay	136.09	27.22	163.30	140.17	28.03	168.20	4.90	3.00%
Glenforsa	Not available except for emergency flights by arrangement - no charge							
Indemnity Certificate	31.98	6.40	38.38	32.94	6.59	39.53	1.15	3.00%

The rates noted are subject to a minimum charge equivalent to 2 hours. Coll and Colonsay - Helicopter Fire Cover Only

Airfield Charges

Aircraft Parking Charges

a) For a period of 24 hours or part thereof

	2011-2012 NET	VAT	2011-2012 GROSS	2012-2013 NET	VAT	2012-2013 GROSS	Increase £	Increase %
First 24 hours - no charge								
Thereafter - Not Exceeding 5 tonnes WTMA.	1.18	0.24	1.42	1.21	0.24	1.46	0.04	3.00%
Thereafter - Over 5 Tonnes WTMA	2.36	0.47	2.83	2.43	0.49	2.92	0.08	3.00%
Refusal of instruction to mover/remove parked aircraft - Charge per day (plus the standard aircraft parking charge noted above)	36.29	7.26	43.55	37.38	7.48	44.85	1.31	3.00%
								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 this charge

b) Weekly, Monthly and Annual Aircraft Parking Fees - applications may be made to the Station 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.

Passenger Load Supplement (inclusive of Security Charge if Applicable)

	2011-2012 NET	VAT	2011-2012 GROSS	2012-2013 NET	VAT	2012-2013 GROSS	Increase £	Increase %
Domestic and International	8.01	0.00	8.01	8.25	0.00	8.25	0.24	3.00%
								Amount payable for each departing passenger over 2 years old on a Public Transport Flight

Cargo Throughput Charge

No charge

Vehicle Permits

	2011-2012 NET	VAT	2011-2012 GROSS	2012-2013 NET	VAT	2012-2013 GROSS	Increase £	Increase %
Airside Vehicle Permit	46.27	9.25	55.52	47.67	9.53	57.20	1.68	3.02%
Replacement of lost, stolen or damaged permits	46.27	9.25	55.52	47.67	9.53	57.20	1.68	3.02%
								Permit available on application from the Station Manager. All vehicles proceeding airside must have the minimum level of insurance as specified by the 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.

Parking

NO CHANGE FROM 2011/12 - NEW POLICY IS UNDERWAY

Parking Type	Period	2012/13		VAT	2012/13	
		NET	GROSS		NET	GROSS
Oban Car Parks (Except Corran No.1) Helensburgh including Pier Area A Dunoon	0 to 4 hrs	0.17 per 15 mins	0.20 per 15mins	0.03	0.17 per 15 mins	0.20 per 15mins
		0.34 per 30 mins	0.40 per 30 mins	0.06	0.34 per 30 mins	0.40 per 30 mins
		0.51 per 45 mins	0.60 per 45 mins	0.09	0.51 per 45 mins	0.60 per 45 mins
		0.68 per 60 mins	0.80 per 60 mins	0.12	0.68 per 60 mins	0.80 per 60 mins
Rothesay	4 to 10 hrs	0.68 per hour thereafter	0.80 per hour thereafter	0.12	0.68 per hour thereafter	0.80 per hour thereafter
Craignure	Quarterly Season	96.67	116.00	19.33	96.67	116.00
	6 monthly season	180.00	216.00	36.00	180.00	216.00
	9 monthly season	259.17	311.00	51.83	259.17	311.00
	Annual Season	339.17	407.00	67.83	339.17	407.00
Helensburgh Sinclair Street	Maximum 4 Hours	0.17 per 15 mins	0.20 per 15 mins	0.03	0.17 per 15 mins	0.20 per 15 mins
		0.34 per 30 mins	0.40 per 30 mins	0.06	0.34 per 30 mins	0.40 per 30 mins
		0.51 per 45 mins	0.60 per 45 mins	0.09	0.51 per 45 mins	0.60 per 45 mins
		0.68 per 60 mins	0.80 per 60 mins	0.12	0.68 per 60 mins	0.80 per 60 mins
Commercial Parking in Town Centre						
Helensburgh Pier Area B Car Park and Lochavullin and Longsdale, Oban	0 to 8 hrs	0.94	1.10	0.16	0.94	1.10
	8 to 24 hrs	8.51	10.00	1.49	8.51	10.00
Arrochar Glenloin No 1 and No 2	per hour	0.26 per hour	0.30 per hour	0.04	0.26 per hour	0.30 per hour
	per day	0.87 per day	1.00 per day	0.13	0.87 per day	1.00 per day
Seasonal Car Parks						
Fionnphort Corran No 1 Luss Inveraray	0 to 4 hrs	0.17 per 15 mins	0.20 per 15 mins	0.03	0.17 per 15 mins	0.20 per 15 mins
		0.34 per 30 mins	0.40 per 30 mins	0.06	0.34 per 30 mins	0.40 per 30 mins
		0.51 per 45 mins	0.60 per 45 mins	0.09	0.51 per 45 mins	0.60 per 45 mins
		0.68 per 60 mins	0.80 per 60 mins	0.12	0.68 per 60 mins	0.80 per 60 mins
	4 to 10 hrs	0.70 per hour thereafter	0.80 per hour thereafter	0.10	0.70 per hour thereafter	0.80 per hour thereafter
Seasonal Car Parks - Permits	Seasonal period	75.00	90.00	15.00	75.00	90.00

Parking

Parking Type	Period	2012/13		VAT	2012/13	
		NET			GROSS	
Other Seasonal Car Parks						
Inveraray Avenue	0 to 10 hours	0.68 per hour		0.12		0.80 per hour
	0 to 4 hrs	0.21 per hour		0.04		0.25 per hour
Ganavan	Half day	0.83		0.17		£1.00/half day
	daily	1.67 per day		0.33		£2.00 per day
<u>EXCESS CHARGES – OFF STREET CAR PARKS ONLY</u>						
Penalty Charges	Period	2012/13	NET	VAT	2012/13	GROSS
Excess charge – paid within 7 days			13.00	0.00		13.00
Excess charge – paid after 7 days			32.00	0.00		32.00
'No ticket' charge			42.00	0.00		42.00
Irregular parking charge			42.00	0.00		42.00
<u>ON STREET</u>			2012/13	VAT	2012/13	GROSS
			NET		GROSS	
Inner Zone	Limited to 2 hours maximum		80p per 40 mins	0.00		80p per 40 mins
Outer Zone	Limited to 4 hours maximum		80p per 40 mins	0.00		80p per 40 mins
Residents Permit	Annual charge		80.00	0.00		80.00
	Quarterly charge		29.00	0.00		29.00
Staff Permits						
Municipal Buildings, Oban	Annual		67.08	13.42		80.50

Traffic Management

Traffic Management Charges		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %	Comments
Activity										
Temporary Traffic Regulation Orders										
Provision of Temporary TRO	585.00	0.00	585.00	603.00	0.00	603.00	18.00	3.08%	Plus cost of Advert * See note 1 & 2	
Provision of Temporary TRO for Annual Events (2nd year and thereafter)	293.00	0.00	293.00	302.00	0.00	302.00	9.00	3.07%	Plus cost of Advert * See note 1 & 2	
Provision of Extension of Temporary TRO	293.00	0.00	293.00	302.00	0.00	302.00	9.00	3.07%	Plus cost of Advert * See note 1 & 2	
Provision of Emergency Notice TRO	293.00	0.00	293.00	302.00	0.00	302.00	9.00	3.07%	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				
Release of impounded signs	11.00	0.00	11.00	11.30	0.00	11.30	0.30	2.73%		
Scaffolding and Hoardings										
Fees for Licence	59.00	0.00	59.00	61.00	0.00	61.00	2.00	3.39%	per 4 weeks	
Extension of the Licence	24.00	0.00	24.00	25.00	0.00	25.00	1.00	4.17%	One off + £13 per week or part thereof	
Other Miscellaneous Charges										
Builders skips placed on the Road - consideration of Licence	18.00	0.00	18.00	18.50	0.00	18.50	0.50	2.78%		
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	147.50	29.50	177.00	151.67	30.33	182.00	5.00	2.82%	For each and every opening. To be charged at commercial rate unless advised differently by Roadspace Manager.	
Permission to open up the Road by non Statutory Organisations - Residential	74.17	14.83	89.00	76.67	15.33	92.00	3.00	3.37%		
Permission to erect Traffic Signals on Roads (1 Month)	51.67	10.33	62.00	53.33	10.67	64.00	2.00	3.23%		
Permission to erect Traffic Signals on Roads (Up to 3 Months)	103.33	20.67	124.00	106.67	21.33	128.00	4.00	3.23%		
Permission to erect Temporary Signs for Events (Up to 3 Months)	51.67	10.33	62.00	53.33	10.67	64.00	2.00	3.23%	This is for assessment and Permission. Not supply and erection.	
Permission to erect Sign for New Development (Up to 12 Months)	257.50	51.50	309.00	265.00	53.00	318.00	9.00	2.91%	This is for assessment and Permission. Not supply and erection.	
Permission to occupy part of the road for Pavement Café etc. (First Year)	129.17	25.83	155.00	133.33	26.67	160.00				
Permission to occupy part of the road for Pavement Café etc. (Renewal)	43.33	8.67	52.00	45.00	9.00	54.00	2.00	3.85%		
RCC Inspections (per RCC)	34.17	6.83	41.00	35.00	7.00	42.00	1.00	2.44%	£42.00 per £1,000 of Road Bond Value. Option of Time in Line to be available	
RCC Processing (Initial Application + 1 Review)			Nil							
RCC Processing (Further Reviews)			Staff Cost							Staff Costs + On costs for Sub Standard Application

Traffic Management

Traffic Management Charges		2011/12 NET	VAT	2011/12 GROSS	2012/13 NET	VAT	2012/13 GROSS	Increase £	Increase %	Comments
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 Unit's Roadspace Manager.										
Fines are levied at a cost of £ per breach.		124.00	0.00	124.00	124.00	0.00	124.00	0.00	0.00%	
This fine can be reduced to £ if paid within 30 days.		82.00	0.00	82.00	82.00	0.00	82.00	0.00	0.00%	
Road Inspections as a result of Road Openings										
These charges are set by Roads Authority and Utility Committee (Scotland)										
1st Inspection		31.00	0.00	31.00	32.00	0.00	32.00			Statutory Charges
Further Inspections (each inspection)		62.00	0.00	62.00	32.00	0.00	32.00			Statutory Charges
Roads Charges										
Removal of materials from Road		At Cost + 12.5%	0.00	At Cost + 12.5%	At Cost + 12.5%	-	At Cost + 12.5%			
Re-locating Street Lights or Other Street Furniture		At Cost + 12.5%	0.00	At Cost + 12.5%	At Cost + 12.5%	-	At Cost + 12.5%			
Site Clearance after Accidents		At Cost + 12.5%	0.00	At Cost + 12.5%	At Cost + 12.5%	-	At Cost + 12.5%			
Salt Bins		At Cost + refill	0.00	At Cost + refill	At Cost + refill	-	At Cost + refill			

Notes:

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

BUDGET 2012-13: FINANCIAL RISKS ANALYSIS

1 SUMMARY

- 1.1 This report summarises the outcome of a review of the financial risks related to the budget process. The report outlines the process and approach to carrying out the analysis and summarises the main risks. The financial risks will be monitored on an ongoing basis as part of budget monitoring.

2 DETAIL
Introduction

- 2.1 The Council is facing a period of significant financial challenge. In developing its budget to address both restricted resources and cost and demand pressures there are a number of risks the Council needs to consider and manage. This report outlines the process and approach followed in carrying out a financial risks analysis around the budget.
- 2.2 An exercise has been undertaken for each service looking at each of the main activities/teams/business units within a service and identifying risks related to cost levels, service demands and income. The probability, service impact and financial impact of each risk have been assessed. A range of council wide risks have also been identified and assessed. Risks related to service reviews and funding have also been identified and assessed.
- 2.3 The probability and service impact is a combination of the likelihood of an event happening and the impact that it would have. Each element is scored out of 5 with a combined score up to 25. The probability and service impact scores have been categorised as low, medium and high, as follows:

Low	Score 1-5
Medium	Score 6-12
High	Score 13-25

Risks to Cost Levels

- 2.4 Costs for services are not always fixed and in line with the current economic climate are subject to fluctuation. An example of this is the uncertain inflation levels and how these affect costs. The key risks identified are only concerned with risk in relation to costs that are required to maintain the current level of service delivery.
- 2.5 The top three risks for service cost levels, in terms of the likely financial impact are:

Service	Description	Probability & Service Impact	Budget Impact £000	Management/ Control
Adult Care	Learning Disability Increased Provider Charges	Medium - 12	826	Ensure services are targeted at priority need clients. Review of client assessments and selection of appropriate provider via commissioning of service.
Adult Care	Externalisation of homecare services and the uncertainty around future provider rates	Medium - 12	569	New rates will apply to all homecare hours (those that are currently provided externally and the newly provided). Appropriate tender procedure and desktop review of current provision to reduce commitment to within budget.
Roads and Amenity Services	Waste Collection – unable to introduce co-mingled collection	Low - 3	310	Devote the necessary resources to complete the change in service delivery.

2.6 The top three risks for service cost levels, in terms of the probability and the impact on service are:

Service	Description	Probability & Service Impact	Budget Impact £000	Management/ Control
Adult Care	Learning Disability Increased Provider Charges	Medium - 12	826	Ensure services are targeted at priority need clients. Review of client assessments and selection of appropriate provider via commissioning of service.
Adult Care	Externalisation of homecare services and the uncertainty around future	Medium - 12	569	New rates will apply to all homecare hours (those that are currently provided externally and the newly

	provider rates			provided). Appropriate tender procedure and desktop review of current provision to reduce commitment to within budget.
Economic Development	Ferries – Increased Maintenance Costs due to the age of fleet	Medium – 12	200	Monitor the cost of maintaining the fleet and if necessary prepare business cases for the procurement of replacement ferries.

2.7 The following table summarises the number of service cost level risks with their probability/service impact and budgetary impact. A more detailed analysis of the key service cost level risks is attached as Appendix 1.

Probability & Service Impact	No. of Risks	No. of Risks < £100k	No. of Risks £100k-£250k	No. of Risks £250-£500	No. of Risks > £500k	Budget Impact £000
Low	9	7	1	1		778
Medium	25	19	3	1	2	3,315
High	0					0

Risks to Service Demand

2.8 A demand pressure is created where there is a need to expand or provide additional services to those already delivered as a result of circumstances that place more demand on a service. The key risks identified are based on history of previous demand pressures, demographic issues that create more demand and any future demand anticipated.

2.9 The top three risks to service demands, in terms of the likely financial impact are:

Service	Description	Probability & Service Impact	Budget Impact £000	Management/ Control
Roads and Amenity Services	Winter Maintenance – Adverse weather conditions which require greater than budgeted number of gritting runs	High - 16	1,197	Monitor weather conditions and apply gritting policy to minimise costs.

Adult Care	Older People Population Growth	Medium - 12	704	Restrict service provision within available budget. Ensure services targeted at priority need clients. Continue to shift balance of care where average community care packages cost less than institutional.
Adult Care	Older People - Level of service demand remains at current commitment or increases due to needs becoming more complex	Medium - 12	563	Restrict service provision within available budget. Ensure services targeted at priority need clients. Continue to shift balance of care where average community care packages cost less than institutional. Target funding at preventative services to reduce risk of higher dependency.

2.10 The top three risks to service demands, in terms of the probability and the impact on service are:

Service	Description	Probability & Service Impact	Budget Impact £000	Management/ Control
Roads and Amenity Services	Adverse weather conditions which require greater than budgeted number of gritting runs	High - 16	1,197	Monitor weather conditions and apply gritting policy to minimise costs.
Roads and Amenity Services	Street Lighting - Age of lighting stock requires greater maintenance	High - 16	82	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.
Adult Care	Population Growth	Medium – 12	704	Restrict service provision within available budget. Ensure services

				targeted at priority need clients. Continue to shift balance of care where average community care packages cost less than institutional.
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- 2.11 The following table summarises the number of service demand risks with their probability/service impact and budgetary impact. A more detailed analysis of the key service demand risks is attached as Appendix 2.

Probability & Service Impact	No. of Risks	No. of Risks < £100k	No. of Risks £100k-£250k	No. of Risks £250-£500	No. of Risks > £500k	Budget Impact £000
Low	6	6				104
Medium	24	14	8		2	3,438
High	2	1			1	1,279

Risks to Service Income

- 2.12 The income risks are in relation to income received for services provided. Funding risks are included within a separate section to this report.
- 2.13 The top three risks to service income, in terms of the likely financial impact are:

Service	Description	Probability & Service Impact	Budget Impact £000	Management/ Control
Customer and Support Services	ICT Applications - Loss of external contracts - ACHA	Low - 4	205	Ongoing robust contract maintenance. Contract in place for 3 years. Not an immediate risk.
Roads and Amenity Services	Car Parking – Reduced use of car parks result in loss of income	Medium - 12	159	Ensure that there is an enforcement regime in place to collect all income due.
Customer and Support Services	Housing Benefits – Private Benefit Afforded – Error Rates lead to penalties/with held subsidy	Low – 4	131	Ensure Benefit take-up is maximised, and benefits are paid promptly whilst minimising fraud.

- 2.14 The top three risks to service income, in terms of the probability and the impact on service are:

Service	Description	Probability & Service Impact	Budget Impact £000	Management/ Control
Facility Services	CCJ - Loss of external contracts - Recent announcement unsuccessful joint bid with Consortia re Police Cleaning Contract.	High - 16	40	Ongoing robust contract maintenance. Joint strategy with Procurement colleagues to maintain and increase.
Roads and Amenity Services	Car Parking – Reduced use of car parks result in loss of income	Medium – 12	159	Ensure that there is an enforcement regime in place to collect all income due.
Adult Care	Older People – Changes in self funding clients receiving residential care	Medium – 12	99	Management have no control over financial circumstances of clients receiving care.

- 2.15 The following table summarises the number of service income risks with their probability/service impact and budgetary impact. A more detailed analysis of the key service income risks is attached as Appendix 3.

Probability & Service Impact	No. of Risks	No. of Risks < £100k	No. of Risks £100k-£250k	No. of Risks £250-£500	No. of Risks > £500k	Budget Impact £000
Low	6	4	2			479
Medium	14	13	1			828
High	1	1				40

Council Wide Risks

- 2.16 There are a number of risks that affect the income or expenditure across the whole council. The main council wide risks relate to cost levels and are noted below:

Description	Probability & Service Impact	Budget Impact £000
Employee Pay increase by 1%	Low – 4	1,050
Employers NI rate increase by 2%	Low - 4	2,101
Employers Superannuation rate increase by 1% (assume 80% in scheme)	Low - 4	840
Energy costs increase by 10%	Medium - 6	668
Repairs and Maintenance costs increase by 5%	Low - 4	114
General Inflation – increase costs by 1%	Medium - 9	1,463

- 2.17 Whilst increases in pay, NI and Superannuation would have a major impact the probability for 2012-13 is remote. There is a possible risk of energy costs increasing by a further 10% but the impact in overall terms on the Council's budget and operations would be minor. An increase in repair and maintenance costs is unlikely but more than remote, however, the impact would be minor. Given current levels of inflation there is a possible risk this will create additional pressure on the Council's budget during the year and given the overall financial impact this would have a moderate impact.

Funding Risks

- 2.18 The main funding risks relate to council tax and Scottish Government grant.
- 2.19 The estimated level of council tax income was reviewed at the end of November 2011 and is based on current and forecast band D equivalents and non payment rates. This reflects our most recent experience in terms of the council tax base and likely collection rates. No further increase in council tax income has been assumed for 2013-14 and 2014-15 and this is deemed a prudent assumption. A 1% variation in council tax income amounts to £450,000.
- 2.20 Scottish Government funding is based on the local government finance settlement announcement. The announcement covered a 3 year period for 2012-13 to 2014-15. This represents a firm indication of funding for these 3 years and it is unlikely that funding will fall below these levels. One area of risk to funding would be if the Council were deemed not to have met the conditions attached to the finance settlement and this is assessed as remote. A 1% variation in Scottish Government funding amounts to £2.2m.

Service Review Risks

- 2.21 Savings options developed as part of the service review go through a two stage options appraisal process. There are four elements within the options

appraisal, one of them being specifically on risk. The risk element takes account of the risks around successful implementation and also the risks around the impact and savings – impact not achieved or savings not achieved.

- 2.22 The service reviews have all been completed and reports prepared on savings proposals. Detailed implementation plans have been prepared for each service review and a risk register completed. Progress with implementation will be monitored through the relevant project boards and Transformation Programme Board.

Monitoring

- 2.23 The risks identified through this process will be reviewed and monitored as part of the budget monitoring process so that the Council is clear about potential changes to the probability or impact of these risks.

3 CONCLUSION

- 3.1 Budgets are the plans of an organisation expressed in financial terms. These are based on a range of assumptions in relation to costs, levels of activities, income, funding and implementation of service reviews. This report summarises the results of a review of the risks associated with the various assumptions underpinning the budget. There are a range of risks associated with these assumptions in terms of probability, service impact and financial impact. Some of these are important risks/assumptions that the Council will need to monitor over the 2012-13 financial year and this monitoring will be built into the budget monitoring process.
- 3.2 Taking account of the financial risks analysis contained in this report it is recommended that Members should consider what level of provision be made on a one-off basis to provide a contingency.

Bruce West
Head of Strategic Finance
23 January 2012

ARGYLL AND BUTE COUNCIL - FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key Cost Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISK TO COST LEVELS			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Children and Families	Looked After Children - Residential Placements	1,205	Increased level of support/ placement cost	9	8.00%	96	Commissioning Team; Regular reviews to minimise duration of placement, Maximise existing resources
Children and Families	Looked After Children - Throughcare	262	Increased level of support/ placement cost/duration of support	6	18.00%	47	Commissioning Team; Regular reviews; Prompt transition to Benefits. Active Policy/Strategic aim to develop/enhance Throughcare offset by corresponding savings within Residential
Children and Families	Pre-Five Units	1,107	Failure of pre-five partner providers	6	5.00%	55	Annual financial appraisal; Support network; Short-term cash injections;
Children and Families	Child Protection - Standby Service	27	Withdrawal of other LA's/ cessation of standby service	9	100.00%	27	Review standby provision
Adult Care	Adult Care - Standby Service	35	Increased cost of Standby Service if further authorities pull out of the West of Scotland Social Work standby service	9	62.00%	22	Consider alternative methods of delivery.
Adult Care	Older People	8,488	Externalisation of homecare services and the uncertainty around future provider rates	12	6.70%	569	New rates will apply to all homecare hours (those that are currently provided externally and the newly provided). Appropriate tender procedure and desktop review of current provision to reduce commitment to within budget.
Adult Care	Older People	8,294	COSLA Agreement - National Care Home Contract - Increase in rates	9	0.85%	70	Contribute to COSLA consultation prior to national discussions with providers. Restrict commitment back in line with budget.
Adult Care	Learning Disabilities	9,548	Increased Provider Charges	12	8.65%	826	Ensure services are targeted at priority need clients. Review of client assessments and selection of appropriate provider via commissioning of service.
Adult Care	Mental Health	1,452	Provider Charges	12	13.50%	196	Ensure services are targeted at priority need clients. Review of client assessments and selection of appropriate provider via commissioning of service.

ARGYLL AND BUTE COUNCIL - FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key Cost Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISK TO COST LEVELS			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Education	Schools - Teacher Numbers	n/a	National directive to maintain teachers numbers may result in staff being retained over and above budgeted entitlement	12	2.00%	-	Staffing Standard - Mitigated by additional settlement monies
Education	ASN - Residential Placements	No relationship with budget	Imposed costs /Childrens Panel decisions	9	5.00%	100	Liaison with SW colleagues, Dialogue with Childrens Panel
Education	Implementation of Curriculum for Excellence	No relationship with budget	Potential additional resource/ equipment expenditure to meet requirement of CFE	9	20.00%	250	
Community and Culture	Improved Access to Affordable Housing - Housing Support	983	Increased cost from external providers of housing support	9	2.00%	20	Ensure appropriate commissioning of service and targeting of resource to areas of greatest need
Community and Culture	Improved Access to Affordable Housing - Temporary Accommodation	1,024	Higher cost of temporary accommodation - increased rental prices and bed & breakfast costs with clients remaining in tenancies for a longer time period until permanent residences are secured	9	1.00%	10	B&B contracts are in place as block purchase of allocation. Work with housing associations and landlords to negotiate rent levels
Customer and Support Services	Central Costs - Postages	122	Increased Supplier Charge	8	10.00%	12	Encourage more use of TNT, consolidated mailings & move to online services.
Customer and Support Services	Debt Recovery	132	Debt becomes more difficult to pursue	12	5.00%	7	Robust monitoring of arrangements with debt collection agency.
Facility Services	Property - Shared Offices Expenditure	1,664	Cross service re utilities/CRA increase in supplier/contractor charges	6	5.00%	83	Joint strategy with Procurement colleagues to reduce potential impact.
Facility Services	Property - Shared Depots	465	Cross service re utilities/CRA increase in supplier/contractor charges	6	5.00%	23	Joint strategy with Procurement colleagues to reduce potential impact.
Facility Services	MDC-unapportioned overheads surplus properties	314	Ongoing market difficulties lead to increased numbers of surplus properties.	6	5.00%	16	Asset management strategy.
Facility Services	CCI - Catering purchases	1,165	Increased Supplier charges	9	5.00%	58	Joint strategy with Procurement colleagues to reduce potential impact. Control food wastage/portion controls.
Facility Services	Pupil Transport	6,166	Increased Provider Charges	8	5.00%	308	Joint strategy with Procurement colleagues to reduce potential impact.
Facility Services	Public Transport	987	Increased Provider Charges	8	5.00%	49	Joint strategy with Procurement colleagues to reduce potential impact.
Facility Services	SPT - Requisition	606	Increased contributions requested	4	10.00%	61	Outwith direct management control.

ARGYLL AND BUTE COUNCIL - FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key Cost Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISK TO COST LEVELS			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Facility Services	SPT - Concessionary Fares	148	Increased contributions requested	4	10.00%	15	Outwith direct management control.
Facility Services	Rural Transport Grants	298	Increased contributions requested	8	20.00%	60	Robust implementation of service review strategy re cost per passenger & utilisation.
Customer Services	NPDO	12,609	Increased contractual costs i.e. Change in law	2	1.00%	126	Ongoing contract monitoring - evaluation of contract change and mitigation through financial forecasting and existing budget.
Customer Services	NPDO	12,609	Increase in insurance costs	2	0.25%	32	Monitoring of insurance arrangements - the risk sharing mechanism in the contract and mitigation through financial forecasting and existing budget.
Customer Services	NPDO	12,609	Increase in utility costs	3	0.75%	95	Inputting into energy management strategy and monitoring SPV management of utilities and mitigation through financial forecasting and existing budget.
Customer Services	NPDO	12,609	Increase in NDR	4	0.25%	32	Monitor 10 yearly increase in NDR and yearly increase in poundage rates and mitigation through financial forecasting and existing budget.
Customer Services	NPDO	12,609	Increase in RPI	3	0.50%	63	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and existing budget.
Economic Development	Airfields and Air Services	No relationship with budget	Increased fuel costs on PSO flights being passed on to the Council	9	15.00%	30	Scrutinise all claims for increased costs to ensure that they are in accordance with the contract.
Economic Development	Ferries	No relationship with budget	Increased maintenance costs due to the age of the fleet.	12	15.00%	200	Monitor the cost of maintaining the fleet and if necessary prepare business cases for the procurement of replacement ferries.
Roads and Amenity Services	Waste Collection	2,065	Unable to introduce co-mingled collections due to an unsatisfactory outcome of negotiations with Shanks.	3	15.00%	310	Devote the necessary resources to complete the variation process and the introduce change to service delivery
Roads and Amenity Services	Waste Management PPP	5,732	Unable to satisfactorily negotiate changes to the contract	3	0.80%	46	Devote the necessary resources to the negotiations to achieve the desired outcome.

ARGYLL AND BUTE COUNCIL – FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key DEMAND Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISKS TO SERVICE DEMAND			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Children and Families	Looked After Children - Residential Placements	1,205	Increase to client base	12	16.00%	193	Maximise council facilities/ resources in first instance
Children and Families	Looked After Children - Throughcare	262	Increase to client base	9	18.00%	47	Children's Resource Panel; Prompt transition to Benefits
Children and Families	Looked After Children - Fostering	953	Increase to client base	12	10.00%	95	Active Policy/Service Priority to enhance activity
Children and Families	Looked After Children - Adoption	137	Increased number of contested adoptions	8	11.00%	15	Active Policy/Service Priority to enhance activity
Children and Families	Children Affected by a Disability	613	Increased demand	9	10.00%	61	Children's Resource Panel
Children and Families	Pre-Five Units	2,267	Increase in pupil numbers	6	3.00%	68	Maximise current staff base
Adult Care	Older People	28,159	Population Growth	12	2.50%	704	Restrict service provision within available budget. Ensure services targeted at priority need clients. Continue to shift balance of care where average community care packages cost less than institutional.
Adult Care	Older People	28,159	Level of service demand remains at current commitment or increases due to needs becoming more complex	12	2.00%	563	Restrict service provision within available budget. Ensure services targeted at priority need clients. Continue to shift balance of care where average community care packages cost less than institutional. Target funding at preventative services to reduce risk of higher dependency.
Adult Care	Learning Disabilities	9,548	Transition cases	12	2.30%	220	Restrict service provision within available budget. Ensure services targeted at priority need clients. Better flow of information in relation to children who are due to transition to adult services
Adult Care	Learning Disabilities	9,548	Level of service demand remains at current commitment or increases due to needs becoming more complex	9	2.30%	220	Restrict service provision within available budget. Ensure services targeted at priority need clients.
Adult Care	Mental Health	1,452	Level of service demand remains at current commitment or increases due to needs becoming more complex	12	12.65%	184	Restrict service provision within available budget. Ensure services targeted at priority need clients.
Education	Schools - Teacher Cover	No relationship with budget	Increased Absence Rate resulting in increased cover requirement	12	20.00%	100	Absence Management Protocols

ARGYLL AND BUTE COUNCIL – FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key DEMAND Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISKS TO SERVICE DEMAND			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Education	Schools - ASN Assistants	No relationship with budget	Client Base increasing	9	5.00%	115	Priority Need Framework, Active Management of Distribution/allocations
Education	ASN Residential Placements	No relationship with budget	Client Base increasing	9	5.00%	100	Liaison with SW colleagues. Active Management of existing client base
Community and Culture	Improved Access to Affordable Housing - Temporary Accommodation	1,024	Changes to Priority Need - all unintentionally homeless people will be classed as priority need and entitled to permanent accommodation. They must be temporarily accommodated by council until then.	9	1.00%	10	Provision of information and advice services to minimise number of applicants proceeding to full homeless application.
Customer and Support Services	Customer Services Centre	862	Ongoing transfer of services to the CSC with insufficient budget transfer.	6	5.00%	43	Protocols to be agreed re budget/service transfers.
Customer and Support Services	Non-Domestic Rates Relief	103	Risk of demand changing due to legislative changes outwith our control or new charitable businesses.	4	5.00%	5	Protocols to be agreed re budget/service transfers.
Facility Services	Property - Shared Depots	No relationship with budget	Ongoing security requirements at Blackhill Depot, Helensburgh.	12	50.00%	50	Liaison with Development & Infrastructure colleagues to agree security requirements. Note impact of this risk ultimately rests with Development & Infrastructure.
Facility Services	School meals uptake	2,765	Reduction in numbers paying for School Meals due to current economic climate.	9	5.00%	138	Joint marketing strategy with Community Services colleagues to maintain and increase uptake. Note impact of this risk ultimately rests with Community Services.
Facility Services	Pupil Transport	6,166	Increase in special needs transport numbers	9	1.00%	62	Joint transport strategy with Education colleagues to ensure service provided in the most efficient manner.
Governance and Law	Litigation	186	Increased legal challenge re staffing issues as a result of service redesign.	2	5.00%	9	Ensure procedures applied consistently
Governance and Law	Legal Services	500	Failure to minimise Council wide use of external legal advice.	2	5.00%	25	Ensure legal services are gateway to access all legal advice.
Governance and Law	Elections	34	More than 1 by-election required outwith standard election cycle.	3	100.00%	34	Outwith direct management control.

ARGYLL AND BUTE COUNCIL - FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key DEMAND Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISKS TO SERVICE DEMAND			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Governance and Law	Children's Panel	54	Increased number of referrals.	4	20.00%	11	Liaise with Community Services colleagues to maximise council facilities/ resources in first instance.
Governance and Law	Central Governance	258	Increased number of meetings	6	10.00%	26	Liaise with members to maximise council facilities/ resources in first instance.
Governance and Law	Area Governance	267	Increased number of meetings	6	10.00%	27	Liaise with members to maximise council facilities/ resources in first instance.
Planning and Regulatory Services	Planning and Building Standards	1,819	Increase in numbers of Planning and Building Warrant Applications	9	5.50%	100	Monitor number of applications received
Planning and Regulatory Services	Animal Health	No relationship with budget	Carrying out Livestock Seizure to protect welfare of the animals	3	25.00%	20	Monitor activity and seek to recover costs from the disposal of the animals.
Planning and Regulatory Services	Building Standards	No relationship with budget	Dangerous Building Enforcement	9	25.00%	100	Monitor activity and seek to recover costs from the owner
Roads and Amenity Services	Winter Maintenance	1,197	Adverse weather conditions which require greater than budgeted number of gritting runs	16	100.00%	1,197	Monitor weather conditions and apply gritting policy to minimise costs.
Roads and Amenity Services	Roads Maintenance	5,994	Adverse weather conditions result in deterioration of the road network necessitating greater spend on repair of defects.	9	3.30%	198	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.
Roads and Amenity Services	Street Lighting	970	Age of lighting stock requires greater maintenance as health and safety becomes a consideration.	16	8.50%	82	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.

ARGYLL AND BUTE COUNCIL - FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key Income Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISKS TO SERVICE INCOME			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Adult Care	Older People	1,041	Changes in self funded clients receiving residential care	12	9.50%	99	Management have no control over financial circumstances of clients receiving care.
Adult Care	Older People	311	Clients withdraw from service due to charges or changes to benefits leading to a reduction in income.	9	23.00%	72	Ensure clients benefits are maximised to reduce impact of charges and risk of withdrawal from service. Ensure internal and externally delivered services cease where client withdraws from charging scheme.
Adult Care	Learning Disabilities	365	Clients withdraw from service due to charges or changes to benefits leading to a reduction in income.	9	15.25%	56	Ensure clients benefits are maximised to reduce impact of charges and risk of withdrawal from service. Ensure internal and externally delivered services cease where client withdraws from charging scheme.
Adult Care	Mental Health	120	Clients withdraw from service due to charges or changes to benefits leading to a reduction in income.	9	22.00%	26	Ensure clients benefits are maximised to reduce impact of charges and risk of withdrawal from service. Ensure internal and externally delivered services cease where client withdraws from charging scheme.
Community and Culture	Improved Access to Affordable Housing - Temporary Accommodation	518	Introduction of universal benefits from 1 April 2012 will have an impact on the level of benefits recovered for temporarily accommodated individuals.	9	15.00%	78	Provision of information and advice services to minimise number of applicants proceeding to full homeless application, including ensuring that they are in receipt of full benefit entitlement.
Community and Culture	Sport and Physical Activity - Leisure Facilities	1,117	Reduced take-up of services offered in leisure facilities	9	4.00%	45	Service is currently reviewing cafeteria services within its establishments
Customer and Support Services	Central Costs - Postages	271	Loss of external income/continuation of use of external service rather than utilising internal services.	2	2.50%	7	Ongoing robust print contract maintenance. Develop & implement print strategy.
Customer and Support Services	Housing Benefits - Private Benefit afforded	21,420	Error rates lead to penalties/withheld subsidy.	4	0.61%	131	Ensure Benefit take-up is maximised, and benefits are paid promptly whilst minimising fraud
Customer and Support Services	Benefits Administration	1,110	Ongoing Benefits legislation changes with a resultant reduction in administration grant. In advance of Universal Credit changes.	12	5.00%	56	Flagged as a cost pressure within service review. Ongoing input to Universal Credit discussions/consultation.

ARGYLL AND BUTE COUNCIL – FINANCIAL RISKS ANALYSIS
2012-13 BUDGET

Schedule of Key Income Risks

SERVICE	SERVICE AREA	TOTAL BUDGET £000	DESCRIPTION OF RISK	RISKS TO SERVICE INCOME			MANAGEMENT /CONTROL
				PROBABILITY AND SERVICE IMPACT	IMPACT %	BUDGET IMPACT £000	
Customer and Support Services	ICT Applications	205	Loss of external contracts - ACHA	4	100.00%	205	Ongoing robust contract maintenance. Contract in place for 3 years. Not an immediate risk.
Facility Services	Property - Shared Offices Income	254	Loss of External Rental Income ACHA	9	20.00%	51	Liaison with ACHA to agree requirements - link with ongoing review of Council property requirements
Facility Services	CCI External Contracts	53	Loss of external contracts - Recent announcement unsuccessful joint bid with Consortia re Police Cleaning Contract.	16	75.00%	40	Ongoing robust contract maintenance. Joint strategy with Procurement colleagues to maintain and increase.
Facility Services	Pupil Transport	6,166	Carers refuse to pay for privilege transport.	6	0.12%	7	Robust response to refusals with removal of service.
Governance and Law	Licensing Income	239	Reduced number of applicants	9	20.00%	48	Robust monitoring of trends.
Economic Development	Piers and Harbours	142	Reduced fishing fleet resulting in lower number of fish landings.	12	25.00%	36	Monitor fish landings and ensure that all income is collected.
Economic Development	Piers and Harbours	3,858	Changes to ferry services resulting in reduced passenger income	3	1.50%	58	Ensure that ferry operators are charged for the correct number of passengers
Economic Development	Airfields and Air Services	26	Reduced number of aircraft using the airports	6	25.00%	7	Monitor usage and market the facilities
Planning and Regulatory Services	Planning and Building Standards	1,819	Increase in numbers of Planning and Building Warrant Applications	6	5.00%	91	Monitor number of applications received and adjust staffing to deal with the increase
Planning and Regulatory Services	Planning and Building Standards	1,819	Decrease in numbers of Planning and Building Warrant Applications	3	2.70%	49	Monitor number of applications received and adjust staffing to deal with the increase
Roads and Amenity Services	Car Parking	1,057	Reduced use of car parks result in loss of income	12	15.00%	159	Ensure that there is an enforcement regime in place to collect all income due.
Roads and Amenity Services	Cemeteries	822	Reduced number of burials	3	3.60%	30	Monitor number of burials

BUDGET PREPARATION 2012-13 to 2014-15
RESERVES AND BALANCES

1 INTRODUCTION

- 1.1 This report outlines current balances on all of the Council's reserves. It reviews the balances held in the General Fund Reserve, sets out proposals on parameters for the General Fund Reserve and recommends a level of contingency for the General Fund Reserve based on a risk assessment.

2 DETAIL

- 2.1 Councils have powers to establish certain resource backed reserves and must maintain certain accounting reserves that are not resource backed and do not represent resources available for use by the Council. Councils need to be clear about the purpose of a reserve, how and when the reserve can be used, the arrangements for managing the reserve and the process for reviewing the relevance and adequacy of the reserve. The Council must also maintain a General Fund and can earmark balances for specific purposes within the General Fund.
- 2.2 It is considered good practice for the Council to review its reserves each year. The review of reserves should form part of the financial strategy and 3 year approach to managing the budget. The Council will wish to hold reserves as a working balance to manage the impact of uneven cash flows, as earmarked funds to fund specific activities or as a contingency for unexpected events. There are a number of factors the Council should take into account when considering the adequacy of its reserves.

Resource Backed Reserves

- 2.3 The powers of councils to establish reserves are laid out in Schedule 3 of the Local Government (Scotland) Act 1975. These allow councils to establish a Renewal and Repairs Fund, Insurance Fund and Capital Fund. Councils can also establish a Useable Capital Receipts Reserve.
- 2.4 The Council has the following reserves and the following sections address the requirements outlined above. The Council does not have an insurance fund.

Reserve	Balance 31 March 2011 £000s
Renewal & Repairs Fund	497
Capital Fund	187
Useable Capital Receipts Reserve	2,785

- 2.5 The Renewal and Repairs Reserve was established to support funding of renewal and replacement of school equipment. Schools can only draw on the Renewal and Repairs Fund to the extent they have previously paid in to the Fund and contributions must be contained within schools devolved budgets. The balance and movement on the Renewal and Repairs Fund will be reported following the end of each financial year.
- 2.6 The Capital Fund was established to receive all capital receipts generated by the Council and can be used to support the capital plan or meet the principal repayments on loan charges. The Council decides as part of the budget process each year how it wishes to draw funding from the Capital Fund. The balance and movement on the Capital Fund will be reported following the end of each financial year.
- 2.7 The Useable Capital Receipts Reserve relates to the accumulated unspent capital receipts from sale of council houses prior to transfer of the housing stock. The reserve forms part of the Council's Strategic Housing Fund and can only be used for investment in social housing. The reserve will be used in accordance with the approach to managing the Strategic Housing Fund agreed by the Executive on 12 August 2010.

Accounting Reserves Not Backed By Resources

- 2.8 Councils are also required to establish certain reserves that are not backed by resources. They are required purely for accounting purposes and do not represent resources available for councils to utilise. The Pensions Reserve, Revaluation Reserve, Capital Adjustment Account, Financial Instruments Adjustment Account and Accumulated Absences Account fall into this latter category of accounting reserves. The balance on each of these reserves at 31 March 2010 was as follows.

Reserve	Balance 31 March 2011 £000s
Revaluation Reserve	51,658
Capital Adjustment Account	163,891
Pensions Reserve	(26,227)
Financial Instruments Adjustment Account	(6,006)
Accumulated Absences Account	(7,181)

- 2.9 The Revaluation Reserve represents the unrealised gains in the valuation of fixed assets. The balance on the Capital Adjustment Account is the difference between depreciation based on proper accounting practice and statutory charges for financing capital expenditure. The Pensions Reserve is the difference between pension costs based on proper accounting practice and payments made for pension costs. The Financial Instruments Adjustment Account represents the difference between gains and losses on borrowing and statutory capital financing charges. The Accumulated Absences Account represents the costed difference between holiday entitlement and actual holidays taken at 31 March.

General Fund Balance

- 2.10 There are a number of earmarked balances within the General Fund and these are detailed in the sections below.
- 2.11 The policy on end of year flexibility outlines the situations where earmarking of the General Fund Reserve is permitted, these include:
- Unspent Grants – on some occasions a grant is received in one financial year and will not be fully spent until the following financial year, if the grant is not spent on the purpose intended the Council would have to return the unspent grant. This represents additional funding that the Council has been able to secure from other parties for the benefit of Argyll and Bute.
 - Unspent Third Party Contributions – the Council may receive a contribution from third parties towards a project/work stream but the project may span more than one financial year, as with grant payments the contribution would have to be repaid if not spent on the intended purpose. This represents additional funding that the Council has been able to secure from other parties for the benefit of Argyll and Bute.
 - Unspent budget within the Devolved Management of Resources (DMR) Scheme of Delegation for Schools – this allows for the carry forward of unspent budget within schools, partly to give flexibility over the school year as opposed to the Council's financial year
 - CHORD funding – any budget allocated to the CHORD programme will be ring fenced and any unspent balance at the year-end will be carried forward to support the overall CHORD programme
 - Process for Change Funding – budget has already been approved by Council to fund Workforce Deployment and Customer Management projects
 - Existing Legal Commitments – for example where the Council has unavoidable contractual obligations
 - Licensing Standards – current reserve balance will fund service activity until December 2014

Outwith the situations noted above there is no automatic carry forward of unspent budget. Any surplus arising from unspent budget within the services will be pooled and transferred into the General Fund Reserve.

- 2.12 There are exceptional circumstances where a proposal to earmark unspent budget may be considered, the purpose of the earmarking must be linked to the objectives, priorities and targets as set out in the Council's Corporate Plan and Service Plans. Any proposals to earmark unspent budget must be supported by a business case which is presented to the Executive for approval.
- 2.13 The Council has entered into long term PPP contracts for waste management and schools. Balances are held in the General Fund Reserve and described as PPP Smoothing Funds to smooth out the budgetary impact of differences in the profiles of income and expenditure on the PPP projects over the long term life of these contracts. At 31 March 2011 this amounted to £15.327m.
- 2.14 Income collected from council tax on second homes can only be used for

investment in social housing. The current balance represents income collected from 2005-06 to 2010-11 and amounted to £7.366m at 31 March 2011. It forms part of the Council's Strategic Housing Fund. The Strategic Housing Fund will be administered in accordance with the approach agreed at the Executive on 12 August 2010.

- 2.15 The table below summarises the balances earmarked in the General Fund Reserve for the purposes outlined above, together with the amount spent to the end of December 2011 and the remaining balance:

Category/Reason for Earmarking	Opening Balance at 01/04/11 £'000	Spend to 31/12/11 £'000	Remaining Balance £'000
Unspent Grants	328	119	209
Unspent Third Party Contributions	265	10	255
Unspent Budget - Schools DMR	657	657	0
CHORD	908	908	0
Process for Change	326	326	0
Existing Legal Commitments	115	0	115
PPP Smoothing Funds	15,327	0	15,327
Strategic Housing Fund	7,366	0	7,366
Unspent Budget	502	170	332
Additional SG Grant Carried Forward	2,455	484	1,971
Committed to 2011-12 Budget	876	876	0
TOTAL	29,125	3,550	25,575

- 2.16 Expenditure against earmarked balances is monitored throughout the financial year. Appendix 1 provides further detail on the remaining balance of £25.575m at the end of December 2011 together with a comment as to why these remain unspent.
- 2.17 The forecast outturn for 2011-12 has been reviewed based on the revenue budget monitoring report for 31 December 2011. This is attached as Appendix 2.
- 2.18 It is proposed to retain the contingency level at 1.5% of net expenditure. Further information to support this is given on the following sections on review and risk assessment. Taking account of this and the factors outlined in paragraph 2.17 the estimated unallocated balance on the General Fund Reserve is noted below.

	£000	£000
Funding Gap Approved 2011-12		-5,597
Supplementary estimates agreed for 2011-12		-274
Estimated Saving for 2011-12		63
Forecast Outturn for 2011-12		-5,808
General Fund Reserve at 31 March 2010	32,973	
Less Earmarked Balances	-29,125	
General Fund Contingency	3,848	

General Fund Contingency level 2012-13	3,892	
Increase in General Fund Contingency		-44
Revised Funding Gap B/fwd 2012-13		-5,852

- 2.19 We need to include the brought forward funding gap of £5.852m into the 3 year budget to ensure that the 1.5% contingency is achieved.

Review and Risk Assessment

- 2.20 Assessing the adequacy of reserves should take account of the strategic, operational and financial risk facing the Council and should consider both internal and external factors. Appendix 3 to this report identifies the range of issues in terms of budget assumptions and financial standing and management that should be considered in assessing the level of reserves. It relates only to consideration of the contingency to be held in the General Fund Reserve. A separate financial risk analysis report has been prepared looking at the overall financial risks relating to the revenue budget.
- 2.21 There are 18 categories included in the risk analysis and 8 have been assessed as low with 4 medium/low and 6 medium. This compares to 5 low, 5 medium/low and 5 medium at the last review of 15 risks as part of the 2011-12 budget. There are now no medium/high risks. The medium risks relate to cost pressures, demand pressures, inflation, strategic risks, operational risks and general financial climate.
- 2.22 Based on the above it is recommended that the contingency for the General Fund reserve should be retained at 1.5%.
- 2.23 Risks in terms of capital projects can be partially managed by using capital receipts and managing the overall capital plan. In terms of cash flow management there are substantial earmarked reserves that in the short term can be used to manage overall cash flow.

3 CONCLUSION

- 3.1 The report outlines the overall reserves and balances for the Council covering the purpose and level of each reserve. A risk review of the adequacy of reserves has been carried out and a target level for the general contingency recommended.

Bruce West
Head of Strategic Finance
23 January 2012

Department	Description	Opening Balance at 1st April 2011		Spent or Committed to end December 2011		Remaining Balance		Category of Earmarking	COMMENTS
		£000	£000	£000	£000	£000	£000		
Chief Executive's Unit	Resourcelink Review	135	79	56		Unspent Budget	This project is still ongoing and will continue past March 2012. This remains a high priority project to the Council Executive and Audit Committee in terms of addressing attendance management issues.		
Chief Executive's Unit	Community Planning Partnership	19		19		Unspent Third Party Contribution	These are unspent contributions from partners, this amount is factored into the longer term plan for the Community Planning Partnership and any unspent funds would have to be returned to partner bodies.		
Chief Executive's Unit	Bord na Gaidhig	135		135		Unspent Grant	This is ring-fenced funding from Bord na Gaelic which can only be used for Gaelic projects.		
Chief Executive's Unit	Drivesafe	9		9		Unspent Third Party Contribution	Discussions with partners are ongoing and it is planned for these funds to be transferred to Strathclyde Fire and Rescue to manage.		
Chief Executive's Unit	SVQ Assessor Training	55		55		Unspent Budget	Scoping work as part of the service review is currently underway to establish the requirement for the remainder of these monies. Any proposed use of this balance will be supported by a business case, it is likely that any required spend would be committed by June 2012.		
Chief Executive's Unit	Strategic Finance - Service Developments	106	5	101		Unspent Budget			
Chief Executive's Unit Total		459	84	375					

Department	Description	Opening Balance at 1st April 2011	Spent or Committed to end December 2011	Remaining Balance	Category of Earmarking	COMMENTS
		£000	£000	£000		
Community Services	Health Board Funding - ADAT	4		4	Unspent Third Party Contribution	Amount expected to be used by 31 March 2012.
Community Services	Village Halls	50		50	Existing Legal Commitments	There is a still a legal commitment to pay this grant but it is unlikely that there will be any expenditure in 2011-12.
Community Services	Planning and Performance - Social Work Information System	13		13	Unspent Budget	Work has been undertaken on Carefirst by consultants, awaiting agreement on final invoice. It is expected that this will be fully spent by 31 March 2012.
Community Services	Oban Community Sports Field	4		4	Unspent Third Party Contribution	Retained for pitch replacement/maintenance. There is no information in relation to when this will be required to be spent but there will be a requirement to further carry forward any remaining balance.
Community Services	Strategic Housing Fund	7,366		7,366	Strategic Housing Fund	Represents income collected from Council Tax on second homes, can only be used for investment in social housing.
Community Services Total		7,437	0	7,437		

Department	Description	Opening Balance at 1st April 2011	Spent or Committed to end December 2011	Remaining Balance	Category of Earmarking	COMMENTS
		£000	£000	£000		
Customer Services	School Estate Strategy	25			25 Unspent Budget	
Customer Services	Community Safety Partnership	25			25 Existing Legal Commitments	
Customer Services	CCTV Maintenance	92			92 Unspent Third Party Contribution	These monies were initially transferred from CCTV Trusts and Police per Council decision on 20 Sept 2007. The remaining monies are the balance of funds from the old CCTV Trusts which gave the money to the Council on the condition that it was spent on CCTV. The Police Board contribute £30k for CCTV operation and require an annual return specifying the spend on the balance transferred from the Trusts. These monies cannot be spend on anything other than CCTV and without that funding systems would stop almost immediately.
Customer Services	Benefits Administration	74			74 Unspent Grant	
Customer Services	Corporate Purchasing Cards for Catering	31			31 Unspent Budget	
Customer Services	NPDO Smoothing Fund	9,840			9,840 Smoothing Fund	The smoothing fund figure is underpinned by an affordability model and the affordability of the NPDO project is reported on a regular basis against the model.
Customer Services Total		10,087	0	10,087		

EARMARKED RESERVES - BALANCES AT END DECEMBER 2011

APPENDIX 1

Department	Description	Opening Balance at 1st April 2011		Spent or Committed to end December 2011		Remaining Balance		Category of Earmarking	COMMENTS
		£000	109	£000		£000			
Development and Infrastructure Services	Mercury Abatement - Crematorium		109			109		Unspent Third Party Contribution	The monies will be required to fund building works to allow for the new cremator to be installed to reduce mercury emissions. The money will be drawn down when the works commence.
Development and Infrastructure Services	Contribution to Hangar at Oban Airport		40			40		Existing Legal Commitments	Department have confirmed that this amount is still required to be earmarked.
Development and Infrastructure Services	Playing Fields - all weather facility		20			20		Unspent Third Party Contribution	Monies from users to fund repairs and maintenance of all weather playing fields, this amount will be required in the future.
Development and Infrastructure Services	Competitive Business Growth Programme		51			51		Unspent Budget	Applications for funds are still in the process of being considered.
Development and Infrastructure Services	Waste Management PPP Smoothing Fund		5,487			5,487		Smoothing Fund	The waste management smoothing fund was established to smooth the cash flows in respect of the unitary charge payments. No further contributions to the fund are required and the first draw-down from reserves will be in 2013-14 continuing until the end of the Waste PPP contract in 2026.
Development and Infrastructure Services Total			5,707		0	5,707			

Department	Description	Opening Balance at 1st April 2011	Spent or Committed to end December 2011	Remaining Balance	Category of Earmarking	COMMENTS
		£000	£000	£000		
Other	Additional Scottish Government Funding	2,455	484	1,971	Additional Scottish Government Grant	The Executive agreed to allocate £484k of the additional Scottish Government grant monies with £354k allocated to Children and Families to implement the new Kinship care policy and £130k for Homeless Support Services.
Other Total		2,455	484	1,971		
Grand Total		26,145	568	25,577		

REVENUE BUDGET MONITORING REPORT – DECEMBER 2011
CORPORATE OVERVIEW

FORECAST OUTTURN – UNDERSPEND £63,000

This Corporate Overview summarises the revenue budget position of the Council as at 31 December 2011. The overall outturn variance is forecast to be an underspend of £63k based on the December budget monitoring exercise.

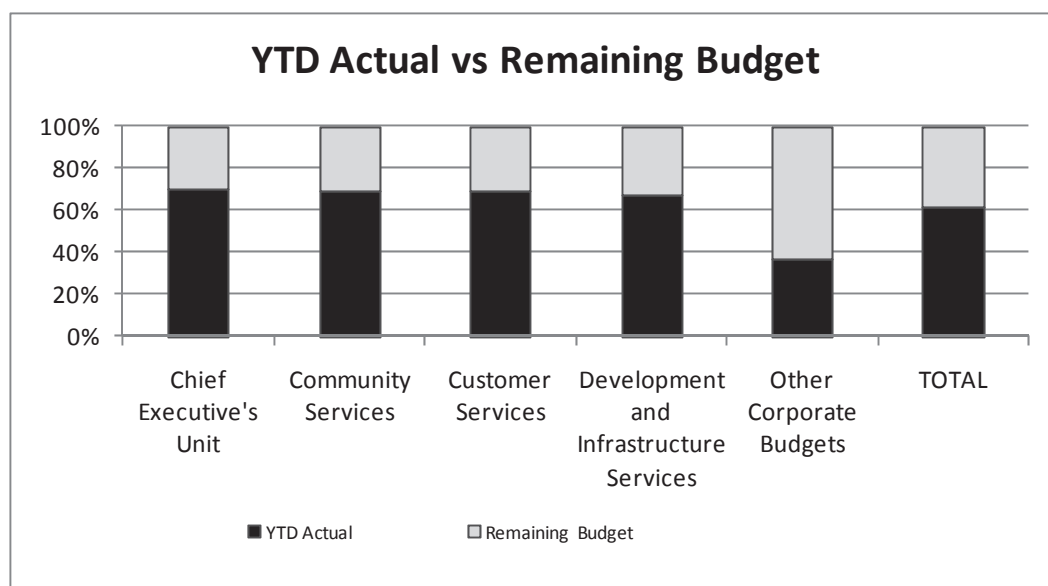
1. CURRENT FINANCIAL POSITION

The overall Council financial statements are included as appendices to this report. An overall Objective Summary is included in Appendix 2.1 and the overall Subjective Summary for the Council is included as Appendix 2.2.

YEAR TO DATE POSITION

As at the end of December 2011 there is a year to date surplus of £1.609m. The main reason for this within departmental budgets is the profiling of budgets and the timing differences with payments being made.

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



FORECAST OUTTURN POSITION

The current forecast outturn position as at the end of December 2011 is a forecast underspend of £63k. Overall there is a projected underspend of £1,030k within departmental budgets, and an overspend of £967k forecast for non-departmental budgets.

The overspend of £967k outwith departmental budgets is in relation to two issues. As part of the Council's service review programme the Council will need to provide for the cost of severance. Part of the cost has already been built into the budget but the current estimate requires an increased provision of £1,060k within 2011-12. The Council has received income in respect of the Fleming VAT claims, there has been £338k of one-off income that was not budgeted for. The Council may receive further additional income in respect of outstanding claims but at this point in time we cannot predict which claims will be successful. Of this £338k of income a total of £230k was agreed by Executive on 29 September to be used to support events and festivals and £15k was agreed on 3 November to as a one-off grant for the Waverley vessel, leaving a net position of £93k.

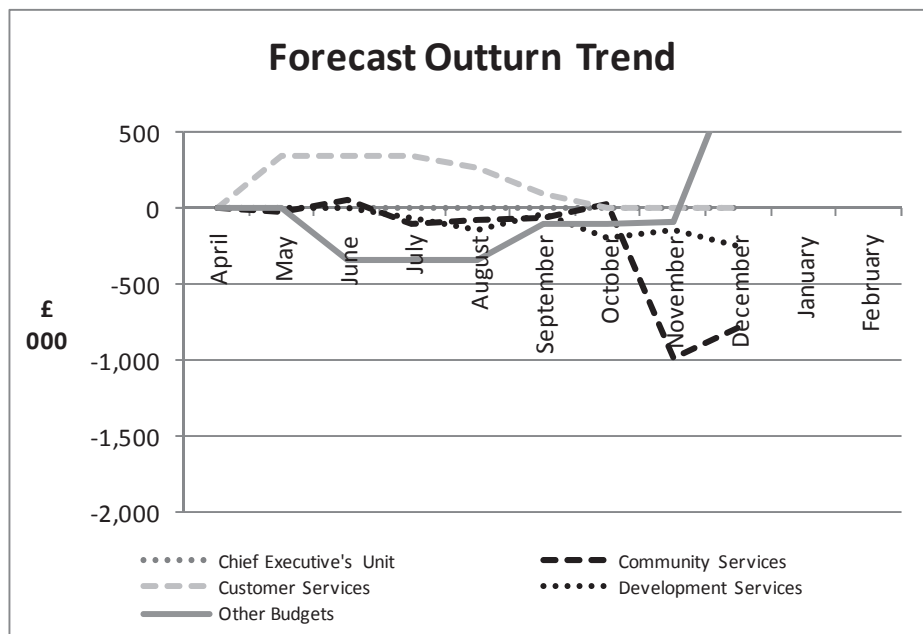
Community Services are projecting an underspend of £782k. The Education service is projecting an underspend of £313k which relates to the School Residential Accommodation costs and demand being less than anticipated, these savings are partly offset by overspends in relation to a delay in savings being achieved for the school AFA review and the education central administration staff review. Children and Families are projecting an underspend of £553k, this consists of an underspend in Children's Homes of £300k due to service review savings begin achieved sooner than planned, and an underspend of £275k in Residential Placements which reflects the current level of commitment on the budget. In October monitoring Children and Families were projecting an overspend of £127k in relation to Supporting Young People Leaving Care, whilst this forecast overspend has been removed this is still a pressure area and has been addressed with a transfer of uncommitted budget from Residential Placements. There is an underspend of £185k within Adult Care. The main reasons for this being an underspend of £264k in Learning Disability, which has been identified as part of the Year 3 service review and reflects the current level of commitment on the budget. In addition there is an underspend of £462k in relation to Care Home Placements and Homecare due to a recovery of monies from residential charging orders and the updated projections reflecting the current level of commitment on the budget. It is the intention to carry forward £400k of this underspend and utilise in 2012-13. These savings are partly offset by overspends in Supported Living of £149k due to an increase in demand. Community and Culture are projecting an underspend of £132k this is in relation to an underspend in Homeless temporary accommodation due to a reduction in the use of bed and breakfast accommodation and increased recovery of housing benefits. The Council have a requirement to create an asbestos register for properties and the current estimate of this is £400k which will require to be borne by the department.

Customer Services are projecting an overspend of £2k. There is a net overspend in Facility Services of £61k in respect of Public Transport. The overspend reflects the current level of commitment on the budget and is partly due to higher inflation than budgeted on contracts and delays in agreeing the sourcing strategy for contract renewals resulting in the savings not being achieved until 2012-13. There is an underspend forecast in Governance and Law of £56k in relation to additional vacancy savings being achieved in excess of the target.

Development and Infrastructure Services are projecting an underspend of £250k. Of this forecast underspend £259k is within Roads and Amenity Services, this consists of an underspend in Waste Collection of £104k due to an increase in income and an underspend in Streetscene of £507k due to employee budget savings. These underspends are offset by an overspend in Coastal Protection of £100k because of increased costs for works at Kilchattan Bay, an overspend in Street Lighting of £80k due to emergency health and safety works and a projected shortfall of £140k in car parking income. There is a projected overspend of £9k for Economic Development, this consists of an underspend in Piers and Harbours of £280k as a result of increased income in Port Askaig, this has been partly offset by an overspend in Airfields as a result of the increased cost of PSO flights and partly offset by a provision for the cost of and developing and Outline Business Case for the Lorn Arc project (under the Tax Incremental Funding scheme) estimated at £150k.

Departments will continue to closely monitor the projected outturn position and report any anticipated budget over/underspends through the budget monitoring process.

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



2. FINANCIAL SUCCESSES, CHALLENGES, RISKS AND FUTURE ACTIONS

<u>SUCCESSES</u>	<u>CHALLENGES</u>
<p>Departmental expenditure in 2010-11 was kept within budget with an overall year-end underspend of £1.933m.</p> <p>Departments are on target to meet efficiencies and other savings</p> <p>The Council has secured £338k so far in 2011-12 in relation to successful Fleming case claims</p>	<p>Maintaining favourable/balanced forecast outturn position in light of Council wide risks to expenditure</p> <p>Ongoing service reviews and challenges faced in terms of delivering services more efficiently with less resources</p> <p>Ensuring that savings options agreed as part of 2011-12 budget process are implemented and fully achieved</p>
<u>RISKS</u>	<u>FUTURE ACTIONS</u>
<p>Increasing demand for services with reduced resources could lead to an adverse outturn position</p> <p>Winter Maintenance spend, the outturn position for 2010-11 was £1.7m. There is no way of predicting if there will be a recurring overspend in this area in 2011-12</p>	<p>Ongoing robust monitoring of the financial position to ensure that any budget issues are fed back to the management team and members through the budget monitoring process</p> <p>Continually refine/develop systems to accurately calculate forecast outturns and the future years financial outlook</p>

3. EFFICIENCY SAVINGS AND OTHER BUDGET SAVINGS

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

Type of Saving	Target	Actual	Remaining
Efficiency Savings	£5,004,213	£4,045,303	£958,910
Council Wide Savings	£314,016	£235,521	£78,495
Cost Centre Review Savings	£288,835	£260,710	£28,125
Vacancy Savings	£1,382,467	£1,307,153	£75,314
Totals	£6,989,531	£5,848,687	£1,140,844

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

Overall services are on track to meet their efficiency savings. 84% of the total target has been achieved as at the end of December. A number of the savings relate to reductions to staffing budgets which have been achieved with the removal of posts.

Council Objective Summary as at 31 December 2011

Appendix 2.1

	YEAR TO DATE POSITION			CURRENT PROJECTED FINAL OUTTURN			PREVIOUS PROJECTED FINAL OUTTURN		
	YTD Actual	YTD Budget	YTD Variance	Annual Budget	Forecast Outturn	Forecast (over)/under spend	Forecast Outturn	Additional Funding / Transfers	Variance from Previous Outturn
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<u>Departmental Budgets</u>									
Chief Executives	4,374	4,350	-24	6,234	6,234	0	5,908	326	0
Community Services	93,636	95,716	2,080	135,128	134,346	782	134,331	-185	-200
Customer Services	22,089	22,720	631	31,798	31,800	-2	31,800	0	0
Development and Infrastructure Services	21,735	21,806	71	32,343	32,093	250	32,200	107	107
Total Departmental Budgets	141,834	144,592	2,758	205,503	204,473	1,030	204,239	141	-93
<u>Other Corporate Budgets</u>									
Other Operating Inc & Exp	5,120	3,613	-1,507	4,341	5,308	-967	4,247	-1,061	-1,061
Joint Boards	11,283	11,279	-4	15,044	15,044	0	15,044	0	0
Treasury Management	178	0	-178	0	0	0	0	0	0
Non-Controllable Costs	5,279	5,819	540	40,112	40,112	0	40,112	0	0
Total Corporate Budgets	21,860	20,711	-1,149	59,497	60,464	-967	59,403	0	-1,061
TOTAL NET EXPENDITURE	163,694	165,303	1,609	265,000	264,937	63	263,642	141	-1,154
<u>Financed By</u>									
Aggregate External Finance	-139,352	-139,352	0	-211,975	-211,975	0	-211,975	0	0
Local Tax Requirement	-40,735	-40,735	0	-44,800	-44,800	0	-44,800	0	0
Contributions from General Fund	0	0	0	-5,870	-5,870	0	-5,870	0	0
Earmarked Reserves	0	0	0	-2,355	-2,355	0	-2,214	-141	0
Total Funding	-180,087	-180,087	0	-265,000	-265,000	0	-264,859	-141	0
Deficit/(Surplus) for Period	-16,393	-14,784	1,609	0	-63	63	-1,217	0	-1,154

Council Subjective Summary as at 31 December 2011

Appendix 2.2

Subjective Category	YEAR TO DATE POSITION			CURRENT PROJECTED FINAL OUTTURN		
	YTD Actual	YTD Budget	YTD Variance	Annual Budget	Forecast Outturn	Forecast (over)/under spend
	£'000	£'000	£'000	£'000	£'000	£'000
Employee Expenses	100,250	101,013	763	142,031	142,252	-221
Premises Related Expenditure	9,650	10,375	725	14,543	14,453	90
Supplies and Services	16,524	14,368	-2,156	20,104	20,242	-138
Transport Related Expenditure	9,076	9,402	326	18,288	18,300	-12
Third Party Payments	100,336	95,661	-4,675	131,207	131,529	-322
Capital Financing	-1,213	0	1,213	29,919	29,919	0
TOTAL NET EXPENDITURE	234,623	230,819	-3,804	356,092	356,695	-603
Income	251,016	245,603	-5,413	356,092	356,758	-666
Deficit/(Surplus) for Period	-16,393	-14,784	1,609	0	-63	63

Risk Assessment for Review of Reserves		
Factor	Comment	Assessment
Cost pressures	Cost pressures have been reviewed as part of the service planning and budget preparation process. The cost pressures included in the service plans and draft budget take account of the requirement to fund existing levels of service provision or relate to a cost pressure fully funded through the financial settlement. The financial risk analysis identified a total of 9 low and 25 medium risks for cost pressures. Although the total potential impact is £3.9m 26 of the 34 risks are for less than £100,000.	Medium (2011-12 Low)
Demand led pressures	The main demand led pressures over the last few years have related to social work services for children, home care and winter maintenance on the road network. Demand pressures have been reviewed as part of the service planning and budget preparation process. The financial risk analysis identified a total of 6 low, 22 medium and 2 high risks for demand pressures. Although the total potential impact is £4.8m 21 of the 32 risks are for less than £100,000.	Medium (2011-12 Low)
Service Income	Service income levels have been reviewed as part of constructing the budget. In addition fees and charges have been reviewed. The financial risk analysis identified a total of 6 low, 14 medium and 1 high risks for service income. Although the total potential impact is £1.3m 18 of the 21 risks are for less than £100,000.	Low (No assessment in 2011-12)
Council Wide Cost Risks	The financial risk analysis identified 6 council wide cost risks – employee pay awards, national insurance, superannuation, energy costs, repairs and maintenance and general inflation. Apart from energy and general inflation	Low/Medium (No assessment in 2011-12)

Risk Assessment for Review of Reserves		
Factor	Comment	Assessment
	which were medium the other risks were assess as low. The potential value of the low risks was £4.1m and the medium risks £2.1m.	
Funding Risks	The financial settlement confirms funding for the period 2012-13 to 2014-15. In addition to this the other element o funding is council tax and the Council has made a prudent estimate of income and has a sound history of achieving collection targets. This is assessed as a low risk.	Low (No assessment in 2011-12)
Service Review/Savings Risks	The service reviews go through a robust process in terms of development and monitoring implementation. Experience to date suggests most of the planned savings are achieved. There is less certainty about the programme to achieve future efficiency savings but there should be confidence in delivering these based on progress with the service reviews.	Low (2011-12 Medum)
Inflation Rates	The projections for inflation have been based on Bank of England forecasts. Currently the rate of inflation exceeds future forecasts. Inflation continues to remain above target. Whilst it is forecast to fall in line with target 2% and below there is still a 20% probability of it exceeding 2.5% in the medium term.	Medium (2011-12 Low/Medium)
Interest Rates	The Council has a large proportion of its borrowing secured at fixed rates. Surplus funds are invested and the rates of interest earned reflect current market conditions. Borrowing is being managed to reduce surplus cash available for investment subject to working capital/cash flow requirements. This reduces risk exposure on surplus funds. Current forecasts of interest rate are based on advice from our treasury advisors. Current investment rates are so low there is little scope for them to reduce	Low (2011-12 Low)

Risk Assessment for Review of Reserves		
Factor	Comment	Assessment
	any further.	
Financial risks	The Council has reduced surplus funds invested and this has reduced exposure to risks associated with money market deposits. It retains a working balance of £20m to meet cash flow needs. Investments are managed based on the credit worthiness of agreed counterparties based on credit scores of recognised agencies. This should avoid having to borrowing in an unplanned way from the money markets.	Low (2011-12 Low)
Strategic risks	The Council has reviewed the strategic risk register and reflected strategic risks in its corporate and service planning process.	Medium (2011-12 Medium)
Operational risks	Operational risk registers are now held in Pyramid and formally reviewed each quarter. Service plans and budget have been prepared to reflect current risks.	Medium (2011-12 Medium)
General financial climate	The finance settlement covers the 3 year period 2012-13 to 2014-15 and the draft budget is based on that. A prudent approach to estimating income from council tax has been taken. Risks arising from inflation, interest rates, cost pressures and demand led pressures have been outlined above. However given the increased uncertainty globally in relation to the general financial climate particularly in relation to the Eurozone this does remain an area of risk. It would be prudent to assume a medium risk for this.	Medium (2011-12 Medium)
Availability of contingency funds	The Council currently has sufficient contingency funds to meet its target. Based on the financial risks analysis members should consider what level of provision to be made on a one-off basis to provide a further contingency.	Low/Medium (2011-12 Medium)

Risk Assessment for Review of Reserves		
Factor	Comment	Assessment
Overall financial standing	The Council has managed to achieve its contingency target in previous years. Actual costs are normally contained within budget. Borrowing costs are largely fixed and exposure to changes in investment rates for surplus cash are minimised. In addition to the contingency there are significant earmarked funds. The planning and budget process has identified cost pressures and risks, however, significant savings are required going forward. The risks from the overall financial standing of the Council are Low/Medium.	Low (2011-12 Low/Medium)
Track record in budget management	The Council has a good track record of containing expenditure within budget. Again the Council is on track to contain costs within budget for 2011-12. However there remains the potential for significant costs for winter maintenance in relation to roads.	Low (2011-12 Low/Medium)
Financial information and reporting arrangements	Revenue and capital budgets are monitored on a monthly basis with budget allocated to responsible managers.	Low/Medium (2011-12 Low/Medium)
Insurance cover	The Council has adequate insurance cover.	Low (2011-12 Low)
Internal controls	The statement of internal controls identifies a generally adequate control framework although there are areas for improvement. An audit plan is approved and delivered each year to monitor internal controls. The Council's Audit Committee is active and complies with most aspects of good practice.	Low/Medium (2011-12 Low/Medium)



SECTION 3

CAPITAL BUDGET

**INTRODUCTORY REPORT AND RECOMMENDATIONS FOR BUDGET PAPERS ON
CAPITAL PLANNING AND ASSET MANAGEMENT PLANNING**

1. INTRODUCTION

- 1.1 This report introduces the full package of papers included in the budget pack in relation capital and asset management planning. The following papers and their purpose are included in the budget pack in relation to capital and asset management planning.
- 1.2 Capital Planning Strategy and Summary – Sets out the overall strategy for capital investment/planning and summarises the overall capital plan.
- 1.3 Capital Funding Available – Sets down the assumptions around the forecast of available capital funding to support the Capital Plan for the next 3 years.
- 1.4 Proposed Capital Plan – Compares forecast funding to existing commitments and outlines proposals for further capital investment of available funding. Details are provided of existing projects already approved, projects already approved but where changes are proposed and proposed new projects. Separate Appendices list the proposed Capital Plan for each service.
- 1.5 Corporate Asset Management Strategy – Outlines the overall approach to managing the asset base of the Council.
- 1.6 Corporate Asset Management Plan – Identifies key issues for this planning cycle in managing the asset base, the proposed actions and any red risk assets not addressed through the proposed Capital Plan.
- 1.7 Service Asset Management Plans – Summarises the asset base, arrangements for managing assets and key issues for individual departments.

2. RECOMMENDATIONS

- 2.1 To approve the Capital Planning Strategy and Summary.
- 2.2 To note the Capital Funding Available.
- 2.3 To approve the proposed Capital Plan.
- 2.4 To approve the Corporate Asset Management Strategy.
- 2.5 To approve the Corporate Asset Management Plan.
- 2.6 To approve the Service Asset Management Plans.

IMPLICATIONS

Policy – Outlines the proposed capital budget 2012-13 to 2014-15

Legal – None

Human Resources – None

Financial – Outlines the proposed capital budget 2012-13 to 2014-15

Equal Opportunities – None

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

Bruce West
Head of Strategic Finance
23 January 2012

CAPITAL PLANNING STRATEGY AND SUMMARY

1. INTRODUCTION

- 1.1 This paper sets out the overall approach to capital planning, the factors to be taken account of in considering capital planning and a summary of how the proposed Capital Plan supports the corporate policy framework.

2. CORPORATE POLICY FRAMEWORK

- 2.1 The Council's vision is Realising Our Potential Together. The Corporate Plan expands on this as follows: Our Council is forward looking and ambitious, continuously improving our relationship with our partners, customers and employees to ensure that we deliver the right services, by the best people, in the best way. In this time of efficiency savings we are continuing to transform the Council. The Corporate Plan sets out 17 corporate outcomes the Council is setting out to achieve under the 4 corporate objectives noted below.

- Working together to improve the potential of our people
- Working together to improve the potential of our communities
- Working together to improve the potential of our area
- Working together to improve the potential of our organisation

- 2.2 In addition to ensuring assets are made available to support service delivery the Capital Plan is also supports the corporate objectives and corporate outcomes directly through investment in infrastructure.

- 2.3 The Council has also developed a series of further corporate plans, policies and strategies that support delivery of the Corporate Plan and are relevant to the capital planning framework. These have particular relevance to the economic, social and community well being and development of Argyll and Bute. The following corporate plans, policies and strategies referred to include:

- Economic Development Action Plan
- Renewable Energy Action Plan
- Housing Strategy
- Transportation Strategy
- CHORD

3. CAPITAL INVESTMENT PRIORITISATION

- 3.1 In prioritising our capital investment we need to strike a balance between ensuring assets are available for service delivery and creating a platform for economic, social and community well being and development. This means we need to ensure that the existing assets deployed in service delivery continue to meet service needs and deliver service benefits. At the same time we need to ensure our investment is targeted to

ensure we maximise/optimize our opportunities for development.

3.2 Proposed capital projects are assessed based on a business case approach using criteria of impact, affordability, deliverability and risk. The impact factor allows projects to be considered in terms of their contribution to the corporate outcomes and the supporting corporate policies and objectives outlined above.

3.3 In terms of the development agenda we need to ensure:

- We create the conditions and infrastructure to support economic development and regeneration.
- Housing stock is sufficient to support economic development.
- We have leisure, sports and culture facilities that make our area attractive for residents and visitors
- Our towns are attractive to visitors and residents
- Our transport infrastructure allows access to and throughout Argyll and Bute in a safe and convenient basis.

3.4 In terms of ensuring we have assets available for service delivery we need to ensure our facilities are suitable and fit for purpose. This applies to the whole range of services and assets:

- Schools
- Leisure and Libraries
- Social Work
- ICT
- Offices, Depots and Vehicles

3.5 The Capital Plan was last approved in March 2011. The current proposals build on these. There are a range of projects approved in March 2011 where there are no changes. There are also some projects identified where some adjustments are proposed to the provision agreed in March 2011. Finally there are a range of new projects proposed in this Capital Plan. New projects have been assessed using the agreed business case and evaluation process.

4 PROPOSED CAPITAL PLAN

4.1 In summary the total amount of funding available to support the capital plan for the next 3 years is:

- 2012-13 £37.904m
- 2013-14 £25.556m
- 2014-15 £19.722m

4.2 The proposed expenditure on new projects is noted below. Further details are provided in later reports. Individual service pages attached as Appendices to these reports list all the new projects proposed for inclusion the Capital Plan. The table below lists the expenditure on new projects by service.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
ICT			1,634
Facility Services	380	21	

Carbon Management	1,720	419	73
Education	4,112	4,419	5,635
Communities & Culture	335	350	
Private Sector Hsg Grant			1,334
Adult Care	70	185	
Children & Families	30	175	
Roads & Amenity	268	25	6,525
Cycling, Walking & Safer Streets	104	95	140
Total	7,019	5,689	15,341

- 4.3 The table below summarises the proposed Capital Plan showing the planned expenditure over each service.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
ICT	2,247	1,816	1,816
Facility Services	2,119	327	1
Carbon Management	1,912	463	73
Education	4,770	4,444	5,660
Communities & Culture	883	730	
Private Sector Hsg Grant	1,334	1,334	1,334
Adult Care	370	765	
Children & Families	91	175	
Roads & Amenity	15,469	6,902	7,125
CHORD	8,605	8,505	3,573
Cycling, Walking and Safer Streets	104	95	140
	37,904	25,556	19,722

- 4.4 The proposed capital plan sees an investment in the school estate of £14.5m over the 3 years. This will support the corporate outcome of our young people having the skills, attitudes and achievements to succeed throughout their lives by improving the quality of the school estate and raising the condition of school buildings.
- 4.5 The proposed investment in Social work will see £1.4m invested in Social Work premises to support the ongoing delivery of services to vulnerable people.
- 4.6 There is a proposed investment of £1.6m over the 3 years in leisure and libraries. This will ensure our leisure and library facilities are improved and provide appropriate facilities in a good condition. This is a key investment in terms of making our communities attractive to current and potential residents and visitors.
- 4.7 The proposed investment in private sector housing of £4m through Private Sector Housing Grant (PSHG) will support improvement in private sector housing. This improves the quality of the housing stock and also supports economic development by supporting capital works for building contractors. In addition the Council is also committed to supporting a range of projects through its Strategic Housing Fund (SHF). This assists in delivery of the proposals set out in the Strategic Housing Investment Plan. Through both PSHG and SHF the Council is making a significant investment in improving the quality of the housing stock in Argyll and Bute.

- 4.8 Of the total investment in Roads and Amenity of £29.5m there is a proposed investment in roads reconstruction of £13m over 3 years. Other significant areas of expenditure within this include £4.5m in Kintyre Renewables Hub, £3.3m in piers and harbours, £1.8m in street lighting and £1.5m in each of flood prevention, bridge strengthening and fleet. This significant investment will be targeted to ensure we get greatest value from this in terms of improving the road network and other infrastructure assets to support economic development and connectivity.
- 4.9 The CHORD programme represents our commitment to town centre regeneration where the planned investment over the next 3 years is £21m. The total CHORD programme amounts to an overall investment of £31m.
- 4.10 The planned investment in IT and offices are about ensuring the Council does its business better. This supports the corporate objective of working together to improve the potential organisation.

5 CONCLUSION

- 5.1 The proposed Capital Plan sets out an ambitious programme of capital investment across a whole range of service and to support economic, community and social development. This will underpin the Councils vision of Realising Our Potential Together. The total investment is around £83m. The largest components being £29.5m for Roads and Amenity, £21m for CHORD and £14.5m for Education.

Bruce West
Head of Strategic Finance
23 January 2012

CAPITAL FUNDING AVAILABLE

1 INTRODUCTION

1.1 This report identifies the level of capital funding available for the next 3 years.

2 CAPITAL FUNDING REGIME

2.1 Funding for local government capital expenditure is provided as follows:

- General capital grants from Scottish Government
- Ring fenced capital grants from Scottish Government
- Capital receipts from disposal of assets
- Revenue contributions to capital projects
- Project specific grants and contribution from external bodies that are specific to a particular project
- Prudential borrowing where the repayments and interest costs (loan charges) are met from savings in revenue budgets or additional income.
- Unsupported borrowing where the repayment and interest costs (loan charges) are met from the overall revenue funding from revenue grant and council tax.

2.2 The Scottish Government previously provided supported borrowing where an allowance was built into the revenue grant to meet the repayment and interest costs of supported borrowing but this is ended in 2010-11 with supported borrowing included in the general capital grants from 2011-12.

3 CAPITAL FUNDING FORECAST

3.1 The following sections outline the assumptions in respect of the level of capital funding available to support the Councils capital plan over the period to 2014-15.

3.2 The general capital grant and ring fenced capital grant for Walking and Safer Streets are estimated below and adjusted to reflect the overall change in total capital funding.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
General Capital Grant	9,552	8,812	13,138
Ring Fenced Grant	104	95	140
Total	9,656	8,907	13,278

3.3 No allowance has been made for general capital receipts at this stage to support the overall capital plan.

3.4 No provision has been made at this stage for any revenue contributions to capital projects.

3.5 Project specific funding depends on the nature of each project and its suitability for external funding. The allocations in the capital plan are net of any external funding ie any external funding will increase the amount of capital expenditure.

- 3.6 Prudential borrowing is assessed on a project by project basis based on a business case. Services need to identify sources of funding for proposed capital projects to be funded by prudential borrowing. The following allowances have been built in for Prudential Borrowing:

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Prudential Borrowing	2,820	2,011	73

- 3.7 The amount of unsupported borrowing that can be afforded is dependent upon the provision made in the revenue budget for loan charges and existing commitments to meet historic borrowing in terms of repayments and interest costs. The draft of the revenue budget for loan charges makes provision for the following budget for loan charges. After allowing for loan charges on existing borrowing it is estimated that the following new borrowing could be afforded.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Loan Charges	28,657	28,057	27,457
Unsupported Borrowing	25,428	14,638	6,371

- 3.8 The total funding to support the capital budget is as follows:

	2012-13 £000s	2013-14 £000s	2014-15 £000s
General Capital Grant	9,552	8,812	13,138
Ring Fenced Capital Grant	104	95	140
Capital Receipts			
Revenue contributions			
Prudential Borrowing	2,820	2,011	73
Unsupported Borrowing	25,428	14,638	6,371
Capital Funding	37,904	25,556	19,722

- 3.9 In summary the total amount of funding available to support the capital plan for the next 3 years is:

- 2012-13 £37.904m
- 2013-14 £25.556m
- 2014-15 £19.722m

- 3.10 Capital funding has been declining and will continue to decline which will have an increasing impact on the level of capital investment that the Council will be able to afford going forward. This reduction in funding will increase the importance of asset management to ensure that the funding is directed towards the assets required for service delivery.

Bruce West
Head of Strategic Finance
23 January 2012

PROPOSED CAPITAL PLAN

1 INTRODUCTION

- 1.1 This report summarises the proposed Capital Plan for the period 2012-13 to 2014-15. It takes the estimated capital funding adjusts for existing commitments from the Capital Plan currently approved and then outlines the proposed amendments to existing projects and proposed new projects to utilise the available capital funding.

2 CAPITAL FUNDING

- 2.1 From the report on capital funding the total funding to support the capital plan for the next 3 years is as follows:

	2012-13 £000s	2013-14 £000s	2014-15 £000s
General Capital Grant	9,552	8,812	13,138
Ring Fenced Capital Grant	104	95	140
Capital Receipts			
Revenue contributions			
Prudential Borrowing	2,820	2,011	73
Unsupported Borrowing	25,428	14,638	6,371
Capital Funding	37,904	25,556	19,722

3 EXISTING PROJECTS UNCHANGED

- 3.1 There is no change to the majority of projects in the capital plan. The amount provided for these projects remains the same as it did when the Capital Plan was approved in March 2011.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
ICT	1,186	760	182
Facility Services	1,739	292	
Carbon management	192	44	
Education	658	25	25
Communities & Culture	548	380	
Private Sector Hsg Grant	1,334	1,334	
Adult Care	300	580	
Children & Families	61		
Roads & Amenity	10,101	2,172	
CHORD	8,605	8,505	3,573
Total	24,724	14,092	3,780

4 EXISTING PROJECTS WITH PROPOSED AMENDMENTS

- 4.1 There are a range of projects that were approved in March 2011 but amendment to the

financial provision for these is requested. The projects where a change in financial provision is requested are listed in the table below. The overall impact is neutral as any increase in estimated project costs has been offset by reductions in the estimated costs of other projects.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
Corporate GIS Portal Rollout – Prev	46	41	
Corporate GIS Portal Rollout - Change	-5	-10	
Corporate GIS Portal Rollout - Revised	41	31	
IT Education – Prev	284	284	
IT Education – Change	-84	-92	
IT Education - Revised	200	192	
PC Replacement – Prev	731	731	
PC Replacement – Change	89	102	
PC Replacement - Revised	820	833	
Milton Hse Heating Upgrade - Prev	14	1	
Milton Hse Heating Upgrade - Change	-14	13	1
Milton Hse Heating Upgrade - Revised	0	14	1
Port Askaig Berth Protection -Prev	280		
Port Askaig Berth Protection – Change	-280		
Port Askaig Berth Protection - Revised	0		
Roads Reconstruction - Prev	4,800	3,800	
Roads Reconstruction - Change	240		
Roads Reconstruction- Revised	5,040	3,800	
Environmental – Prev	145	200	
Environmental – Change	-145	-25	
Environmental - Revised	0	175	
Public Convenience upgrades – Prev	60	50	
Public Convenience upgrades - Change	-60		
Public Convenience upgrades - Revised	0	50	
A849 Pennyghael Bridge Mull –Prev	14		

A849 Pennyghael Bridge Mull – Change	-14		
A849 Pennyghael Bridge Mull – Revised	0		
A816 Oude Bridge Realignment – Prev	1		
A816 Oude Bridge Realignment – Change	-1		
A816 Oude Bridge Realignment – Revised	0		
A816 Tibertich No1 Bridge –Prev	8		
A816 Tibertich No1 Bridge – Change	-8		
A816 Tibertich No1 Bridge – Revised	0		
Campbeltown Old Quay –Prev	60	680	
Campbeltown Old Quay – Change			600
Campbeltown Old Quay – Revised	60	680	600
Total - Prev	6,443	5,787	0
Total - Change	-282	-12	601
Total - Revised	6,161	5,775	601

- 4.2 The amendments have resulted in an increase in budget of £307k which has been accommodated by reducing the available budget for new projects in Roads and Amenity Services in 2014-15.

5 NEW PROJECTS PROPOSED

- 5.1 Individual service pages attached as Appendices to this report list all the new projects proposed for inclusion the Capital Plan. The table below lists the new projects.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
ICT			1,634
Facility Services	380	21	
Carbon management	1,720	419	73
Education	4,112	4,419	5,635
Communities & Culture	335	350	
Private Sector Hsg Grant			1,334
Adult Care	70	185	
Children & Families	30	175	
Roads & Amenity	268	25	6,525
Cycling, Walking & Safer Streets	104	95	140
Total	7,019	5,689	15,341

- 5.2 As part of the capital planning process each of the new projects has had a business case scored by the Strategic Asset Management Board before it has been included in

the proposed capital plan.

6 SUMMARY OF PROPOSED CAPITAL PLAN

6.1 The table below summarises the proposed Capital Plan showing the planned expenditure over each service.

	2012-13 £000s	2013-14 £000s	2014-15 £000s
ICT	2,247	1,816	1,816
Facility Services	2,119	327	1
Carbon Management	1,912	463	73
Education	4,770	4,444	5,660
Communities & Culture	883	730	
Private Sector Hsg Grant	1,334	1,334	1,334
Adult Care	370	765	
Children & Families	91	175	
Roads & Amenity	15,469	6,902	7,125
CHORD	8,605	8,505	3,573
Cycling, Walking & Safer Streets	104	95	140
Total	37,904	25,556	19,722

6.2 The Appendices attached to this report give more detail on the proposed Capital Plan. Included in the Appendices is an overall summary. In addition there are individual service sections with separate pages for:

- All Projects in the proposed Capital Plan
- Existing Projects That Remain Unchanged
- Proposed Amendments To Existing Projects
- Proposed New Projects

6.3 The proposed capital plan sees an investment in the school estate of £14.5m over the 3 years. This will support the corporate outcome of our young people having the skills, attitudes and achievements to succeed throughout their lives by improving the quality of the school estate and raising the condition of school buildings.

6.4 The proposed investment in Social work will see £1.4m invested in Social Work premises to support the ongoing delivery of services to vulnerable people.

6.5 There is a proposed investment of £1.6m over the 3 years in leisure and libraries. This will ensure our leisure and library facilities are improved and provide appropriate facilities in a good condition. This is a key investment in terms of making our communities attractive to current and potential residents and visitors.

6.6 The proposed investment in private sector housing of £4m through Private Sector Housing Grant (PSHG) will support improvement in private sector housing. This improves the quality of the housing stock and also supports economic development by supporting capital works for building contractors. In addition the Council is also committed to supporting a range of projects through its Strategic Housing Fund (SHF). This assists in delivery of the proposals set out in the Strategic Housing Investment

Plan. Through both PSHG and SHF the Council is making a significant investment in improving the quality of the housing stock in Argyll and Bute.

- 6.7 Of the total investment in Roads and Amenity of £29.5m there is a proposed investment in roads reconstruction of £13m over 3 years. Other significant areas of expenditure within this include £4.5m in Kintyre Renewables Hub, £3.3m in piers and harbours, £1.8m in street lighting and £1.5m in each of flood prevention, bridge strengthening and fleet. This significant investment will be targeted to ensure we get greatest value from this in terms of improving the road network and other infrastructure assets to support economic development and connectivity.
- 6.8 The CHORD programme represents our commitment to town centre regeneration where the planned investment over the next 3 years is £21m. The total CHORD programme amounts to an overall investment of £31m.
- 6.9 The planned investment in IT and offices are about ensuring the Council does its business better. This supports the corporate objective of working together to improve the potential organisation.

7 CONCLUSION

- 7.1 The proposed Capital Plan outlines a significant package of investment to support provision of assets required for service delivery and in infrastructure to support the Councils corporate outcomes.

Bruce West
Head of Strategic Finance
23 January 2012

CAPITAL PLAN 2012 - 2015**Summary by Category**

	2012-13 £000s	2013-14 £000s	2014-15 £000s	Total £000s
Strategic Change				
Customer Services				
Customer & Support Services				
Facility Services	1,461	280		1,741
Carbon Management	1,802	458	73	2,333
Community Services				
Education	282	100		382
Community & Culture				
Adult Care				
Children & Families				
Development & Infrastructure Services				
Roads & Amenity Services	5,082	-320		4,762
CHORD *	8,605	8,505	3,573	20,683
Total Strategic Change	17,232	9,023	3,646	29,901
Service Development				
Customer Services				
Customer & Support Services	890	474	394	1,758
Facility Services				
Carbon Management				
Community Services				
Education	385	730	15	1,130
Community & Culture	100			100
Adult Care	120	15		135
Children & Families	61			61
Development & Infrastructure Services				
Roads & Amenity Services	2,766	714	600	4,080
Total Service Development	4,322	1,933	1,009	7,264
Asset Sustainability				
Customer Services				
Customer & Support Services	1,357	1,342	1,422	4,121
Facility Services	658	47	1	706
Carbon Management	110	5		115
Community Services				
Education	4,103	3,614	5,645	13,362
Community & Culture	2,117	2,064	1,334	5,515
Adult Care	250	750		1,000
Children & Families	30	175		205
Development & Infrastructure Services				
Roads & Amenity Services	7,621	6,508	6,525	20,654
Total Asset Sustainability	16,246	14,505	14,927	45,678
Cycling, Walking and Safer Streets	104	95	140	339
Total	37,904	25,556	19,722	83,182

CAPITAL PLAN 2012 - 2015**Summary by Category**

	2012-13	2013-14	2014-15	Total
	£000s	£000s	£000s	£000s

Summary by Service**Service****Customer Services**

Customer & Support Services	2,247	1,816	1,816	5,879
Facility Services	2,119	327	1	2,447
Carbon Management	1,912	463	73	2,448
Total Customer Services	6,278	2,606	1,890	10,774

Community Services

Education	4,770	4,444	5,660	14,874
Community & Culture	2,217	2,064	1,334	5,615
Adult Care	370	765		1,135
Children & Families	91	175		266
Total Community Services	7,448	7,448	6,994	21,890

Development & Infrastructure Services

Roads & Amenity Services	15,469	6,902	7,125	29,496
Total Development & Infrastructure Services	15,469	6,902	7,125	29,496
CHORD *	8,605	8,505	3,573	20,683
Total	37,800	25,461	19,582	82,843

Cycling, Walking and Safer Streets

	104	95	140	339
Grand Total	37,904	25,556	19,722	83,182

*** CHORD**

The total funding for the CHORD programme is £30.8m over the years 2010 to 2016 rather than the £20.7m shown here.

CAPITAL PLAN 2012 - 2015**Head of ICT - Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Telecoms Network	65	55	55	175
Corporate GIS Portal Rollout	41	31	31	103
Computer Network Security	50	50	50	150
MS Exchange & Document Sharing	25	25	25	75
Internet / Online Access	50	50	50	150
Voice Over IP	70	70	50	190
Video Conferencing	24	24	24	72
IT Education	200	192	195	587
PC Replacement	820	833	850	2,503
Server Capacity Growth			80	80
Planning Scanners Replacement	12	12	12	36
	1,357	1,342	1,422	4,121
Service Development Projects				
Flexi System HRS Integration	37			37
Consolidated Server Replacement	350			350
IT Enablement for Process for Change	117	73	182	372
Applications Projects	256	256	212	724
Property Management System	10			10
Education Domain Extension	120	145		265
	890	474	394	1,758
Strategic Change Projects				
Total Projects	2,247	1,816	1,816	5,879

CAPITAL PLAN 2012 - 2015**Head of ICT - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Telecoms Network	65	55		120
Computer Network Security	50	50		100
MS Exchange & Document Sharing	25	25		50
Internet / Online Access	50	50		100
Voice Over IP	70	70		140
Video Conferencing	24	24		48
Planning Scanners Replacement	12	12		24
	296	286		582
Service Development Residual Projects				
Flexi System HRS Integration	37			37
Consolidated Server Replacement	350			350
IT Enablement for Process for Change	117	73	182	372
Applications Projects	256	256		512
Property Management System	10			10
Education Domain Extension	120	145		265
	890	474	182	1,546
Strategic Change Residual Projects				
Total Residual Projects	1,186	760	182	2,128

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012 - 2015**Head of ICT - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Corporate GIS Portal Rollout	46	41		87
Corporate GIS Portal Rollout	-5	-10		-15
Corporate GIS Portal Rollout	41	31		72
IT Education	284	284		568
IT Education	-84	-92		-176
IT Education	200	192		392
PC Replacement	731	731		1,462
PC Replacement	89	102		191
PC Replacement	820	833		1,653
	1,061	1,056		2,117
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects	1,061	1,056		2,117

The projects on this page have already been approved by the Council but a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012 - 2015**Head of ICT - New Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability New Projects				
Telecomms Network			55	55
Computer Network Security			50	50
MS Exchange & Doc Sharing			25	25
Internet / Online Access			50	50
Voice over IP			50	50
Corporate GIS Portal Rollout			31	31
Video Conferencing			24	24
IT Education			195	195
PC Replacement			850	850
Planning Scanners Replacement			12	12
Server Capacity Growth			80	80
			1,422	1,422
Service Development New Projects				
Applications Projects			212	212
			212	212
Strategic Change New Projects				
Total New Projects			1,634	1,634

CAPITAL PLAN 2012 - 2015**Head of Facility Services - Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Oban Office Rationalisation Implementation	10			10
Milton House Heating Upgrade		14	1	15
Dunoon Office Rationalisation Implementation	190	10		200
Argyll House Heating & Lighting Upgrade	2			2
Campbeltown Registrar's Office	1			1
Kilmory CWS Tank & Lightning Protection	2			2
Capital Property Works	40			40
Hill Street Dunoon Rewire	33	2		35
Finance Office, Witchburn Road, Campbeltown	94	5		99
Dalriada House, Lochgilphead	14	1		15
Castle House, Dunoon	23	2		25
Front Street Inveraray, Fire Alarm	2			2
Union Street, Rothesay	57	3		60
Kilmory Castle	47	3		50
Capital Property Works Contingency	95	5		100
Carbon Management Works Contingency	48	2		50
	658	47	1	706
Service Development Projects				
Strategic Change Projects				
Helensburgh Office Project	1,441			1,441
Mid Argyll Offices Reorganisation	20	250		270
Campbeltown & Rothesay Rationalisation		30		30
	1,461	280		1,741
Total Projects	2,119	327	1	2,447

CAPITAL PLAN 2012 - 2015**Head of Facility Services - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Oban Office Rationalisation Implementation	10			10
Dunoon Office Rationalisation Implementation	190	10		200
Argyll House Heating & Lighting Upgrade	2			2
Campbeltown Registrar's Office	1			1
Kilmory CWS Tank & Lightning Protection	2			2
Capital Property Works	40			40
Hill Street Dunoon Rewire	33	2		35
	278	12		290
Service Development Residual Projects				
Strategic Change Residual Projects				
Helensburgh Office Project	1,441			1,441
Mid Argyll Offices Reorganisation	20	250		270
Campbeltown & Rothesay Rationalisation		30		30
	1,461	280		1,741
Total Residual Projects	1,739	292		2,031

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012 - 2015**Head of Facility Services - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Milton House Heating Upgrade	14	1		15
Milton House Heating Upgrade	-14	13	1	
		14	1	15
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects		14	1	15

The projects on this page have already been approved by the Council but a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012 - 2015**Head of Facility Services - New Projects**

Project	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Total
Asset Sustainability New Projects				
Shared Offices				
Finance Office, Witchburn Road, Campbeltown External Upgrade	74	5		79
Finance Office, Witchburn Road, Campbeltown External Doors	20			20
Dalriada House, Lochgilphead	14	1		15
Castle House, Dunoon	23	2		25
Front Street Inveraray, Fire Alarm	2			2
Union Street, Rothesay	57	3		60
Kilmory Castle	47	3		50
Capital Property Works Contingency	95	5		100
Carbon Management Works Contingency	48	2		50
	380	21		401
Service Development New Projects				
Strategic Change New Projects				
Total New Projects	380	21		401

CAPITAL PLAN 2012- 2015**Carbon Management - Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Carbon Management				
Asset Sustainability Projects				
Development of OBC's for future projects	110	5		115
	110	5		115
Service Development Projects				
Strategic Change Projects				
Kilmory	58	15		73
Islay HS/Bowmore PS	55	15		70
Oban HS	77	14		91
Dalintober PS	2			2
Energy Efficiency Projects	65	73	12	150
Oil to Biomass Heating Fuel Conversion Tarbert Acad	285	65	11	361
Oil to Biomass Heating Fuel Conversion Lochgilphead NPDO	400	85	15	500
Oil to Gas Heating Conversions (6 projects)	335	48	12	395
Installation of Photovoltaic Panels (various sites)	200	42	8	250
200kw Packaged Oil to Biomas BP Design Pilot	255	56	10	321
Wind Turbine Projects (3)	70	45	5	120
	1,802	458	73	2,333
Total Projects	1,912	463	73	2,448

These projects will be financed by Prudential Borrowing funded by revenue savings arising from reduced energy costs. A business case will be developed to confirm the savings. These projects have no impact on the overall capital resources for other projects.

CAPITAL PLAN 2012- 2015**Carbon Management - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Carbon Management				
Asset Sustainability Residual Projects				
Service Development Residual Projects				
Strategic Change Residual Projects				
Kilmory	58	15		73
Islay HS/Bowmore PS	55	15		70
Campbeltown Grammar				
Oban HS	77	14		91
Islay Wind Projects				
Dalintober PS	2			2
	192	44		236
Total Residual Projects	192	44		236

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012- 2015**Carbon Management - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Carbon Management				
Asset Sustainability Amended Projects				
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects				

There are no projects that have already been approved by the Council where a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012- 2015**Carbon Management - New Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Carbon Management				
Asset Sustainability New Projects				
Development of OBC's for future projects	110	5		115
	110	5		115
Service Development New Projects				
Strategic Change New Projects				
Energy Efficiency Projects	340	73	12	425
Energy Efficiency Projects, CEEF Grant	-275			-275
Oil to Biomass Heating Fuel Conversion Tarbert Acad	285	65	11	361
Oil to Biomass Heating Fuel Conversion Lochgilphead NPDO	400	85	15	500
Oil to Gas Heating Conversions (6 projects)	335	48	12	395
Installation of Photovoltaic Panels (various sites)	200	42	8	250
200kw Packaged Oil to Biomas BP Design Pilot	255	56	10	321
Wind Turbine Projects (3)	70	45	5	120
	1,610	414	73	2,097
Total New Projects	1,720	419	73	2,212

These projects will be financed by Prudential Borrowing funded by revenue savings arising from reduced energy costs. A business case will be developed to confirm the savings. These projects have no impact on the overall capital resources for other projects.

CAPITAL PLAN 2012- 2015**Head of Education - Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Primary Schools				
Ardishaig Primary School	175			175
Ardchattan Primary School		10		10
Arinagour Primary School	3			3
Arrochar Primary School		20		20
Ashfield Primary School	50			50
Barcaldine Primary School	1	55		56
Bowmore Primary School	4	210		214
Bunessan Primary School	15			15
Cardross Primary School	138	50		188
Carradale Primary School	1			1
Castlehill Primary School - Ctown	69			69
Colgrain Primary School	525	25		550
Dalintober Primary School	182			182
Dalmally Primary School	50			50
Dervaig Primary School		25		25
Drumlembie Primary School	1	90		91
Dunbeg primary School	6	25		31
Dunoon Primary School	36	35		71
Easdale Primary School	1			1
Furnace Primary School	65			65
Garelochhead Primary School	83			83
Glenbarr Primary School		45		45
Hermitage Primary School	83	50		133
Innellan Primary School	2			2
Inveraray Primary School	2	295		297
John Logie Baird Primary School	90			90
Keills Primary School	45	25		70
Kilchattan Primary School	13	75		88
Kilmodan Primary School	15	10		25
Kilninver Primary School		60		60
Kirn Primary School	21	20		41
Lismore Primary School	1			1
Lochdonhead Primary School		35		35
Lochgoilhead Primary School	30	15		45
Luing Primary School	61	20		81
Luss Primary School		75		75
Park Primary School	5			5
Port Charlotte Primary School		15		15
Port Ellen Primary School	165	25		190
Rhu Primary School	30			30
Rosneath Primary School	280	35		315
Sandbank Primary School	252	190		442
Small Isles Primary School	3	35		38
St Andrew's Primary School	125	200		325

Head of Education - Projects

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
St Joseph's Primary School	20	220		240
St Mun's Primary School	11	10		21
Strachur Primary School	55	15		70
Strath of Appin Primary School	175	140		315
Strone Primary School		175		175
Taynuilt Primary School	26			26
Tayvallich Primary School	85			85
Tighnabraich Primary School		50		50
Tiree Primary School	160	75		235
Toward Primary School		90		90
Other				
Parklands School	25			25
Capital Property Works	250	244		494
Secondary Schools				
Campbeltown Grammar	51	50	25	126
Islay High School	452	250		702
Oban High School	72	150		222
Tarbert Academy	1			1
Tiree High School	75	175		250
Tobermory High School	4	200		204
Block Allocation			5,620	5,620
Capital Property Works	13			13
	4,103	3,614	5,645	13,362
Service Development Projects				
Taynuilt Primary School Addtnl Classroom	25			25
Park Primary Extension	150	15		165
Park Primary Pre Fives Unit	175	15		190
Hermitage Primary Annexe Replacement	35	700	15	750
	385	730	15	1,130
Strategic Change Projects				
Dunoon Primary - Joint Campus	207			207
Campbeltown Grammar Redevelopment	75	100		175
	282	100		382
Total Projects	4,770	4,444	5,660	14,874

The Oban High School Gaelic Multi Media Centre is not shown on this page as it is fully funded by grant.

CAPITAL PLAN 2012- 2015**Head of Education - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Primary Schools				
Arinagour Primary School 2011-12	3			3
Barcaldine Primary School 2011-12	1			1
Bowmore Primary School 2011-12	4			4
Bunessan Primary School 2011-12	15			15
Cardross Primary School 2011-12	3			3
Carradale Primary School 2011-12	1			1
Castlehill Primary 2011-12	4			4
Dalintober Primary School 2011-12	7			7
Drumlemble Primary school 2011-12	1			1
Dunbeg Primary School 2011-12	6			6
Dunoon Primary School 2011-12	1			1
Easdale Primary School 2011-12	1			1
Garelochhead Primary School 2011=12	8			8
Hermitage Primary School 2011-12	3			3
Innellan Primary School 2011-12	2			2
Inveraray Primary School 2011-12	2			2
John Logie Baird Primary School 2011-12	10			10
Kilchattan Primary School 2011-12	13			13
Kirn Primary School 2011-12	1			1
Lismore Primary School 2011-12	1			1
Luing Primary School 2011-12	1			1
Park Primary School 2011-12	5			5
Port Ellen Primary School 2011-12	15			15
Sandbank Primary School 2011-12	2			2
Small Isles Primary School 2011-12	3			3
St Mun's Primary School 2011-12	1			1
Strachur Primary School 2011-12	5			5
Taynuilt Primary School 2011-12	26			26
Tayvallich Primary School 2011-12	35			35
Tiree Primary School 2011-12	160			160
	340			340

Head of Education - Residual Projects

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Secondary Schools				
Campbeltown Grammar 2010-11	25	25	25	75
Oban High School 2011-12	10			10
Tarbert Academy 2011-12	1			1
Tobermory High School 2011-12	4			4
Campbeltown Grammar 2011-12	6			6
Islay High School 2011-12	27			27
Capital Property Works 2011-12	13			13
	86	25	25	136
Service Development Residual Projects				
Taynuilt Primary School Addtnl Classroom	25			25
	25			25
Strategic Change Residual Projects				
Dunoon Primary - Joint Campus	207			207
	207			207
Total Residual Projects	658	25	25	708

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012- 2015**Head of Education - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Primary Schools				
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects				

There are no projects that have already been approved by the Council where a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012- 2015**Head of Education - New Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability New Projects				
Primary Schools 2012-13				
Ardishaig Primary School	175			175
Ardchattan Primary School		10		10
Arrochar Primary School		20		20
Ashfield Primary School	50			50
Barcaldine Primary School		55		55
Bowmore Primary School		210		210
Cardross Primary School	135	50		185
Castlehill Primary School - Ctown	65			65
Colgrain Primary School	525	25		550
Dalintober Primary School	175			175
Dalmally Primary School	50			50
Dervaig Primary School		25		25
Drumlemble Primary School		90		90
Dunbeg primary School		25		25
Dunoon Primary School	35	35		70
Furnace Primary School	65			65
Garelochhead Primary School	75			75
Glenbarr Primary School		45		45
Hermitage Primary School	80	50		130
Inveraray Primary School		295		295
John Logie Baird Primary School	80			80
Keills Primary School	45	25		70
Kilchattan Primary School		75		75
Kilmodan Primary School	15	10		25
Kilninver Primary School		60		60
Kirn Primary School	20	20		40
Lochdonhead Primary School		35		35
Lochgoilhead Primary School	30	15		45
Luing Primary School	60	20		80
Luss Primary School		75		75
Port Charlotte Primary School		15		15
Port Ellen Primary School	150	25		175
Rhu Primary School	30			30
Rosneath Primary School	280	35		315
Sandbank Primary School	250	190		440
Small Isles Primary School		35		35
St Andrew's Primary School	125	200		325
St Joseph's Primary School	20	220		240
St Mun's Primary School	10	10		20
Strachur Primary School	50	15		65
Strath of Appin Primary School	175	140		315
Strone Primary School		175		175
Tayvallich Primary School	50			50
Tighnabruaich Primary School		50		50
Tiree Primary School		75		75
Toward Primary School		90		90
	2,820	2,545		5,365

Head of Education - New Projects

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Secondary Schools				
Campbeltown Grammar	20	25		45
Oban High School	62	150		212
Tiree High School	75	175		250
Tobermory High School		200		200
Islay High School	425	250		675
	582	800		1,382
Other Education Properties 2012-13				
Parklands School	25			25
Capital Property Works	250	244		494
Block Allocation			5,620	5,620
Asset Sustainability Total	3,677	3,589	5,620	12,886
Service Development New Projects				
Park Primary Extension	150	15		165
Park Primary Pre Fives Unit	175	15		190
Oban High School Gaelic Multi Media Centre	85			85
Oban High School Gaelic Multi Media Centre, Grant Receivable	-85			-85
Hermitage Primary Annexe Replacement	35	700	15	750
Service Development New Projects	360	730	15	1,105
Strategic Change New Projects				
Campbeltown Grammar Redevelopment	75	100		175
Strategic Change New Projects	75	100		175
Total New Projects	4,112	4,419	5,635	14,166

CAPITAL PLAN 2012 - 2015**Head of Community & Culture - Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Rothesay Swimming Pool 2010-11	9			9
Private Sector Housing Grant	1,334	1,334	1,334	4,002
Dunoon Community Education Centre 2010-11	75			75
Dunoon Community Education Centre 2011-12	75			75
Kintyre Community Education Centre 2011-12	10			10
Bute Community Education Centre 2011-12	5			5
Riverside Swimming Pool	3			3
Aqualibrium	1			1
Queen's Hall	340			340
Victoria Hall's Campbeltown	30	205		235
Corran Halls, Oban		175		175
Health and Safety	50	50		100
Cardross Library - Refurbishment	40			40
Tarbert Library - Options Appraisal	5			5
Rothesay Library - Car Park upgrade	20			20
Riverside Leisure Facility Refurbishment - Options appraisal	15			15
Riverside Leisure Facility - External Door Renewal	25			25
Campbeltown Town Hall - Health and Safety Works	10			10
Corran Halls - Window Replacement		100		100
Rothesay Pavillion - Health and Safety Works	10			10
Queens Hall - Health and Safety works	10			10
Rhu Community Education Centre - Re roofing		55		55
Ramsay Memorial Hall - Health and Safety/DDA Works	50			50
Helensburgh Mobile Library Store - External Refurbishment		20		20
Upgrading of Various Grass Pitches		125		125
	2,117	2,064	1,334	5,515
Service Development Projects				
Rothesay leisure Pool Second Phase refurbishment	100			100
	100			100
Strategic Change Projects				
Total Projects	2,217	2,064	1,334	5,615

The Oban Gaelic Centre, Corran Halls project is not shown on this page as it is fully funded by grant.

CAPITAL PLAN 2012 - 2015**Head of Community & Culture - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Rothesay Swimming Pool 2010-11	9			9
Private Sector Housing Grant	1,334	1,334		2,668
Dunoon Community Education Centre 2010-11	75			75
Dunoon Community Education Centre 2011-12	75			75
Kintyre Community Education Centre 2011-12	10			10
Bute Community Education Centre 2011-12	5			5
Riverside Swimming Pool	3			3
Aqualibrium	1			1
Queen's Hall	340			340
Victoria Hall's Campbeltown	30			30
Corran Halls, Oban		175		175
Victoria Hall's Campbeltown		205		205
	1,882	1,714		3,596
Service Development Residual Projects				
Strategic Change Residual Projects				
Total Residual Projects	1,882	1,714		3,596

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012 - 2015**Head of Community & Culture - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects				

There are no projects that have already been approved by the Council where a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012 - 2015**Head of Community & Culture - New Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability New Projects				
Health and Safety	50	50		100
Cardross Library - Refurbishment	40			40
Tarbert Library - Options Appraisal	5			5
Rothsay Library - Car Park upgrade	20			20
Riverside Leisure Facility Refurbishment - Options appraisal	15			15
Riverside Leisure Facility - External Door Renewal	25			25
Campbeltown Town Hall - Health and Safety Works	10			10
Corran Halls - Window Replacement		100		100
Rothsay Pavillion - Health and Safety Works	10			10
Queens Hall - Health and Safety works	10			10
Rhu Community Education Centre - Re roofing		55		55
Ramsay Memorial Hall - Health and Safety/DDA Works	50			50
Helensburgh Mobile Library Store - External Refurbishment		20		20
Upgrading of Various Grass Pitches		125		125
Private Sector Housing Grant			1,334	1,334
	235	350	1,334	1,919
Service Development New Projects				
Rothsay Leisure Pool Second Phase refurbishment	100			100
Oban Gaelic Centre, Corran Halls	195			195
Oban Gaelic Centre, Corran Halls, Grant Receivable	-195			-195
	100			100
Strategic Change New Projects				
Total New Projects	335	350	1,334	2,019

CAPITAL PLAN 2012- 2015**Head of Adult Care**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Whitegates offices	75			75
Aids & Adaptations	25	25		50
Greenwood		75		75
Eadar Glinn		90		90
Lochgilphead Resource Centre		25		25
Lorn Resource Centre		25		25
Struan Lodge Boiler		150		150
Thomson Home		200		200
Health & Safety	100	50		150
Ellis Lodge - Window Replacement		50		50
Woodlands - roof overhaul	25			25
Church Street Social work store roof overhaul		10		10
Social Work Offices Rothesay - Window Replacement		50		50
Social Work Offices Rothesay - Upgrading of car park	25			25
	250	750		1,000
Service Development Projects				
Mull & Iona Progressive Care Centre	100	15		115
Relocation of Staff to Victoria Hospital Helensburgh (Leasehold Improvements)	20			20
	120	15		135
Strategic Change Projects				
Total Projects	370	765		1,135

CAPITAL PLAN 2012- 2015**Head of Adult Care - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Whitegates offices	75			75
Aids & Adaptations	25			25
Greenwood		75		75
Eadar Glinn		90		90
Lochgilphead Resource Centre		25		25
Lorn Resource Centre		25		25
Struan Lodge Boiler		150		150
Thomson Home		200		200
Health & Safety	100			100
	200	565		765
Service Development Residual Projects				
Mull & Iona Progressive Care Centre	100	15		115
	100	15		115
Strategic Change Residual Projects				
Total Residual Projects	300	580		880

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012- 2015**Head of Adult Care - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects				

There are no projects that have already been approved by the Council where a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012- 2015**Head of Adult Care - New Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability New Projects				
Health and Safety		50		50
Aids and Adaptations		25		25
Ellis Lodge - Window Replacement		50		50
Woodlands - roof overhaul	25			25
Church Street Social work store roof overhaul		10		10
Social Work Offices Rothesay - Window Replacement		50		50
Social Work Offices Rothesay - Upgrading of car park	25			25
	50	185		235
Service Development New Projects				
Relocation of Staff to Victoria Hospital Helensburgh (Leasehold Improvements)	20			20
	20			20
Strategic Change New Projects				
Total New Projects	70	185		255

CAPITAL PLAN 2012 - 2015**Head of Children & Families**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Dunclutha Childrens Home - Health and Safety Works	20			20
Dunclutha Childrens Home - Options appraisal	10			10
Dunoon Hostel		150		150
Glencruitten Hostel		25		25
	30	175		205
Service Development Projects				
Dunoon Children's Unit	-39			-39
Dunclutha Bungalow - View Cottage	100			100
	61			61
Strategic Change Projects				
Total Projects	91	175		266

CAPITAL PLAN 2012 - 2015**Head of Children & Families - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Service Development Residual Projects				
Dunoon Children's Unit	-39			-39
Dunclutha Bungalow - View Cottage	100			100
	61			61
Strategic Change Residual Projects				
Total Residual Projects	61			61

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012 - 2015**Head of Children & Families - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Service Development Amended Projects				
Strategic Change Amended Projects				
Total Amended Projects				

There are no projects that have already been approved by the Council where a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012 - 2015**Head of Children & Families - New Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability New Projects				
Dunclutha Childrens Home - Health and Safety Works	20			20
Dunclutha Childrens Home -Options appraisal	10			10
Dunoon Hostel		150		150
Glencruitten Hostel		25		25
	30	175		205
Service Development New Projects				
Strategic Change New Projects				
Total New Projects	30	175		205

CAPITAL PLAN 2012 - 2015**Head of Roads & Amenity Services**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Projects				
Fleet Management	481	481	481	1,443
Zero Waste Fund		120		120
Waste Management Sites		100		100
Bridge Strengthening/Replacement	523	524	524	1,571
B842 Conieglen nr Southend	5			5
B833 Peaton Rd to Clynder Ph3	5			5
Flood Prevention	372	100	100	572
Street Lighting	600	600	600	1,800
Traffic Management	100	100	170	370
Roads Development Projects to support HITRANS Strategy	250	433	250	933
Roads Reconstruction	5,040	3,800	4,000	12,840
Environmental		175	200	375
Public Convenience upgrades		50		50
Cemetery Houses	50			50
Kilchoman Cemetery Wall	50			50
Rothesay Cemetery Roadworks	45	25		70
High Street Rothesay PC	100			100
Pier Upgrades			200	200
	7,621	6,508	6,525	20,654
Service Development Projects				
Tayinloan Slip	1,298			1,298
Preliminary Design for Regional Transport	24			24
Milton Burn	877	24		901
A83 South of Muasdale	507	10		517
Campbeltown Old Quay	60	680	600	1,340
	2,766	714	600	4,080
Strategic Change Projects				
Kintyre Renewables Hub	4,887	-360		4,527
Dunoon Pier Ph 1		40		40
OBC for Dunoon Pier	23			23
Rothesay Harbour Ferry Berth Improvements	172			172
	5,082	-320		4,762
Total Projects	15,469	6,902	7,125	29,496

CAPITAL PLAN 2012 - 2015**Head of Roads & Amenity Services - Residual Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Residual Projects				
Fleet Management	481	481		962
Zero Waste Fund		120		120
Waste Management Sites		100		100
Bridge Strengthening/Replacement	523	524		1,047
B842 Conieglen nr Southend	5			5
B833 Peaton Rd to Clynder Ph3	5			5
Flood Prevention	372	100		472
Street Lighting	600	600		1,200
Traffic Management	100	100		200
Roads Development Projects to support HITRANS Strategy	250	433		683
	2,336	2,458		3,612
Service Development Residual Projects				
Tayinloan Slip	1,298			1,298
Preliminary Design for Regional Transport	24			24
Milton Burn	877	24		901
A83 South of Muasdale	507	10		517
	2,706	34		2,740
Strategic Change Residual Projects				
Kintyre Renewables Hub	4,887	-360		4,527
Dunoon Pier Ph 1		40		40
Rothsay Harbour Ferry Berth Improvements	172			172
	5,059	-320		4,739
Total Residual Projects	10,101	2,172		11,091

The projects included in this page have already been approved by the Council and are shown for information.

CAPITAL PLAN 2012 - 2015**Head of Roads & Amenity Services - Amended Projects**

Project	Year 1 2012-13 £000s	Year 2 2013-14 £000s	Year 3 2014-15 £000s	Total £000s
Asset Sustainability Amended Projects				
Port Askaig Berth Protection	-280			-280
Port Askaig Berth Protection	280			280
Port Askaig Berth Protection				
Roads Reconstruction	4,800	3,800		8,600
Roads Reconstruction	240			240
Roads Reconstruction	5,040	3,800		8,840
Environmental	145	200		345
Environmental	-145	-25		-170
Environmental		175		175
Public Convenience upgrades	60	50		110
Public Convenience upgrades	-60			-60
Public Convenience upgrades		50		50
	5,040	4,025		9,065
Service Development Amended Projects				
A849 Pennyghael Bridge Mull	14			14
A849 Pennyghael Bridge Mull	-14			-14
A816 Oude Bridge Realignment	1			1
A816 Oude Bridge Realignment	-1			-1
A816 Tibertich No 1 Bridge	8			8
A816 Tibertich No 1 Bridge	-8			-8
Campbeltown Old Quay	60	680		740
Campbeltown Old Quay			600	600
Campbeltown Old Quay	60	680	600	1,340
	60	680	600	1,340
Strategic Change Amended Projects				
Total Amended Projects	5,100	4,705	600	10,405

The projects on this page have already been approved by the Council but a change in the budget for the project requires to be approved.

CAPITAL PLAN 2012 - 2015**Head of Roads & Amenity Services - New Projects**

Project	Year 1 2012-13	Year 2 2013-14	Year 3 2014-15	Total
Asset Sustainability New Projects				
Fleet Management			481	481
Flood Prevention			100	100
Bridge Strengthening / Replacement			524	524
Roads Reconstruction			4,000	4,000
Lighting			600	600
Environmental			200	200
Cemetery Houses	50			50
Kilchoman Cemetery Wall	50			50
Rothesay Cemetery Roadways	45	25		70
High Street Rothesay PC	100			100
Roads Development Projects to support HITRANS Strategy			250	250
Traffic Management			170	170
Pier Upgrades			200	200
	245	25	6,525	6,795
Service Development New Projects				
Strategic Change New Projects				
OBC for Dunoon Pier	23			23
	23			23
Total New Projects	268	25	6,525	6,818

CORPORATE ASSET MANAGEMENT STRATEGY

1 INTRODUCTION

- 1.1 The Corporate Asset Management Strategy sets out the Council's overall approach to management of its asset base. It sets out
- A definition of what asset management means to the Council,
 - The Council's approach and commitment to sound asset management,
 - Aims and objectives of the Corporate Asset Management Strategy,
 - Links between asset management and key corporate policies,
 - Governance arrangements for asset management,
 - An overview of the planning and performance management framework for asset management.

2 DEFINITION AND CORE VALUES OF ASSET MANAGEMENT

- 2.1 Asset Management is a structured and systematic approach to managing fixed assets on an ongoing basis. This approach addresses all phases of an asset's life cycle, from pre-acquisition through to retirement. Effective asset management planning means knowing what you own, where it's located, what it costs you, what it will cost you in the future, whether it will support current and future service delivery and who is responsible for it.
- 2.2 It is recognised that these general guiding principles can also be applied to the management of non-fixed, or less permanent, assets such as vehicles, plant and equipment.
- 2.3 The Council will ensure that the assets it provides are used in a fair, consistent, efficient and effective way, taking into account their social and environmental impact and the needs and aspirations of our people, communities, areas and organisation.
- 2.4 Asset Management is the process of ensuring that the Council's Assets are:
- Fit for purpose,
 - Used efficiently,
 - Maintained on a sustainable basis,
 - Matched in investment terms to service needs.

3 APPROACH AND COMMITMENT TO SOUND ASSET MANAGEMENT

- 3.1 The Local Government in Scotland Act 2003 provides the legal framework for both the Prudential Code and the Best Value arrangements. Under the Prudential Code local authorities are authorised to make capital investments where it can be demonstrated that these investments are affordable, prudent and sustainable. A local authority, which secures Best Value, is one, which promotes continuous improvement in the performance of its functions.

Asset Management is a key element of achieving Best Value. Councils have a statutory duty to deliver Best Value. This has significant implications for asset management as Councils must:

- Ensure that management arrangements secure continuous improvement;
- Balance quality and cost in relation to the procurement of assets;
- Ensure asset management decisions contribute to sustainable development.

3.2 Asset Management has potential to contribute to achievement of efficiency savings.

3.3 The Best Value 2 Asset Management templates published by Audit Scotland essentially set out the direction of travel for asset management within the Council. The desired outcomes of good practice contained within these templates have been fully adopted and are being actively promoted and progressed by the Strategic Asset Management Board.

3.4 In addition, asset management best practice will continue to be shared and developed through participation in national and local benchmarking networks and through membership of professional associations.

3.5 In line with Best Value Guidance: “Sound Management of Resources” the Council’s Corporate Asset Management Strategy sets out how the Council will manage its assets to deliver the Council’s corporate objectives.

4 AIMS AND OBJECTIVES OF THE CORPORATE ASSET MANAGEMENT STRATEGY

4.1 Assets must be used primarily to enable the most effective provision of services together with the achievement of strategic objectives; and this should be done in the most efficient and economical manner. The Corporate Asset Management Strategy aims to provide an integrated approach to realising the Council’s overall strategic aims and objectives for optimising assets. A primary objective of asset management is reducing the total cost of ownership while maximising the benefits from investment in these assets.

4.2 The Corporate Asset Management Strategy provides a strategic direction of travel and sets out the framework for the development and implementation of a robust process for Asset Management.

4.3 The Council’s short term strategic objective is to improve the asset management performance.

4.4 The following governing criteria underpin the Corporate Asset Management Strategy:

- The Council’s fixed assets must support service delivery,
- The Corporate Asset Management Strategy informs and directs service asset management planning, the Corporate Asset Management Plan and Capital Plan,
- The Corporate Asset Management Strategy informs and enables the Council’s actions to successfully progress and improve economic development and connectivity within Argyll & Bute,
- The Corporate Asset Management Strategy informs and directs the Council’s

School Estate Strategy and Management Plan,

- The Council's Carbon Management Plan informs and directs the improvements required to assets to meet the Council's carbon reduction targets,
- The criteria of condition, suitability and risk are applied to measure asset performance,
- The balance quality and cost in relation to the procurement of assets and Individual asset performance (running cost and utilisation) where appropriate will be subject to measurement to determine efficiency,
- The development and implementation of a systematic approach to asset investment & expenditure, utilisation and disposal.

4.5 As stated earlier, sound asset management is crucial if the Council is to make best use of the resources available to it to deliver its overall aims and objectives. The environment within which the Council operates is dynamic. It is therefore crucial that the Council's asset management approach informs decisions about strategic change across the Council, and is sufficiently flexible to adapt to the circumstances created by such change.

4.6 Specific Aims of the Asset Management Strategy are:

- Ensure the capital investment programme will contribute to the achievement of the Council's key objectives designed to ensure that asset management issues are fully reflected in the planning of the Council.
- Provide a framework for the management and monitoring of the capital programme and maintenance affects on revenue.
- Inform the bidding for external "third party" additional capital funding and the management of any resources that are secured.
- Address corporate policies on procurement and disposal policies as required by best value guidance.
- Determine processes for the generation of capital project proposals; the monitoring of ongoing projects and the evaluation of completed projects.
- Review existing assets and service needs to explore opportunities for the more efficient and effective use of assets and the release of resources through disposal.

5 LINKS BETWEEN ASSET MANAGEMENT AND KEY CORPORATE POLICIES

5.1 The Corporate Plan sets out the Council's corporate objectives and outcomes. The key features of the Corporate Plan are incorporated within this strategy.

5.2 The Council's vision is Realising Our Potential Together and the 4 corporate objectives are:

- Working together to improve the potential of our people
- Working together to improve the potential of our communities
- Working together to improve the potential of our area
- Working together to improve the potential of our organisation

5.3 There are important links between the Corporate Plan, the Community Plan and the Single Outcome Agreement (SOA). The outcomes set out in the Corporate Plan are the Council's contribution to the SOA. Each outcome is linked to one or more of the

national outcomes set by the Scottish Government.

- 5.4 Community Planning Partners have worked in partnership with the Council to ensure that the SOA identifies the outcomes for Argyll and Bute and the partnership action required for effective implementation. The Council will foster partnerships and co-operation with organisations and agencies in the public, private and voluntary sector.
- 5.5 A Community Planning Partnership Sub Group on Asset Management has been established. Specific information on all assets has been shared amongst our partners and this will help support the identification of potential co-location opportunities and a possible future rationalisation of partnership assets. The continued development of this process will be monitored by the Strategic Asset Management Board.

6 GOVERNANCE ARRANGEMENTS FOR ASSET MANAGEMENT

- 6.1 Council governance of asset management by elected members is on the basis of the committee structure with the Council and Executive Committees directing the work of the Council through the Strategic Management Team.
- 6.2 The Organisational Development PPG contributes to the development of asset management policy and strategy and monitors asset management performance.
- 6.3 Responsibility for Council assets is held by the three Departments:
- Community Services,
 - Customer Services and
 - Development & Infrastructure.

These Departments are headed by an Executive Director reporting to the Chief Executive and supported by Heads of Services who are responsible for day to day service provision and the effective and efficient use of assets.

- 6.4 The Head of Facility Services is the Chair of the Strategic Asset Management Board and is responsible for the development of the Corporate Asset Management Strategy, production of the Corporate Asset Management Plan, preparation of the Capital Plan and production of the Carbon Management Plan.
- 6.5 The Strategic Asset Management Board is responsible for the development of asset management policy, planning and specification. In addition, the Board is responsible for the development and delivery of the asset management improvement programme and to support the production of the Corporate Asset Management Plan, Capital Plan and Carbon Management Plan.
- 6.6 The corporate requirements of asset management will be driven forward by the Strategic Asset Management Board; which is the link between senior officers and elected members and the Council's service operations in respect of matters of policy related to asset management. In this way a corporate view will be applied to major proposals relating to assets.
- 6.7 The Strategic Asset Management Board has responsibility for:-
- The implementation of the Capital Planning and Management Guide

- Presentation of the annual Asset Management Strategy to the Executive
- In conjunction with the Head of Strategic Finance preparation and presentation of the Corporate Asset Management & Capital Plan to the Council
- Surplus Assets Policy
- Asset Disposal Policy, including arrangements for Third Sector transfers
- Non Operational Assets Policy
- Corporate Property Policy
- Involvement in the challenge process for Service Asset Management Plans
- Confirming acceptance of performance indicators to be applied to each asset classification and verification that Services can achieve timetable required to populate the Council Asset Register Database
- Reviewing Valuation Bases for assets and considering and recommending appropriate charging regimes for all asset types. This will require consideration of the management accounting issues involved in conjunction with Strategic Finance.
- Overseeing the acquisition and implementation of the proposed corporate property IT system.

7 PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK FOR ASSET MANAGEMENT

- 7.1 The Council must underpin asset management, business case development and capital & revenue decision making with robust asset performance data. The Planning and Performance Management Framework will support the required improvement in asset performance management, and the Strategic Asset Management Board has identified the continued development of asset performance measures as a key priority.
- 7.2 The table below summarises the asset base of the Council. The Council has an asset base at 31 March 2011, with a Net Book Value of £475.915m (2010 - £471.08m) that includes:

Description	Number	Description	Number
Administrative Buildings	43	Swimming Pools	4
Depots	32	Halls	7
Primary Schools	72	Roads (Km)	2,312
Secondary Schools	5	Bridges	1,001
3-18 Schools	5	Car Parks	100
		Libraries	9

- 7.3 The School Estate Strategy is an example of an asset group strategy and services will be expected to further develop asset group strategies in respect of the assets for which they have responsibility within the annual Service Asset Management Plans with the first of these included in the 2013-14 Plans. This will be taken forward for the asset groups with greatest strategic importance in the first instance.
- 7.4 A range of policies in support of good asset management practice have been developed and are included in the appendices to this document. The asset management policies approved to date are outlined at Section 9.0. (Appendices). In addition Services have been encouraged to develop policy statements in respect of each asset group and a total of 33 policy statements will now form Appendices to the appropriate Service Asset Management Plans.
- 7.5 Each year the Corporate Asset Management Plan will be prepared reflecting the contents of the Services Asset Management Plans (SAMPs). The aim of the Corporate Asset Management Plan is to ensure that capital and revenue expenditure is directed efficiently and effectively to further:
- Strategic Change
 - Service Development
 - Asset Sustainability
- 7.6 The Corporate Asset Management Plan sets out how Services will ensure that the opportunity cost of financial resources tied up in assets are minimised, and that there is an:
- Integrated corporate approach towards asset management, capital planning and budgeting process for both capital and revenue
 - Asset decision making is consistent with Services requirements
 - Identifying opportunities for innovation, asset investment or disposal
 - Providing a context for capital project evaluation
 - Helping to prioritise decisions on spending
 - Changing the Council's Asset portfolio consistent with the Corporate Plan
- 7.7 Each Executive Director is responsible for the completion of their Service Asset Management Plan. Service Asset Managers will prepare the Service Asset Management Plan, which when approved by the Departmental Executive Director, will be submitted to the Strategic Asset Management Board. The Strategic Asset Management Board will evaluate each Service Asset Management Plan, from which the Corporate Asset Management & Capital Plan will be prepared.
- 7.8 In preparing Service Asset Management Plans, Service Asset Managers must consider the following guiding criteria:
- Maximise the impact of all capital and revenue expenditure on assets
 - Apply asset performance indicators and benchmarking (Condition, Suitability and Risk) to planning and decision making
 - Maximise the utilisation of assets
 - Reduce the unit costs of service delivery through smarter and more efficient asset management
 - Dispose of underperforming, unsuitable assets and assets which are at risk and

invest in “fit for purpose” assets

- Share assets with Community Partners & Third Sector to maximise public benefit

- 7.9 The Council requires that decision making regarding the procurement, development and disposal of assets is founded on a robust process of options appraisal and Business Case gateways. The Capital Programme Planning and Management Guide sets out the Council’s approach towards, and requirement for, options appraisal and Business Case development including the Carbon Management Plan’s targets and objectives.
- 7.10 In terms of procurement, the Council will take cognisance of traditional and more recent, or emerging delivery options. It will have regard to the delivery options afforded, for instance, by the Scottish Futures Trust and the Northern Hub Co, where appropriate.
- 7.11 The Strategic Asset Management Board has introduced a set of asset performance indicators and an associated programme of asset surveys, to improve the standard of Service Asset Management Plans. The performance indicators now form part of the Service Asset Management Plans. These allow the Council to benchmark asset performance and better inform decision making. In the future the Strategic Asset Management Board will agree the survey frequency for specific asset groups and continually develop a programme of asset surveys in line with the agreed frequencies. The Service Asset Management Plans for 2013-2014 will include targets for improvement (or replacement or disposal) and demonstrate how these will be achieved.
- 7.12 The performance indicators for each asset group are being identified and applied to prioritised groups to satisfy the needs of corporate management and members on a Council wide basis while also meeting the needs of Service managers on a day to day and month to month basis. Performance indicators should also be capable of being considered by individual asset, groups of assets, service, location, asset type and ultimately Council wide. The gathering, recording and reporting of this data is currently being addressed with the emphasis on property assets (buildings).
- 7.13 In order to fully support this strategy, the Council have acquired a corporate property management IT system to develop and improve its asset management and performance reporting capabilities. The system will be implemented during 2012 and one key part of its implementation will be to review existing performance reporting measures across all property asset groups.

8 SUMMARY

- 8.1 In the short term the aim of the Corporate Asset Management Strategy is to ensure that all the foregoing policies; plans systems and processes are implemented and operational with on-going development taking place.

8.2 The following best practice statements were established as performance targets by the Strategic Asset Management Board.

The Council prepares an annual corporate Asset Management Strategy which is approved by the Council and which sets strategic corporate goals for assets in support of the Council's Corporate Plan. The Corporate Asset management Strategy is supported by asset Policy Statements for 100% of all asset groups.	31 March 2012
The Council has a Corporate Asset Management Plan with complete data in respect of condition, suitability, risk and performance in respect of each asset within each asset group.	30 September 2012
The Corporate and Service Asset Management Plans have performance data for 100% of individual assets within 100% of asset groups.	31 March 2012
Service Asset Management Plans have been prepared and all have achieved a score in excess of 90%. This will include written plan with condition, suitability survey data, risk reviews and performance data for each individual asset.	30 September 2012
Services' Capital Plans are supported by Business Cases duly scored and rated and approved for 100% of the projects on the Service Asset Management Plans.	31 March 2012
The Council has one finance asset database holding financial and data for all asset groups within all asset types, which is updated and reconciled to the Services asset registers at 30th March each year.	31 March 2013
Services have Maintenance Plans in place for all asset groups within all asset types.	30 September 2012

9 APPENDEX

Appendix 1 Asset Management - Policies

Malcolm MacFadyen
Chair of Asset Management Board
23 January 2012

APPENDIX 1 – ASSET MANAGEMENT POLICIES

1.0 INTRODUCTION

2.0 OPERATIONAL PROPERTY ASSET POLICY STATEMENT

3.0 NON-OPERATIONAL PROPERTY POLICY STATEMENT

4.0 DISPOSALS ASSET POLICY STATEMENT

5.0 ACQUISITIONS ASSET POLICY STATEMENT

6.0 FLEET ASSETS POLICY STATEMENT

7.0 INFRASTRUCTURE ASSETS POLICY STATEMENT

8.0 ICT ASSETS POLICY STATEMENT

1. INTRODUCTION

Argyll and Bute Council holds each of its assets as a resource to be used in the delivery of services and to support and contribute to its corporate objectives.

This is the fundamental premise that underpins all the Council's actions in managing its assets. From the acquisition of new assets, their operation throughout their lifetime, right the way through to their eventual disposal, the overall way in which the Council deploys and accounts for its assets can be tested against the contribution they make to the overall corporate vision. It is recognised that all assets can make particular contributions in terms of:-

- Optimising asset portfolios to meet changing service needs.
- Reaping financial benefits from savings in running costs and enhancing capital receipts.
- Implementing corporate plans and strategies in areas such as carbon reduction and sustainability.
- Acting as a catalyst for partnership working with other public service providers.
- Supporting the development and role of the Third Sector to provide key services within communities.

Improved service delivery through effective asset management will be achieved when key assets are in the right location, suitable and fit for purpose and in good condition. In particular all property assets will also need to be accessible and energy efficient.

The current financial climate has created particular problems for many public bodies. For example property assets cannot be so readily acquired, sold and, in some cases altered. In addition, rising fuel costs will impact significantly on property budgets and the operation of vehicle fleets. The challenge for the Strategic Asset Management Board and the Council will be to consider the changes taking place in the external environment, such as new workplace practices, the increasing influence of information and communications technology and the growing importance of sustainability issues and to respond to these changes by implementing more innovative, aggressive and robust asset management policies.

The purpose of this document is to set out a high level Asset Policy framework for Argyll and Bute Council. These Policies will, in turn, support the Council's Asset Management Strategy and Corporate Asset Management Plan. The Policies set out in this document are in respect of:-

- Operational Property
- Non-Operational Property
- Disposals
- Acquisitions
- Fleet
- Infrastructure, and ICT

These Policies are a dynamic statement of how Argyll and Bute Council expects to better use and manage its assets. The Policies will be reviewed annually and updated, where appropriate, to reflect emerging best practice, altered priorities and any new statutory obligations.

2.0 OPERATIONAL PROPERTY POLICY STATEMENT

The Strategic Asset Management Board will oversee the management of all operational property assets to ensure that these resources are operated in an effective and efficient manner and contribute to an improved provision of services to the community.

To do this the Board will:-

- Ensure property is regarded and managed as a corporate resource.
- Ensure best value and best practice in the delivery of property and asset management services.
- Review and challenge the need for retaining properties with services.
- Ensure our property portfolio is suitable for its current use and supports effective service delivery.
- Ensure properties are compliant with relevant legislation.
- Ensure properties are in an appropriate condition and maintained effectively.
- Ensure office space is used efficiently.
- Regularly measure and report the sufficiency of the school estate.
- Review options for rationalising or consolidating property assets.
- Regularly monitor and report on the performance of property and put in place measures for securing continuous improvement.
- Ensure property running costs and the consumption of resources are minimised.
- Consider the needs of stakeholders.
- Ensure that comprehensive asset management information to support decision making is collected, maintained and stored efficiently.

3.0 NON-OPERATIONAL PROPERTY POLICY STATEMENT

The Strategic Asset Management Board will review and challenge the non-operational property assets held by Services. It will ensure that:-

- The commercial portfolio is managed effectively to maximise income.
- Rental voids are kept to a minimum.
- Key properties are held for economic development purposes.
- Regular reviews of commercial portfolio are carried out to assess rate of return, purpose of retention and alternative development options.
- Underperforming assets are declared surplus to requirements.
- The cost of managing the non-operational portfolio remains competitive through benchmarking and regular review.

4.0 PROPERTY DISPOSALS POLICY STATEMENT

The Council has a statutory responsibility under the Local Government (Scotland) Act 1973, not to dispose of land at less than the best consideration. In order to comply with this obligation it will, in the majority of instances, seek to obtain “market value” for all surplus assets by:-

- Enhancing value wherever practicable and appropriate.
- Advertising on the open market to encourage competition from likely purchasers.
- Setting a closing date for offers.
- Supporting the transfer of certain assets, where appropriate, to the Third Sector in return for wider community benefits.
- Generally recommending acceptance of the highest offer submitted in accordance with the above.
- Reporting all potential disposals to the appropriate Committee of the Council seeking approval to proceed.

The Strategic Asset Management Board will challenge service departments to review their future property requirements and this will ultimately lead to a net reduction of property assets. The Board will ensure arrangements are in place to:-

- Eliminate as far as possible the number of properties that are poorly used, unfit for purpose and in poor condition.
- Pursue disposal options that will maximise the return to the Council where possible.
- Become more innovative. For example to examine the possibility of setting up joint venture Special Purpose Vehicles (SPV's), where appropriate, with the private sector to unlock the latent value of our assets.
- Fast-track disposal options where possible where unique or significant beneficial opportunities may exist, or can be created.
- Deliver revenue savings to the Council through the prompt and successful disposal of property.
- Ensure the cost of managing the disposal process portfolio remains competitive through benchmarking, market testing and regular review.

5.0 PROPERTY ACQUISITIONS POLICY STATEMENT

The Strategic Asset Management Board's objective is to ensure that the necessary professional and technical services are in place to deliver the Council's capital and revenue programmes of new build, refurbishment and maintenance works in respect of developing, consolidating and protecting property assets.

The Board will ensure that the Property, Design, Estates and Asset Management Teams will provide the Council with construction, procurement, valuation and consultancy services including project management, project monitoring and budget management. On this basis the Board will be in a position to review and determine whether due process has revealed that acquisition is the only or most favourable option available.

In the event that the acquisition of an asset is the optimum solution the Strategic Asset Management Board will ensure efficient procurement of assets and construction projects by:-

- Reviewing the integrated and multi-disciplined approach within Facilities Services.
- Requiring services to follow the methodical and efficient processes contained within the Council's approved Capital Planning and Management Guide.
- Overseeing and reviewing the production of Full Business Cases.
- Undertaking a rigorous options appraisal process, including consideration of procurement options available through the Council's membership of the Northern Territory hub Co.
- Requiring the demonstration of comprehensive value for money approach.
- Participating and leading, where appropriate, post project reviews.

6.0 FLEET POLICY STATEMENT

The Council operates a wide range of fleet and plant to support the delivery of services.

The Strategic Asset Management Board requires the services to provide an efficient and effective Fleet management and vehicle maintenance service.

Services will be required to demonstrate that:-

- They have the appropriate vehicles in place to carry out their responsibilities and duties.
- Vehicles are maintained to VOSA (Vehicle Operator Services Agency) standard.
- Fleet and plant information and data is collected, used to measure performance and to establish targets.
- Optimum use is made of the fleet.
- A training programme is in place to support relevant staff and operators.
- Robust business cases are developed to underpin vehicle retention and best value procurement solutions.
- Plans are in place to develop a "Green Fleet" policy.

7.0 INFRASTRUCTURE POLICY STATEMENT

The infrastructure portfolio is a complicated collection of diverse asset groups such as roads, bridges, piers, street lighting and flood prevention schemes. The overarching aim of the Strategic Asset Management Board is to ensure that the service with responsibility for these asset groups strives for a good quality, well maintained and sustainable infrastructure network that is not only safe but also contributes to the needs of the community together with the everyday requirements of the businesses operating within Argyll and Bute.

The aim of the Strategic Asset Management Board is to make sure that:-

- The infrastructure assets perform well in terms of suitability and condition.
- Appropriate asset management information is gathered, maintained and used to underpin decision making.
- Full compliance with all relevant legislation and regulations is achieved.
- Data continues to be gathered and held on appropriate systems.
- Benchmarking activities continue to inform business improvement actions.

8.0 ICT POLICY STATEMENT

It is the aim of the Strategic Asset Management Board to ensure that the Council's ICT assets are utilised in the most effective, efficient and economical manner in support of the Council's plans, strategies and service delivery.

The following approach will be undertaken to achieve this:-

- Business, corporate and strategic requirements will be identified.
- Procurement options will be tailored and developed to suit continuing needs, taking into account ongoing maintenance and sustainability issues throughout the whole life of the asset.
- Regular reviews will be conducted to assess fitness for purpose and performance of the asset in question.
- Full compliance with legislative and operational requirements during the withdrawal and subsequent disposal of ICT assets.
- Comprehensive ICT and asset management information in support of all of the above will be collected, maintained, stored efficiently and be readily available.

CORPORATE ASSET MANAGEMENT PLAN

1 INTRODUCTION

- 1.1 The Corporate Asset Management Plan reflects the Council's Strategic Capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2012-13 and beyond.
- 1.2 The Strategic Change programme identifies the Council's strategic planning priorities which include the CHORD programme, school replacement, office replacement and road and infrastructure projects.
- 1.3 The Service Development and Asset Sustainability programmes focus on addressing the Condition, Suitability and Risk associated with the Council's assets. The Corporate Asset Management Plan addresses individual assets or asset groups which have been identified as highest risk (*significant* risk of impairment to both the asset and/or service delivery), either through capital plans founded on Business Cases, or through the proposed development of Outline Business Cases in 2012-13.
- 1.4 The Corporate Asset Management Plan is generally funded from existing Block Allocations. A small number of new bids for capital funding from supported borrowing have been included within the programme to address red risks within the shared office portfolio.
- 1.5 The Corporate Asset Management Strategy sets out the strategic framework for the development of asset management planning including the development of the Corporate Asset Management Plan and Service Asset Management Plans

2 CORPORATE ASSET MANAGEMENT PLANNING – KEY ISSUES

- 2.1 The Corporate Asset Management Plan reflects existing Departmental and service structures and planning. It brings together the Council's strategic Change programmes such as CHORD and Process for Change, with Service Asset Management Plans and capital plans.
- 2.2 Service Asset Management Plans set out how each Service is planning to manage the assets they utilise to deliver services. The standard of these reflects the current maturity of the Council's asset management planning and demonstrate an improvement in terms of information, quality and meaningful asset performance measures - varying between areas of best practice to areas where there has been limited asset performance management to date.
- 2.3 The Service Asset Management Plans show that as of October 2011, the gaps that exist within Services' knowledge of the Condition, Suitability and Risk associated with asset groups under their management control have decreased significantly since the

previous year.

- 2.4 As last year all new capital projects included within Capital Plan are founded on either an Initial Business Case (IBC) or an Outline Business Case (OBC) (as required by the Council's Capital Planning Guidance). The quality and standard of business cases produced is reflective of the development of asset management planning across the Council. Strategic change project OBCs show best practice: incorporating options appraisal, whole life costing and risk analysis. The standard of IBCs for the Asset Sustainability programme will continue to be a focus for further development.
- 2.5 The Service Asset Management Plans provide the Council with a robust suite of data which informs strategic decision making. The data allows consideration of adjusting block allocations between Services and/or between strategic priorities and is useful in the context of Strategic Change, Service Development and Asset Sustainability. The data is becoming even more useful as improvements can be targeted and reported upon. It will also inform future decision making in relation to asset disposal.
- 2.6 The main sources of data for the Corporate Asset Management Plan are the Service Asset Management Plans. The main, objective assessment of Condition, Suitability and Risk has been applied to asset groups. The process will be continued and improved with a target to provide objective evidence for individual assets in each group over the next year.
- 2.7 The day to day operations of Local Authorities is very much dictated by legislation. Each Service has to be mindful of the legislation affecting each of its operations and the key legislation is set out in the individual Service Asset Management Plans. Relevant Legislation includes:-
- Legislation involving Care Commission issues
 - Legislation relating to HM Inspectorate of Education
 - Roads (Scotland) Act 1984
 - Health and Safety legislation
 - Environmental and other protective legislation

3 CORPORATE ASSET MANAGEMENT PLAN DEVELOPMENT

- 3.1 The Strategic Asset Management Board approved a programme of works on 1 March 2010 to capture missing asset data in 2010-12. During 2011-12 the Board continued the process of developing a set of Asset Performance Indicators and an associated programme of asset surveys, which has improved the quality of Service Asset Management Plans. These allow the Council to benchmark asset performance and better inform corporate decision making.
- 3.2 It is recognised that the Council must underpin future Asset Management, Business Case development and Capital & Revenue Decision Making with robust asset performance data. The Council's Planning and Performance Management Framework will support the required improvement in asset performance management, and the Board has identified the continued development of asset performance measures as a key priority.

- 3.3 The Corporate Asset Management Plan is updated annually to reflect national policy requirements such as the Scottish Government funded - "Promoting Asset Transfer Programme" and the Council's Third Sector Demonstration Project. In addition, strategic asset management planning arrangements between other public bodies and major Community Planning Partners within Argyll & Bute must become more effective. A work programme has been established to improve on the current position and this is being managed by the Head of Facility Services in accordance with the requirements of the Argyll and Bute Community Planning Partnership Executive Sub Group.
- 3.4 The Scottish Futures Trust is responsible for delivering the Scottish Government's Hub Initiative which is designed to facilitate the procurement of community based facilities by local authorities, Health Boards and other public bodies within certain territorial areas, either individually or collaboratively through an appointed Private Sector Development Partner. Since 2009, SFT has launched two of the five planned Hub territories. The Northern Hub Territory contains 18 public bodies, including Argyll and Bute Council. The Council is a partner in the Northern Territory and as yet no projects have been delivered through the hub model. It is expected that the schools projects in the Capital Plan proposals will be procured in this manner as Argyll & Bute Council is currently engaging with the Scottish Futures Trust and the Northern Territory hubco to take forward the development of the proposed primary campus for Dunoon and the replacement for Campbeltown Grammar which are being partially funded through the Government's schools building programme.
- 3.5 The gateway system for appraising and approving future capital expenditure has now been in operation for two years and despite some teething problems is being effective. The process has been utilised again for 2012-13 with consideration being given to addressing Highest Risks and improvements to the Condition and Suitability of assets. The programme for 2012-13 includes significant projects which have been previously approved by the Council as summarised in the following sections.
- 3.6 Each new project within the Corporate Asset Management Plan and Capital Plan has been subject to an Initial Business Case and/or an Outline Business Case, which has been reviewed and assessed by the Strategic Asset Management Board. Strategic Change projects have been subject to the requirement for Option Appraisals and detailed assessment of Life Cycle costs (Affordability and Value For Money). The Capital Programme Planning and Management Guide was approved in May 2010 and is now fully implemented and contains templates for each form of Business Case incorporating Life Cycle Costing at each level.

4 CAPITAL PROJECTS PREVIOUSLY APPROVED

- 4.1 The following significant strategic change projects have been previously approved by the Council:
- Progress and deliver the CHORD programme
 - Progress Helensburgh Office Rationalisation to Gateway Stage H (Tender Action of the RIBA Plan of Works) this work plan has been revised to report on RIBA Stage F design and costs (pre tender stage) due to the withdrawal of Community Planning Partner Agencies which necessitated redesign work.
 - Production of an OBC for the Dunoon Office Rationalisation Project
 - Production of an OBC for the Dunoon Joint Primary Schools Campus

4.2 The following significant service development projects have been previously approved by the Council:

- IT enablement for Process For Change - Progress Workforce Deployment & Customer Management (supporting IT & office rationalisation programmes)
- Tayinloan Slip - extending the breakwater and land bridge to improve berthing
- Milton Burn - flood alleviation works in vicinity of John St, Dunoon
- Upgrade of the A83 South of Muasdale
- Replacement of the consolidated server environment in the Council's main server room, Kilmory
- Applications Projects
- Taynuilt Primary School Extension

4.3 The following sections summarises the position with regard to asset sustainability projects previously approved by the Council:

- Development and Infrastructure
 - The Roads Reconstruction programme is targeted on sections identified as High Risk by the Roads Maintenance and the Scottish Road Maintenance Condition Survey Road (SRMCS) and roads inspectors, with adequate prioritisation given to those routes which are likely to contribute greatest to economic growth and improved quality of life within our communities. The block allocation for Road Reconstruction has historically averaged £3m per annum against an estimated capital expenditure required to keep the road network at a standstill condition of £10m per annum. In 2011-12 the Council funded a £7m programme of Roads Reconstruction works which focussed upon making improvements to strategic routes to improve transport infrastructure links and to support the local economy and our communities. The Roads Reconstruction programme shows an acceleration of capital funding giving an allocation of £4.8m for 2012-13.
 - The remaining block allocation for Roads & Amenity Services includes bridge strengthening £523k, street lighting £600k, and environmental projects at £145k in the first year and £200k thereafter. There is a requirement to procure and construct a new landfill cell at Gartbreck Landfill Site on Islay. The construction works will be funded from the Waste Management PPP Smoothing Fund.
 - The Marine & Harbours section transferred to the Head of Economic Development in October 2011. The OBC for Campbeltown Old Quay was completed in 2011 and design works will be completed in 2012-13 for the phased upgrade of this asset.
- Community Services
 - The Community Services Programme aims to safeguard the condition of the properties within the School and Social Work Estates. The main focus is to ensure that buildings are safe and wind and water tight, with particular emphasis being given to upgrading life expired electrical, alarm systems and heating installations. Expenditure has been prioritised on properties based on the risk profile associated with property attributes. The Leisure Service capital programme in 2012-13 is focused upon developing the upgrade programme for both Rothesay Pool and the Riverside facility in Dunoon.

- Customer Services
 - The IT Programme focuses upon securing information, IT hardware and data and voice networks, more use of collaborative tools such as Sharepoint, Unified Communications and Voice Over IP and the deployment of numerous services in support of a flexible workforce.
 - Council wide Personal Computer and laptop replacement programme
 - Extension of the Education network domain across all schools
 - Facility Services: main thrust is the continuation of the office rationalisation projects and health and safety upgrades in strategically important Shared Offices.

5 NEW PROJECTS SEEKING COUNCIL APPROVAL TO PROCEED IN 2012-13

5.1 The following projects require Council approval to proceed in 2012-13. Each of these projects has been subject to Initial Business Case and/or Outline Business Cases which have been reviewed and assessed by the Strategic Asset Management Board. Where required, funding for the completion of these OBCs is allowed for within the capital plan for 2012-13.

5.2 The proposals for strategic change projects are noted below:

- Progress planning and the development of an Outline Business Case (OBC) for the replacement of Campbeltown Grammar School and the development of a Full Business Case (FBC) for the Dunoon Joint Primary Campus.
- Production of the Business Case for the Lorn Arc Tax Incremental Funding (TIF) initiative
- A key set of Strategic Change Projects relate to the CHORD Programme. The CHORD projects are not only vital for repositioning the economic fortunes of the five towns through the delivery of the specific projects noted in the CHORD Programme Plan but also for stimulating related public and private sector capital investment. The CHORD Programme is acting as a means for contextualising wider capital investment and regeneration in the five towns.
- Production of the OBC for the redevelopment of the Dunoon Timber Pier
- The production of the Business Case for the procurement of a proposed new Leisure Facility & Swimming pool associated with the development of the Helensburgh Pier Head and former Hermitage Academy sites.
- Production of the Full Business Case for the Helensburgh Office.
- An ambitious programme of potential carbon reduction projects that embrace both best practice energy efficiency and the implementation of renewable technologies is proposed. Projects include the installation of photo voltaic panels and oil to biomass/gas heating conversions as identified within the Council's Carbon Management Plan updated in 2011.

5.3 The proposals for service development projects are noted below:

- Information Technology
 - Extend the Education ICT domain across all schools
 - Implement a new Unified Communications platform to more readily support flexible work styles and to enable new collaborative IT tools
- Education
 - Park Primary Extension
 - Park Primary Pre Fives Unit
 - Oban High School Gaelic Multi Media Unit
 - Hermitage Primary Annexe Replacement
- Community and Culture
 - Rothesay Leisure Pool refurbishment
 - Oban Gaelic Centre, Corran Halls
- Adult Care
 - Improvements to Victoria Hospital Helensburgh to allow relocation of staff.
- Ferry Services
 - The central priority for both the Council and indeed Scottish Government is to ensure and safeguard appropriate ferry services to our communities. To this end, the interaction of the Council's current Service Review of its marine assets and services and the Government's Ferry Review represents a real opportunity to identify the optimal solution for delivering this priority. It is therefore the intention to take the following forward during 2012-13.
 - Lismore Ferry Service: subject to Outline Business Case approval, consider replacing the existing ferry with new RIB vessel. Also review procurement timetable post publication of the Government's Ferries review and subsequently present to Council Executive.
 - Easdale Ferry Service : develop options for the ferry service post the Government's Ferries Review publication with focus of discussion with the Scottish Government around the Government's future policy for the support of community based services – which may best fit the Easdale community's needs future needs.
 - Luing : post publication of the Scottish Government's Ferries Review publication develop an Outline Business Case in partnership with the Government for a Fixed Link v. Replacement Service.
 - Jura : post Ferries Review publication – consider options to transfer the responsibility for the management and direct funding of this Lifeline Service , and/or develop Tender Process for ferry operation for Summer 2012.

6 HIGH RISK ASSETS NOT ADDRESSED WITHIN CAPITAL PLAN PROPOSALS FOR 2012-13

6.1 The Capital Programme for 2012-13 has been structured to address the majority of the Council's High Risk assets. In 2012-13, Service Asset Managers will develop Business Cases and Planning to tackle the following High Risk assets which are not addressed by projects within the Capital Programme for 2012-13.

- Roads
 - In the most recent official figures provided by the Scottish Road Management Condition Survey the roads of Argyll and Bute were the lowest ranked in Scotland. The current road construction and associated revenue maintenance programme has historically not addressed the deterioration in the condition and suitability of the Authority's road network. In February 2011 Audit Scotland reported that "*Transport Scotland and councils should review their road maintenance strategies and plans to confirm that adequate prioritisation is given to those routes which are likely to contribute greatest to economic growth and improved quality of life.*"
 - In terms of supporting the Council's Corporate Plan and the requirement to support and develop the local economy, it is essential that the Council targets its resources wisely to support routes which contribute to economic growth and the quality of life of our town and rural communities.
 - While it will be a long term aim of the Council to improve its national ranking in terms of the Road Management Condition Survey, the short to medium term strategy to achieve the outcomes set out within the Corporate Plan is set out within the Council's Roads Asset Management Strategy, which sets out its capital asset investment and roads maintenance strategies.
- Crematorium
 - The OBC for the replacement cremator has been completed during 2011.
- Ferry Vessels
 - The requirement to address Red Risk ferry assets has been identified as new Service Development projects as set out within Section 3.2.2.
- Bridges
 - The bridge inspection and assessment programme identified Red Risks in 2012-13. Works to address these Red Risk bridge/wall defects are being addressed in a global IBC, and will be planned and prioritised to avoid either restrictions or escalating costs.
- Piers
 - Dunoon pier is a Red Risk Asset which has been identified as a new Strategic Change Project as set out at Section 3.2.1.
- Fleet Workshops
 - Campbeltown and Lochgilphead workshops are Red Risks due to their very poor material condition. There is also a "break point" in the Council's lease for its Helensburgh Workshop in 2012. All 3 fleet workshops will be subject to Options Appraisal and the development of OBC in 2012.
- Fleet Vehicles
 - The Strategic Asset Management Board approved a Fleet Procurement Policy on 29 January 2010 which will manage disposal of red risk fleet

vehicles; those which are beyond policy life and uneconomic to retain. Business cases are required to be approved prior to the procurement of new vehicles. The introduction of these policies and procedures is designed to allow the Council to dispose of Red Risk fleet vehicles by the end of 2012-13.

- Streetscene
 - It is anticipated that in conjunction with the Service Review of the Streetscene Service that the Business Case will be made for significant future investment in machinery and plant to improve service efficiency.

7 ANTICIPATED DEVELOPMENTS WITHIN NEXT FIVE YEARS

7.1 The main issues identified within the Service Asset Management Plans which must be considered within future asset management planning include:

- Strategic Infrastructure planning in conjunction with Strategic Infrastructure & Transportation Partners within the public & private sectors to support the future requirements of the Argyll & Bute economy: - renewable energy, high speed broadband, housing (rural & town), marine science & aquaculture, tourism and timber.
- Service Reviews - maximising the utilisation and efficient use of assets and the quality and suitability of assets to support future service delivery
- Demographic effects on school population and school estate planning
- Strategic Waste Management Review – future capital & revenue investment as required to achieve National Zero Waste requirements and targets
- Environmental issues e.g. carbon management, Crematorium mercury abatement
- Workforce Deployment and Office Property rationalisation.
- Community Partnership opportunities for smarter utilisation of assets through Shared Services - to support service delivery and the development of a strategy/mechanism to allow potential asset transfer to the Third Sector.
- Depot Rationalisation programme

7.2 As a priority, Services must develop asset management planning, Options Appraisal and Business Case development to address all High Risk assets.

7.3 For assets rated C or D and an Amber Risk profile, future planning must appraise options to upgrade, replace or dispose of these assets. For assets rated A or B for condition or suitability, and/or with a Green or Yellow Risk profile, asset sustainability planning must ensure that these assets do not deteriorate. This will be achieved through the Council's Business Case gateway process.

8 ESTATES PROPERTY & LAND - ASSET DISPOSAL & ACQUISITIONS

8.1 In relation to disposals there are 17 properties on the surplus property account (November 2011). In addition there are 2 properties held for redevelopment and 6 properties for disposal which are ring fenced to Community Services. A more streamlined and aggressive approach to the disposal of property is being developed by the Strategic Asset Management Board that will also take cognisance of challenging market conditions and the potential opportunities of asset transfer to the Third Sector.

- 8.2 There are 21 acquisitions currently being progressed, principally for Road & Amenity Services. Progress towards the acquisition of the requisite parcels of land by way of voluntary sale or compulsory purchase will be continued during 2012-13.
- 8.3 The Council has 309 parcels of land and properties which are leased to external parties or are available for lease giving a rental income of £693,159 per annum. The Council leases 90 property and land assets from external landlords with an outgoing rental of £293,889 per annum.

9 ASSET REGISTER SYSTEMS AND SOFTWARE

- 9.1 The Strategic Asset Management Strategic Board has instigated a review of all assets but currently focussing on property to reconcile the Finance asset register with all other property records and in particular the Property Asset Register Database to create a definitive name, address and unique property reference number. An ongoing process has also been established to maintain these records appropriately. The SAMB is targeting 31 March 2012 for the completion of this exercise which now includes the implementation of the new property management system.
- 9.2 This is a property management system to combine a number of processes which have operated independently and as a result obtaining reliable property asset performance data has proved difficult as has recording and maintaining that data.
- 9.3 Following the completion of the process for property it is necessary that Infrastructure and other assets are similarly controlled and work will commence to maintain the Finance asset register in accordance with the WDM system used to monitor our infrastructure assets.

Malcolm MacFadyen
Chair of Asset Management Board
23 January 2012

SERVICE ASSET MANAGEMENT PLANS
COMMUNITY SERVICES ASSET MANAGEMENT PLAN

1 GENERAL INFORMATION**1.1 Links to Section Asset Management Plans, Corporate Asset Management Plan and Area Plans: brief statement on how the Service Plan links its own Sections' plans to this plan and other corporate plans.**

1.1.1 This Service Asset Management Plan links directly to the Council's 2011-2012 Corporate Plan, and in particular the Corporate Objectives of; (2) Working together to improve the potential of our Communities, and (3) Working together to improve the potential of our area.

1.1.2 In addition the key themes of the Council's Improvement Plan (section 7.1), Risk Management and Asset Management are addressed.

1.1.3 The Community Services Departmental Service Plan requires the delivery of improvements to the Department's building assets, and the delivery of safe, efficient, fit for purpose public buildings which enhance service.

1.1.4 The requirements of the Council's Corporate Asset Management Strategy are adhered to.

1.1.5 Many of the Asset Sustainability projects which are being put forward under the 2012-13 and 2013-14 capital plan support the Council's Carbon Management Plan, through the upgrading of insulation as part of re-roofing contracts, replacing single glazed windows with double glazed units, and through the specification of low energy light fittings as part of rewiring contracts.

1.2 Service role within Department, Council and Council Areas: explanation of the Service and how it deals with Area and Corporate requirement.

1.2.1 Facility Services manages the Council's property assets. The Community Services building assets provide the base from which Statutory Education and Social Work functions are provided. In addition leisure and library facilities are provided to serve their local communities.

The scope of services provided is:-

- Adult Care
- Children and Families
- Education
- Community and Culture

1.2.2 To support the provision of these services, the objective is to provide safe, secure, premises, in good order, with adequate heating and ventilation and which are fit for purpose. In addition the requirements of the various Regulatory Authorities need to be met. Currently as a result of limited capital and revenue budgets, expenditure requires to be targeted at property condition issues, however there needs to be an awareness of the impact of poor suitability ratings, particularly if they are as a result of any non compliance of regulatory authority requirements. The implementation of work to deal with suitability issues can only be properly addressed with due regard to the implementation of the various service reviews and in particular the Elderly Persons Service Review.

1.2.3 Ultimately our overall aim is to make most efficient and effective use of our available assets, and to minimise the requirement to use leased assets. In addition where properties become surplus they should be quickly identified for possible transfer to partner agencies, or alternatively marketed for disposal.

**1.3 Service Functions: Service functions provided (bullet points).
Service functions provided:**

1.3.1 EDUCATION

Head of Service: Carol Walker

The Education Service provides the following services throughout Argyll and Bute:

3-18 Education

Curriculum for Excellence 3-18

Pupil support services

Psychological services

HMIE post and pre inspection support

Educational ICT

School reviews

1.3.2 ADULT CARE

Head of Service: Jim Robb

The adult social work service is structured around four main service areas:

The provision of resources to vulnerable adults and older people including residential care services, day centre provision and home care

The assessment and care management function carried out by area team staff in relation to older people

The provision of support to adults with a learning disability

The provision of support to adults who have a mental health difficulty

1.3.3 CHILDREN AND FAMILIES

Head of Service: Louise Long

The Argyll and Bute Children and Families Service directly provides or commissions support, protection and care for vulnerable children, young people and their families.

1.3.4 COMMUNITY AND CULTURE

Head of Service: Donald MacVicar

Community and Culture provides the following range of services throughout Argyll and Bute: housing services, culture and libraries, leisure and youth services, community, development, adult learning.

- 1.3.5 To facilitate the delivery of these front line services, properties are managed to provide safe, efficient, fit for purpose public buildings which will enhance service delivery. The management of these properties will be delivered with regard to statutory legislation, informed testing, maintenance programmes, building upgrades and adaptations via the capital programme.

1.4 **Service Legislative Requirements: Statutory implications affecting Services assets include:-**

- 1.4.1 Education (Scotland) Act 1980
Education (Additional Support for Learning) (Scotland) Act 2009
Social Work (Scotland) Act 1968
Adult Support and Protection (Scotland) Act 2007
Protection of Children (Scotland) Act 2003
Regulation of Care (Scotland) Act
Care Commission Requirements
HMIE Requirements
SWIA Requirements
Fire Scotland Act
Health and Safety At Work etc Act
Electricity at Work Regulations
Legionella - Approved Code of Practice
Control of Substances Hazardous to Health Regulations
In addition, the councils Carbon Management targets require reductions in energy and utility consumption and carbon emissions of 9.7% over 3 years through capital and revenue funded Carbon Management Programmes.

2 **FUTURE PLANNING**

2.1 **Asset Register/Systems Software: brief description of the systems and processes in use to record asset, acquisition and disposal and performance.**

- 2.1.1 Property assets are maintained on a property management database by Customer Services.
- 2.1.2 Works of Art are currently recorded on valuations/inventories which are updated on an irregular basis.
- 2.1.3 Items of Plant and Equipment purchased by Social work for clients such as stair lifts and hoists etc are recorded initially on a spreadsheet. This is then used to update the asset register.

- 2.2 Anticipated developments within next five years: Key features likely to affect assets and their use in the period e.g. environmental or obsolescence issues etc.**
- 2.2.1 The Council's Asset Management Plan with its challenging targets for reducing carbon emissions impact on the specification of many aspects of work to the Department's Properties. Similarly increased consideration nationally and through the development of Council policies for sustainability will have an impact on the specification of most building works.
The application of improved asset management will require greater rigour in the allocation of limited budgets to the various properties, and will force closer examination of the usage of groups of assets.
- 2.2.2 Workforce Deployment and Office Rationalisation programmes will allow for more effective use of limited office spaces, and should result in capital receipts from the disposal of surplus assets.
- 2.2.3 The Education Service seeks to optimise the utilisation of the many buildings in the school property portfolio. The Service will continue to consider the effect of demographic and roll changes on the use of these assets. In isolated cases this may require further development of assets, an example of this being the urgent requirement for an additional classroom at Taynuilt primary school which is being implemented as part of the approved 2011-12 capital programme. The Council will have regard to the ongoing considerations of the Commission on Rural Education in considering future investment in the school estate. In the interim some essential maintenance work will be progressed within a number of schools pending the outcome of the Commission's findings and decisions being taken on the longer term investment strategies for the school estate.
- 2.2.4 Future roll projections have indicated that Park Primary school in Oban requires the addition of a new classroom and pre 5s unit.
- 2.2.5 It has also been confirmed that from an educational and capacity perspective the replacement of the unsatisfactory Annexe at Hermitage Primary school remains a priority.
- 2.2.6 The confirmation of Government funding for the new Dunoon Shared Campus Primary School and for the replacement of Campbeltown Grammar School, has allowed the development of both schemes to proceed. Currently Dunoon Shared Primary Campus is being taken to a stage where a Planning Application in Principle is being made, with Campbeltown Grammar being subject to a site options appraisal. Both schools are being progressed via the Government's School Building Programme which is managed by the Scottish Futures Trust. Following the announcement in June of 2011 that the funding is now on a revenue basis, the project delivery is now likely to be through the Northern Territory HUB organisation, on a NPDO model. Revised governance arrangements are being put in place to reflect this.
- 2.2.7 The ongoing development of Business Cases for the long term replacement of the Helensburgh Swimming Pool aims to provide a facility which is not only energy efficient but will have a long service life with low maintenance requirements.

2.2.8 In addition to building assets, Community Services has works of art which were last valued in 2004. The aggregate value of these is £992,140.

This total is made up of 3 collections of paintings:

- The Anderson Trust Collection - £85,610.
- Museum Collection - £491,650.
- Education Collection - £414,880.

Associated with these works of Art are Museum Exhibits insured for £519,605.

However there would appear not to be any detailed inventory or recent valuation of these items.

2.2.9 It is recommended that an updated valuation and inventory is commissioned of these valuable items in order that informed policy decisions can be made with regard to their future. It should be noted that some conflicting information seems to exist regarding valuation amounts and dates. The summary information here has been provided by the insurance section of Governance and Law. Further detailed information is contained in Appendix 1.

2.3 Action Plan: brief summary planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration.

The service priorities are as follows:-

EDUCATION

2.3.1 Expenditure in previous years has resulted in a demonstrable improvement in property condition with a number of schools having been brought up to a "B" rating from their previous "C" score. A small number of schools have suffered a decline in condition since last surveyed, in particular Sandbank Primary has dropped to a "C" and is now being targeted for improvement.

2.3.2 Improvements to school buildings are targeted at properties in the poorest condition, and building elements which are currently rated as Bad or Poor. For schools where the significant building fabric issues have now been addressed, consideration is now being given to works to improve suitability.

2.3.3 Priority is being given to ensuring fire alarms and electrical installations are fit for purpose as these are considered the areas of greatest potential risk.

2.3.4 In addition significant Business Cases are being presented for - Hermitage Primary School Replacement of Annexe (OBC)/Dunoon Primary School Proposed Joint Campus (FBC)/Campbeltown Grammar School refurbishment(OBC) and proposed classroom extension and new pre fives unit at Park Primary School (IBC)

ADULT CARE / CHILDREN AND FAMILIES

- 2.3.5 Improvements to Social Work buildings target properties in the worst condition, and building elements currently rated as Bad or Poor. The level of information held on these assets is currently being developed as up-to-date information on elemental condition and suitability is not available on all properties. A number of properties have been rated as “D” for suitability. In some cases, such as Dunclutha Children’s Home and Dunaros Elderly Persons’ Home, plans are in place for the replacement of the facilities. In other cases significant expenditure is being delayed pending the outcome of the service reviews and office rationalisation plans. The allocation of expenditure will have regard to the ongoing Elderly Persons’ Service Review and the Learning Disability Services Review.
- 2.3.6 The Learning and Disability review is focusing on developing community based services and moving away from the resource centre model. We will undoubtedly be left with some clients who require a building based service but there will be capacity in the buildings.
- 2.3.7 In order to move out of a leased building in East King Street and to facilitate closer working with Health Partners a funding bid will be made to allow use of leased office space at the Helensburgh Victoria Infirmary. An IBC will be prepared for this.

COMMUNITY AND CULTURE

- 2.3.8 Community & Culture covers all Leisure, Culture, Libraries, Community Learning & Development and Housing Services. The highest priority capital project is the all weather pitch and changing facility at Kinloch Green in Campbeltown which has received stage 2 funding from Sportscotland. Tenders are being issued this autumn with the construction work to be carried out spring/summer 2012. Improvement funds have also been identified in the Leisure capital programme for the Queens Hall in Dunoon, but the Council has recently agreed this should be drawn down as part of the CHORD initiative for Dunoon which currently focuses on that facility. The Pavilion in Rothesay has also been identified as a priority for improvement/refurbishment through the CHORD programme, but there is no Leisure capital funding in the project.
- 2.3.9 Some minor improvement works to the main Libraries are also required and further investigations need to be funded into the options available for Tarbert Library. Rothesay swimming pool has been identified for modernisation work in the capital programme, with a final phase of funding being needed in 2012-13 to complete the improvement plans. Stage C design work has recently been completed by Gareth Hoskins to assist with a new swimming pool in Helensburgh. However, funding for this would be part of a longer term project to develop the Helensburgh pierhead site.
- 2.3.10 Financial provision will require to be made to ensure properties where significant funding may ultimately be available from CHORD or other funding sources, can be kept safe in the short term.
- 2.3.11 Given the major pressures on the capital programme no other projects are proposed at present, but the Private Sector Housing Grant capital element of £1.34m was approved in the new policy agreed by members in March 2010.

2.4 Financial planning for Capital and Revenue needs: brief summary indicating financial position based on existing plans

- 2.4.1 The current capital plans are based on the assumption that capital funding for 2012-13 and 2013-14 will be at the same level as 2011-12. No bids will be made at this stage for projects in 2014/15 given the current uncertainty over future years budgets.
- 2.4.2 It has been agreed with Finance that a 2 year capital programme will be approved for Education (as opposed to the previous single year budgets). The majority of new projects being put forward are in the asset sustainability category and reflect the work necessary to prevent further deterioration to the fabric of the buildings. Particular emphasis is being placed on keeping facilities safe and wind and water tight. Hence priority is being given to ensuring that Fire Alarms are of an appropriate standard and that electrical wiring is being replaced when it is no longer considered fit for purpose. However in the absence of adequate funding many building and building elements are deteriorating at a rate which may not be able to be addressed by the current level of capital and revenue (maintenance) expenditure. This deterioration may continue unless the number of properties is reduced or the capital budget is increased.
- 2.4.3 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples of this being upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts.
- 2.4.4 It should be noted that significant re-profiling of high priority work has been needed to limit annual expenditure plans within the available budgets.
- 2.4.5 In the current financial climate concerns exist over the continued availability of capital budgets at a level which has been available in previous years. Any reduction will result in increased risk of building and building component failure and hence the likelihood of interruption to service delivery will increase.
- 2.4.6 All available options need to be pursued to identify alternate funding options including prudential borrowing and the speedy disposal of surplus assets.
- 2.4.7 Additionally all necessary steps require to be taken to cut revenue costs and to ensure that the cost of leasing in properties is reduced.

2.5 Service Provision Risks; describe the risks to service provision as a result of this plan and the 2012-13 2013-14 capital plan proposals now in preparation.

- 2.5.1 The 2012-13 2013-14 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of Community Services properties in a wind and weather-tight condition, with mechanical and electrical services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities shall be met.
- 2.5.2 The approval of a two year budget for education projects will assist in the delivery of the education capital programme.

- 2.5.3 The biggest risk to service delivery and to the effective management of building assets is the uncertainty over the amount of future capital budgets and the direct impact this will have on the affected properties. In addition the uncertainty surrounding the outcome of the various service reviews and the impact this may have on building assets makes the prioritisation of investment difficult. In the case of some schools where the future has for some time been uncertain, there is no longer an option to delay essential expenditure.
- 2.5.4 The current level of capital investment allied to inadequate revenue funding when applied to the existing property portfolio is insufficient to allow for the necessary improvements to asset condition and suitability. Any reduction in budgets without a reduction in the number of assets will lead to a more rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery.

Asset Inventory by Asset Type

Asset Group	Number of Assets in Group	Risk Status			
		Number			
		Red (D)	Amber (C)	Yellow (B)	Green (A)
Community Assets					
Community Centres	7	0	1	5	1
Primary Schools	72		4	68	
3-18 Schools	3			3	2
Secondary Schools	5		1	4	
Other Education Buildings	10			2	1
Youth Centres	2			1	
Outdoor Centres	2				
Leisure Buildings	4		1	2	1
Libraries	9		1	5	3
Parks/Ground	3				
Works of Art					
Hostels	2			2	
Public Halls	7		4	3	
Total	126	0	12	95	8
Operating Assets					
Plant and equipment					
IT Equipment					
Communications Equipment					
Total					

Asset Inventory by Asset Type

Asset Group	Number of Assets in Group	Risk Status			
		Red (D)	Amber (C)	Yellow (B)	Green (A)
Property Assets					
School Houses	24		2	22	
Community Education offices	0			3	
Social Work Chambers	1			1	
Social Work Offices	8		1	6	1
Day & Resource Centres	8			8	
Children's Homes	3			3	
Homes for the Elderly	7			7	
Social Work Other	5		2	1	1
Libraries Other	3		1	1	
Leasehold Property	11			3	
Investment Properties					
Surplus Properties					
Total	70	0	6	55	2
Total	196	0	18	150	10

Notes

* = insufficient data

SERVICE ASSET MANAGEMENT PLANS
CUSTOMER SERVICES ASSET MANAGEMENT PLAN

1 GENERAL INFORMATION**1.1 Links to Section Asset Management Plans, Corporate Asset Management Plan and Area Plans: brief statement on how the Service Plan links its own Sections' plans to this plan and other corporate plans.**

- 1.1.1 This Service Asset Management Plan links directly to the Council's 2011-2012 corporate Plan, and in particular the Corporate Objectives of; (3) Working together to improve the potential of our area and in particular "The Places where we live, work and visit are well planned and successful, meeting the needs of our communities and We have reduced the carbon footprint of Argyll and Bute Council.
- 1.1.2 In addition the key themes of the Councils Improvement Plan (section 7.1), Risk Management and Asset Management are addressed.
- 1.1.3 The Customer Services Departmental Service Plan requires the delivery of improvements to the Department's building assets, and the delivery of safe, efficient, fit for purpose public buildings which enhance service delivery. In addition, the Council's Communication Strategy aims to ensure both internal and external communications are robust, reliable and capable of supporting an extended service delivery culture amongst our customers and community planning partners. In turn, the SAMP looks closely at the core server and network components - required to support such a culture and presents an affordable and manageable maintenance and replacement cycle while recognising, responding to and addressing emerging risks associated with this environment.
- 1.1.4 This Plan deals with the disposal of surplus property assets to fund investment in existing assets per the Corporate Asset Management Plan (CAMP).
- 1.1.5 The requirements of the Council's Corporate Asset Management Strategy are adhered to.
- 1.1.6 A number of service development projects have been put forward under the 2012-13 capital plan to support the Council's Carbon Management Plan Update 2011, these include:
- Oil to biomass conversions
 - Installation of photo voltaic panels, and
 - Wind turbines

1.2 Service role within Department, Council and Council Areas: explanation of the Service and how it deals with Area and Corporate requirement.

1.2.1 Customer Services manages the Council's property assets, ICT assets and light vehicle assets.

The scope of services provided is:-

- Facility Services
- Customer and Support Services
- Governance and Law

1.2.2 Facility Services: manages the Council's property assets including energy and carbon management; provides an estates service in relation to acquisition, disposal and leasing of property; provides an asset management service to develop and deliver corporate asset management initiatives; offers a catering, cleaning and janitorial service for all Council premises as well as a fleet management service for light vehicles and school and public transport.

1.2.3 Customer and Support Services provides the following services:

- ICT Infrastructure – provision and maintenance of application servers, voice and data network connections, telephone switches, administration of BT One Bill and Vodafone bills, desktop support to Chief Execs and Corporate Services. Provision of IT Services to Education and ACHA under SLAs
- ICT Applications Support – first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications. across the Council Services to ACHA under SLA
- ICT Application Projects – procurement (specification and tendering) of new systems, and project management of their implementation and testing, input to ICT Strategy across the Council as a whole.
- Exchequer Services - payment of suppliers, employees and members. Procurement of best value contracts in line with legislation. Collection of sundry debts. Staff in areas feed input through to creditors, payroll and sundry debtors.
- Revenues and Benefits - collection of local taxes, and administration of housing and council tax benefit on behalf of DWP. Council-wide cash collection processing and control. Local access offered via council network of Customer Service Points and telephone service point. Benefits staff are located at area offices in the main towns.

1.2.4 Governance and Law deal with legal services as well as offering support to elected members around the democratic processes.

1.3 Service Functions: Service functions provided:

1.3.1 FACILITY SERVICES

Head of Service: Malcolm MacFadyen

Facility Service provides the following services throughout Argyll and Bute:

(a) Provide and manage safe, efficient, fit for purpose public buildings which enhance service delivery through statutory legislation, informed testing and maintenance programmes.

(b) Provide catering cleaning and janitorial services across Council facilities in a responsive and proficient manner appropriate to the Council's business.

(c) Achieve reductions in energy and utility consumption and carbon emissions reduction of 20% by March 2014 through council-wide capital and revenue based energy and carbon management programmes.

(d) To assist in the preparation of Business Cases for property related programmes in the pursuit of office rationalisation, energy and carbon management, and the achievement of Council development plans such as the Improvement Plan, Process for Change and Capital Plan.

(e) The Estates Section is involved as follows:

- Asset Valuations

- Rating Appeals

- Lease management

- Lease renewal

- New lettings

- Rent reviews

- Enforcing lease conditions

- Debt re-scheduling

- Disposals

- Acquisitions

- Dilapidations

- General property advice

These functions help to drive forward the maximisation of income through good property management and through the disposal of surplus assets and the reinvestment of sale proceeds into the remaining property portfolio. These functions shall also assist with the development and subsequent implementation of a revised property disposal strategy which will take account of the potential for property assets being transferred to the third sector.

(f) The Asset Management Service is responsible for:

- Supporting initiatives for rationalising or consolidating property assets

- Producing and reviewing corporate asset management policies, plans, processes and directives

- Development of best and innovative asset management practice

- Review and challenge of service asset management arrangements

- Promoting performance measurement of assets

- Developing joint asset management arrangements with CPP's and other public bodies

- Supporting and guiding service based asset management activity

(g) Administration of contracts for school and public transport and where appropriate direct provision of school transport together with a fleet management service for light cars, vans and buses across Council services.

Head of Service: Judy Orr

Customer and Support Services assist with the delivery of the following areas of service:

(a) ICT Infrastructure – provision and maintenance of application servers, voice and data network connections, telephone switches, administration of BT One Bill, Cable&Wireless, and Vodafone bills, desktop support to Chief Execs and Corporate Services. Provision of IT Services to Education and ACHA under SLAs

(b) ICT Applications Support – first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications. Services to ACHA under SLA

(c) ICT Application Projects – procurement (specification and tendering) of new systems, and project management of their implementation and testing, input to ICT Strategy

Exchequer Services - payment of suppliers, employees and members. Procurement of best value contracts in line with legislation.

Collection of sundry debts. Staff in Area Offices feed input through to creditors, payroll and sundry debtors.

Revenues and Benefits - collection of local taxes, and administration of housing and council tax benefit on behalf of DWP. Council-wide cash collection processing and control. Local access offered via council network of Customer Service Points and telephone service point. Benefits staff are located at area offices in the main towns. Service Desk, Print Services, Network Management, Server Management, IT Security, Application Support, Project Management, Revenues, Payroll, Benefits, Procurement.

1.3.3 GOVERNANCE AND LAW

Head of Service: Charles Reppke

Governance and Law deal with legal services as well as offering support to elected members around the democratic processes. Governance and Law manage the operation of the Councils democratic processes, oversee the governance of the organisation and ensure compliance with all necessary regulations and standing orders including:

- conveyancing
- preparation of leases
- debt recovery
- rent roll
- other property transactions

1.4 Service Legislative Requirements: Statutory implications affecting Services assets include:-

- 1.4.1
- Health & Safety at Work Act
 - Electricity at Work Regulations
 - Control of substances hazardous to health (COSHH)
 - Control of Asbestos Regulations
 - Fire Precautions Act
 - Fire (Scotland) Act
 - Gas Safety Regulations
 - Lift Operations and lifting Equipment Regulations
 - Legionella - Approved Code of Practice and Guidance Document.
- 1.4.2 Local Government (Scotland) Act
- (i) Council tax collection is a statutory function under the Local Government Finance Act 1992
 - (ii) Collection of water and sewerage is also a statutory function under the Water Billing and Collection Orders - new order anticipated to come into effect on 1 April 2011
 - (iii) Collection of non-domestic rates is governed by various acts from Local Government (Scotland) Act 1947 onwards
 - (iv) Payment of suppliers needs to be made timeously to avoid interest under the Late Payment of Commercial Debts (Interest) Act 1998
 - (v) Payment of employees is regulated under various Wages Acts
 - (vi) Procurement is regulated by EU Procurement Directives
 - (vii) Administration of housing and council tax benefit under benefits legislation on behalf of DWP

In addition, the Council's carbon management targets require reductions in energy and utility consumption and carbon emissions of 9.7% over 3 years through capital and revenue funded Carbon Management Programmes.

2 FUTURE PLANNING

2.1 Asset Register/Systems Software: brief description of the systems and processes in use to record asset, acquisition and disposal and performance.

- 2.1.1 Property assets are recorded on a property management database by Customer Services.
- 2.1.2 The ICT service has no formal Asset Register system software but records of IT equipment are maintained on Excel Spreadsheets. In addition the service maintains a software licence database covering all 1815 Corporate PCs and all major corporate applications.
- 2.1.3 The Council's Fleet Management System is Tranman. This provides cost and performance information including a utilisation calculation which will permit us to have regard to performance and life cycle costs when reviewing our fleet replacement programme.

2.2 Anticipated developments within next five years: Key features likely to affect assets and their use in the period e.g. environmental or obsolescence issues etc.

- 2.2.1 The Council's Asset Management Plan with its challenging targets for reducing carbon emissions impact on the specification of many aspects of work to the Department's Properties. Similarly increased consideration nationally and through the development of Council policies for sustainability will have an impact on the specification of most building works.
The application of improved asset management will require greater rigour in the allocation of limited budgets to the various properties, and will force closer examination of the usage of groups of assets.
- 2.2.2 Workforce Deployment and Office Rationalisation programmes will allow for more effective use of limited office spaces, and should result in capital receipts from the disposal of surplus assets.
- 2.2.3 The school and public transport service will be kept under review to ensure that it is fit for purpose given the changing policy and legislative context.
- 2.2.4 In consultation with departments, ICT have planned for the introduction of 5 new systems per year over the next 5 years and the server room in John Street, Helensburgh is in the process of being extended and upgraded with more processing power and data storage. Disaster Recovery and business continuity facilities will be reviewed and strengthened to support flexible working challenges, on-net backup facilities between the two major server rooms and to ensure rapid recovery in the event of a major service failure. The network is supporting significant new systems such as Unified Communications and further major systems will be introduced through Process for Change, Property Rationalisation and the roll-out of GLOW to all schools.
- 2.2.5 A project is currently underway which will allow the council's pool car fleet to be managed/booked on-line allowing greater utilisation through increased staff awareness.
- 2.2.6 The Helensburgh office project is being developed to RIBA Stage F (pre tender) once the revised cost have been evaluated the Council's permission will be sought to go to tender.

2.3 Action Plan: brief summary planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration.

The service priorities are as follows:-

FACILITY SERVICES

- 2.3.1 Facility Services will develop the business cases in support of the office rationalisation programmes in tandem with workforce deployment at Helensburgh, Dunoon, Mid Argyll, Campbeltown and Rothesay over the next two years and manage any resultant contracts placed. They will also promote the sale of surplus property as well as review

the portfolio with a view to maximising the benefit that can be achieved from the sale, redeployment or other rationalisation of existing land and buildings and will support the development of new property assets in tandem with the sponsoring service e.g. the proposed Dunoon joint campus in collaboration with Community Services. In addition Facility Services will develop business cases to identify projects that will reduce the Council's carbon emissions to allow the delivery of targets set out in the Carbon Management Plan Update 2011. A number of projects have been identified that will deliver short term carbon benefits and are included with the 2012-13 capital plan.

- 2.3.2 The Council's Vehicle assets will continue to be monitored in terms of condition, suitability, risk and on-going use and will be subject to replacement/disposal as required by our rolling programme. Where possible vehicle assets will be replaced taking carbon benefits into consideration.

CUSTOMER AND SUPPORT SERVICES

- 2.3.3 All of the information technology operational assets included in this plan require a programme of maintenance and replacement. Maximum lifespan for servers and communications equipment is 5 years and the ICT Service Plan reflects a cycle of replacement over the 5 year period. ICT will continue to monitor the use and condition of software assets but the responsibility for determining suitability, in particular with those systems delivering a service governed by legislative requirements, rests firmly with the service departments.
- 2.3.4 Responsibility for the supply and maintenance of equipment has changed with the introduction of a 3 year corporate and 4 year Education replacement programme for all PCs and laptops.

2.4 Financial planning for Capital and Revenue needs: brief summary indicating financial position based on existing plans

- 2.4.1 The Plan assumes that capital resources will be sustained at a similar level to the two previous years. Also there is limited scope for a programme of planned maintenance of buildings and we will continue to operate on the basis of dealing with Health & Safety, statutory maintenance and reactive maintenance. Within this context capital projects will be considered through the business case process taking full account of the risk associated with the condition and suitability of assets as highlighted in this Plan. The performance information provided in the Asset Inventory Summary and the performance data sections of this plan have been used to identify those assets requiring attention targeting condition in the first instance. Business Cases have been prepared and included in our Capital Plan 2012-13 in this regard. In future the performance data trends will be used to target poorly performing assets which in turn will allow strategic decisions to be made on the future of the asset.
- 2.4.2 Wherever possible consideration is being given to ensuring that any work undertaken has a positive impact on future revenue streams. Examples of this being upgrading roof insulation whenever roofing works are being undertaken and the move to more energy efficient light fittings as part of rewiring contracts.

- 2.5 Service Provision Risks; describe the risks to service provision as a result of this plan and the 2012-13 2013-14 capital plan proposals now in preparation.**
- 2.5.1 The 2012-13 2013-14 capital plan has been developed to minimise the risk of disruption to service delivery, and concentrates on the need to keep the fabric of the Council's properties in a wind and weather-tight condition, with mechanical and electrical services being upgraded as required in order that they are fit for purpose when assessed by modern day standards. In addition, the requirements of the Regulatory Authorities shall be met.
- 2.5.2 The biggest risk to service delivery and to the effective management of building assets is the uncertainty over the amount of future capital budgets and the direct impact this will have on the affected properties. In addition the uncertainty surrounding the outcome of the various service reviews and the impact this may have on building assets makes the prioritisation of investment difficult. In the case of some schools where the future has for some time been uncertain, there is no longer an option to delay essential expenditure.
- 2.5.3 The current level of capital investment allied to inadequate revenue funding when applied to the existing property portfolio is insufficient to allow for the necessary improvements to asset condition and suitability. Any reduction in budgets without a reduction in the number of assets will lead to a more rapid decline in condition and suitability and hence increase the risk of disruption to efficient service delivery.
- 2.5.4 ICT assets are being replaced on the basis of a rolling programme which has been informed by an appraisal of risk. This in turn helps to ensure greater awareness of the overall risk factor. The ICT capital programme is structured to ensure the core components of the ICT Infrastructure, and the Applications they support, are maintained in an affordable manner in accordance with industry best practice and to minimise the risk of service failure.

SERVICE ASSET MANAGEMENT PLANS**DEVELOPMENT AND INFRASTRUCTURE ASSET MANAGEMENT PLAN**

1 GENERAL INFORMATION**1.1 Links to Section Asset Management Plans, Corporate Asset Management Plan and Area Plans: brief statement on how the Service Plan links its own Sections' plans to this plan and other corporate plans.**

1.1.1 This Service Asset Management Plan links directly to the Council's Corporate Plan and in particular the Corporate Objectives of: (1) Working together to improve the potential of our people; and (3) Working together to improve the potential of our area. In addition, the key themes of the Council's Improvement Plan (section 7.1), Risk Management and Asset Management are addressed.

1.1.2 The Development and Infrastructure Departmental Service Plan requires the provision of safe, sustainable and improving transport assets, a continuously improving streetscene service and safe and improving regulatory service.

1.1.3 The requirements of the Council's Corporate Asset Management Strategy are adhered to. The objectives of the Local Transport Strategy are supported. The Economic Development Action Plan is taken forward.

1.1.4 The projects being put forward for the 2012-2014 capital programmes, where possible, support the Council's Carbon Management Plan through reductions in fuel consumption.

1.2 Service role within Department, Council and Council Areas: explanation of the Service and how it deals with Area and Corporate requirement.

1.2.1 Roads and Amenity Services forms a significant Service within Development and Infrastructure Services which also includes Economic Development, Planning and Regulatory Service. The Department is headed by a Executive Director who is an integral part of the Strategic Management Team and Senior Members and Officers Group.

1.2.2 The Service has responsibilities across all Council geographic Areas for the following functions:-

- Management , maintenance and improvement of the Roads Network,
- This is the Council's largest single asset group and arguably the most important as it underpins all aspects of economic activity and of peoples lives. (Corporate Objectives 1 and 3). It consists of:
 - Roads
 - Bridges
 - Retaining Walls
 - Street Lighting
- Management, maintenance and improvement of other transportation infrastructure. This asset group complements the roads infrastructure in providing for travel. (Corporate Objectives 1 and 3). It consists of:
 - Car Parks
 - Piers & Harbours
 - Airports
- Management, maintenance and improvement of community infrastructure. This asset group is essential for sustainable communities (Corporate Objectives 1 and 3). It consists of:
 - Parks
 - Cemeteries
 - War Memorials
 - Play Areas
 - Playing Fields
- Provision of Environmental and Regulatory Services. These services are essential for the functioning of our community.(Corporate Objectives 1 and 3). These services are :
 - Streetscene
 - Environmental Protection
 - Flood alleviation
 - Coastal Protection
 - Waste Management
 - Fleet Management (heavy equipment)
 - Planning
 - Economic Development

1.3 Service Functions: Service functions provided (bullet points).

1.3.1 Within each of the function headings set out in 2. above the following are the day to day responsibilities which have to be addressed:-

- Planned maintenance;
- Emergency maintenance;
- Winter maintenance;
- Preparation and submission of capital project business cases;
- Capital project management;
- Outsourcing of professional services and some commercial operations (air services).
- Traffic management
- Car parking

- Project design services
- Management of road space
- Road safety and accident reduction.
- Preparing and presenting Committee reports
- Refuse collection and disposal
- Landfill and recycling sites
- Transportation
- Planning Proposals
- Inward Investment

1.4 Service Legislative Requirements: Statutory implications affecting Services assets (bullet points)

1.4.1 There are a number of statutory requirements of which the service has to be aware. These include:-

- Flood Risk Management Scotland Act 2009
- Transport and Works Scotland Act 2007
- Environmental Assessment Scotland Act 2005
- Building Scotland Act 2003
- Scottish Local Authorities Tendering Act 2001
- Road Traffic Act 1991
- Docks Act
- Road Traffic Regulation Act 1984
- Environmental Protection Act 1990
- Refuse Disposal (Amenity) Act 1978
- Roads Scotland Act 1984
- Coast Protection Act 1949
- New Roads and Streetworks Act 1991
- In addition there are many statutory instruments which affect the Service a few of which are listed below:-
- Traffic Signs Regulations and General Directions 2002
- Oil Spill Contingency Plan
- Harbour Revision Orders
- The Fleet Management Service holds the Council's Vehicle Operators Licence and is responsible for the operation of the Council's fleet in accordance with statutory and legal requirements.
- The Waste Management Service must operate landfill sites in accordance with statutory legal and licensing requirements as monitored by SEPA.
- Health and Safety at Work Act
- CDM Regulations
- Electricity at Work Regulations
- Control of Substances Hazardous to Health Regulations
- Town & Country planning Act

2 FUTURE PLANNING

2.1 Asset Register/Systems Software: brief description of the systems and processes in use to record asset, acquisition and disposal and performance.

2.1.1 Map based software supported by WDM manages infrastructure maintenance including works instructions, inspections, inventory capture and condition surveys. There are four main systems namely Routine Management; Lighting Management; Structures Management and Environmental Land Management. These cover respectively roads, and ancillary footways, gullies, bollards, signs etc.; street lighting columns, lamps and wiring etc.; bridges, retaining walls, harbour walls and piers etc.; parks, cemeteries, play areas, playing fields and other open areas. The parks, cemeteries and play areas etc. are currently held on an Access Database and work is underway to migrate this information to the WDM System where it will be held on a database that links with GIS.

2.1.2 To date there has been a manual record of the asset inventory and condition for both marine and airport assets.

2.1.3 During 2010 Tranman was introduced as the new Fleet Management and Rental system.

2.1.4 The remaining assets are registered within either manual hard copy or Excel spreadsheets but some like car parks or war memorials are partly included in the four WDM systems. These will be reviewed to determine if the records could be developed and in doing so provide improved management information by formulating a programme to fully populate WDM as well as a process for ensuring that capital and revenue amendments are updated within the system. This process will include a reconciliation of assets with the AIRS asset register operated by Strategic Finance.

2.2 Anticipated developments within next five years: Key features likely to affect assets and their use in the period e.g. environmental or obsolescence issues etc.

- 2.2.1
- Road Reconstruction
 - Infrastructure Improvements
 - Review and Develop Roads Asset Management Plan in line with SCOTS and CIPFA model, codes of practice and resource allocation.
 - Depot Rationalisation will be progressed to reduce operating costs.
 - Crematorium Mercury Abatement
 - Cemetery Extension
 - Heavy Vehicle & Plant replacement
 - Private sector partnering agreement for surfacing works on Mull, Islay and Kintyre
 - Scottish Roadworks Commissioner monitoring works progress and completion by Statutory Undertakers and Roads Authorities.
 - Work is being done to facilitate implementation of the Flood Risk Management Act
 - Significant investment is in place to address the needs of island landfill sites

and waste management infrastructure

- More covered salt storage has been provided to reduce revenue costs and improve resilience in the event of further extreme winters.
- Carbon management will inform business decisions.

2.3 Action Plan: brief summary planned replacement and improvement programmes based on existing block allocation together with a note of other areas requiring consideration.

- 2.3.1 Based on the existing capital Block Allocation available there are no plans to add to the Service Development and Strategic Change projects already identified in the capital plan. It is proposed that our limited capital resources be used to progress the necessary street lighting, bridge strengthening and road reconstruction programmes designed to extend the useful life of our existing infrastructure assets.
- 2.3.2 Also included in the plan is the replacement of deteriorated steel sheet piles on the fish quay and adjacent berths including the quay face outside the harbour master's office at Campbeltown Old quay.
- 2.3.3 It will be necessary to include in our medium term plan leasing costs for a replacement Cremator to satisfy the mercury abatement commitment accepted by the Council.
- 2.3.4 The Council supports small flood improvement schemes however large flood improvement schemes e.g. Antrim View, Islay, Campbeltown etc. need to be reviewed through business case development.
- 2.3.5 Condition, suitability and risk is not yet available for a number of low value properties. This information is being gathered for future updates.

2.4 Financial planning for Capital and Revenue needs: brief summary indicating financial position based on existing plans and what financial gaps exist in relation to backlog maintenance if any and the effect on assets and replacement improvement programmes.

- 2.4.1 The Roads Asset Management and Maintenance Strategy sets out:
- **Strategic – Why and Where we invest capital**
The Council's overall long-term strategic priorities for the roads network e.g. policy, goals, objectives, vision and outcomes.
 - **Tactical – When and on What do we invest capital**
At the tactical level the strategic goals and objectives are translated into specific plans and performance targets for individual asset types e.g. roads, structures and lighting.
 - **Operational – How we ensure that we invest capital wisely**
At the operational level the asset manager, engineer, technician and operative develops and implements detailed work plans and schedules that have a short-

term outlook but take account of the work volume and programming arising from the Roads Asset Management Plan (RAMP). The focus is on choosing the right techniques and carrying out the work in the most efficient way.

The proposed spend on structural maintenance of carriageways averages £5m per annum. SCOTS have calculated that the annual expenditure on structural maintenance required for standstill condition is £11.4m per annum. In the current environment it is unrealistic to expect £11.4m to be available. We will plan on the basis of £5m per annum as the absolute minimum level to prevent continuing deterioration of the Strategic Network. At present SCOTS have calculated a backlog sum considered to be in the region of £162m within Argyll and Bute for road structural maintenance.

Present budgets for revenue are in the region of 60% of what is required using criteria set out in the (RAMP); capital spend to maintain a stand still situation (ignoring backlog) is in the region of 40% of the required amount each year.

- 2.4.2 Current Grounds resources are considered sufficient to meet the basic maintenance plan but will be reviewed to release efficiency savings.
- 2.4.3 With constant pressure on capital funds it is necessary to review all assets to identify those which although relatively insignificant could become higher profile in the medium term (e.g. war memorials as the 100th anniversary of the Great War approaches) to identify possible external funding sources.
- 2.5 Service Provision Risks; describe the risks to service provision as a result of this plan and the 2012-13 capital plan proposals now in preparation.**
 - 2.5.1 Current levels of expenditure are insufficient to prevent considerable depreciation of the value of the roads asset. Deterioration in road conditions could result in increased third party claims e.g. a fatal accident found to be caused by poor road condition could be catastrophic. This deterioration is a risk also to the road life span and serviceability and would result in the longer term in increased replacement cost. Road deterioration is likely to result in increased weight restrictions on our roads with the resultant effects on trade and other inward investment. In the most recent official figures provided by the Scottish Road Management Condition Survey the roads of Argyll and Bute were the lowest ranked putting at risk the Corporate Planned desire to develop our economy through improved access
 - 2.5.2 Any failure or delay in dealing with the Cardross cremator would result in our failing to meet our mercury abatement commitment.

