



## **BUDGETING PACK 2020-21**

### **1. INTRODUCTORY REPORT AND RECOMMENDATIONS FOR BUDGET PAPERS (Pages 3 - 14)**

### **2. REVENUE PACK**

- (a) Budget Consultation - Findings Report (Pages 15 - 20)
- (b) Service Plans 2020-2023 (Pages 21 - 120)
- (c) Budget Savings 2020/21 - Assessing Equality and Socio Economic Impact (Pages 121 - 136)

### **E1 (d) Revenue Budget Overview (Pages 137 - 228)**

- (e) Fees and Charges (Pages 229 - 288)
- (f) Financial Risks Analysis (Pages 289 - 300)
- (g) Reserves and Balances (Pages 301 - 316)

### **3. CAPITAL PLAN**

- (a) Capital Plan Summary Report (Pages 317 - 338)
- (b) Corporate Asset Management Strategy (Pages 339 - 356)
- (c) Corporate Asset Management Plan (Pages 357 - 414)

The Council/Committee will be asked to pass a resolution in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the public for Appendix 8 to the report 2(d), marked with "E1", on the grounds that it is likely to involve the disclosure of exempt information as defined in the appropriate paragraph of Part I of Schedule 7a to the Local Government (Scotland) Act 1973.

The appropriate paragraphs are:-

- E1 Paragraph 6** Information relating to the financial or business affairs of any particular person (other than the authority).

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**ARGYLL AND BUTE COUNCIL****COUNCIL****FINANCIAL SERVICES****27 FEBRUARY 2020**

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**INTRODUCTORY REPORT AND RECOMMENDATIONS FOR BUDGET PAPERS**

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**1. EXECUTIVE SUMMARY**

- 1.1 This report introduces the full package of papers included in the budget packs in relation to the revenue and capital budget.

**REVENUE PACK****Budget Consultation – Findings Report**

- 1.2 This report summarises the feedback provided by local communities to the Council's budget planning consultation.
- 1.3 1,400 responses were received from across Argyll and Bute from residents aged 11-75+. In total there were over 2,300 comments received.

**Service Plans 2020-23**

- 1.4 This report presents the draft service plans for 2020-23 including the 2020-21 budget allocation. Service Plans are a core part of the Council's Performance and Improvement Framework. They set out the business outcomes that each service will work to deliver over the period of the plan. They include the resources, both revenue and personnel, that are available to deliver these outcomes.
- 1.5 There are 17 business outcomes which have been mapped to the Argyll and Bute Outcome Improvement Plan, the Corporate Plan and the Administration's Priorities. They reflect the structure of the Council and service delivery.

**Assessing Equality and Socio Economic Impact**

- 1.6 The Council as a public authority has a duty under the Equality Act 2010, the Public Sector Equality Duty 2011, the Fairer Scotland Duty (Part one of the Equality Act) and the Island (Scotland) Act (2018) to have due regard to their provisions when making strategic financial decisions. This is done through assessing the potential impact of the decision on equality through Equality and Socio-Economic Impact Assessments (EQSEIAs).
- 1.7 This report outlines for members the process that has been undertaken to ensure that due regard is given to equalities, islands and the Fairer Scotland duties in the decision making process on service choices and presents a strategic EQSEIA for the Budget Reconstruction programme to advise on overall impact.

## Revenue Budget Overview

- 1.8 This report summarises the overall revenue budget position covering funding, expenditure and savings. It also sets out the assumptions and proposals around non-pay inflation and the cost and demand pressures for inclusion in the revenue budget.
- 1.9 The funding excluding ring-fenced grants for 2020-21, as advised in the provisional settlement, is £195.364m. If you compare the settlement of £195.364m to the cash funding in 2019-2020 the funding reduction is £0.332m or 0.17%. If you take into account the funding that has been allocated this year for specific additional responsibilities that require us to incur more costs the funding reduction is £2.725m or 1.39%.
- 1.10 The Council Tax budget for 2019-20 was set at £50.457m. This included a 4.79% increase and a 0.50% growth in the Council Tax base. This is the starting position for 2020-21. In terms of the growth in the Council tax base it had previously been assumed within the budget outlook that growth would be between 0.25% and 0.75% with a mid-range of 0.5%. As reported to the Policy and Resources Committee on 17 December 2019 this assumption was updated following a review of actual growth since 2015. The growth assumption has been updated to reduce the mid-range scenario to a 0.25% growth amounting to £0.126m.
- 1.11 The budget for 2019-20 has been rolled forward into 2020-21 and the main changes are as follows:
- Base budget adjustments amounting to £3.248m.
  - Increases to employee budgets in respect of pay inflation, increments, changes to the employee base and teachers' pensions amounting to £4.733m.
  - Non-pay inflation of £1.294m.
  - Cost and demand pressures of £0.435m.
  - Increase to Live Argyll management fee of £0.096m.
- 1.12 In respect of the payment to the Health and Social Care Partnership (HSCP), the Local Government Finance Circular 1/2020 advises of additional funding of £100m that is allocated for Health and Social Care and Mental Health services. In a letter issued by the Directorate of Health Finance and Governance on 6 February 2020 it was made clear that the funding should be additional to the 2019-20 budget and as a result the payment to the HSCP is effectively protected from any reduction to their base budget. Based on this letter, the payment to the HSCP for 2020-21 does not include the 1% reduction to the HSCP funding and passes over the share of the additional funding.
- 1.13 There are a number of measures to balance the budget that had previously been agreed, summarised as follows:
- Management operational savings reported to Council on 26 October 2017 with increased savings in 2020-21 of £0.326m.
  - Management operational savings reported to Council on 21 February 2019 with decreased savings in 2020-21 of £0.452m.

- Policy saving options reported to Council on 22 February 2018 with increased savings in 2020-21 of £1.286m.
- Policy saving options reported to Council on 21 February 2019 with increased savings in 2020-21 of £0.472m.

1.14 There are a number of measures to balance the budget that are for Council approval, summarised as follows:

- General inflationary increase to fees and charges resulting in £0.309m of additional income.
- Increase Council Tax by 3.0% next year resulting in £1.517m of additional income.
- New management/operational savings reported to Council on 17 October 2019 amounting to £1.371m.
- New policy savings options within Council control reported to Council on 17 October 2019 and subsequently amended after officers developed them further, amounting to £2.050m.
- New policy savings options outwith Council control reported to Council on 17 October 2019, subsequently adjusted, amounting to £0.454m.
- One off fleet savings of £0.278m.
- Loans fund savings of £2.500m.

1.15 If Members agreed to all the proposals noted within the report, this would produce a balanced budget in 2020-21 with a surplus of £1.570m.

1.16 The budget gap over 2021-22 and 2022-23 across each scenario is summarised in the table below.

<b>Budget Gap</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>	<b>Total £000</b>
Best Case	4,565	4,525	<b>9,089</b>
Mid-Range	8,241	7,919	<b>16,160</b>
Worst Case	12,768	12,381	<b>25,149</b>

1.17 In addition to approving the £2.500m of loans fund revenue savings highlighted at paragraph 1.14 Council are also asked to consider the most prudent use of the one-off re-profiling gain of £20.561m generated by the loans fund review. It is recommended that a provision is made for the increasing principal repayments over the next 10 years. Based on a recurring loans fund revenue saving of £2.5m a provision of £7.649m would be required. There are known liabilities/cost pressures that Council should give consideration to. These are noted within the table below and it is recommended that the one-off re-profiling gain is used to fund these.

	£000	£000
One-off re-profiling gain	20,561	
Provision for increased principal repayments	(7,649)	
Revised Gain		12,912
Revenue Pressures:		
Provision to Support Organisational Change	(500)	
Estimated cost of 2020-21 redundancies that are part of budget savings proposals	(1,200)	
Future Redundancies provision	(1,500)	
Spend to Save Route Optimisation	(100)	
		(3,500)
Capital Pressures:		
Funding Gap in Capital Programme	(2,619)	
Capital Programme Intolerable Red Risks	(574)	
Lismore Ferry	(200)	
Campbeltown Flood Protection Scheme	(1,406)	
Significant Strategic Change Projects	(4,613)	
		(9,412)
Remaining One-off Gain		0

1.18 In view of the future savings requirements officers will be look to identify savings for future years, through a structured programme of service redesign. This will take cognisance of the unique challenges faced by the Council and reflect on service redesign already delivered in previous years. In particular there will be a focus on greater digital transformation and commercialisation.

1.19 Four funding requests have been received from organisations where funding has previously been provided. The Council is asked to consider the funding requests.

### **Fees and Charges**

1.20 This report sets out proposals for increases in fees and charges and the resulting impact on income included in the revenue budget.

1.21 The general increase to fees and charges is proposed at 3% for 2020-21 and further recommended increases over and above inflation. These increases are expected to generate additional income of £0.309m.

1.22 In addition to the inflationary increases there are also potential fee increases which are policy saving proposals which require member approval. Within the budget outlook, this additional income has been accounted for as part of the service package policy options.

1.23 The changes proposed to the Social Work fees and charges are noted within the report and have been the subject of a report to the Integrated Joint Board on 29 January 2020.

- 1.24 The 5% additional increase over and above general inflation on piers and harbours is estimated to generate additional income of £0.309m which is ring fenced to fund asset improvements.
- 1.25 Officers are to explore options with CMAL/CalMac about moving to a flat fee per facility for berthing at Craignure Pier rather than the current approach which applies the established fees and charges approved by Council and an additional charge per passenger, vehicle, livestock, goods etc.
- 1.26 Officers are reviewing the charge for Export Certificates with a view to introducing a change to the small quantities level and information will be brought to a future EDI Committee.

### **Financial Risks Analysis 2020-21**

- 1.27 This report set out the risks identified as part of preparing the revenue budget and makes an assessment of the potential financial impact of these. The financial risks are monitored routinely throughout the year and actions put in place to mitigate risks.
- 1.28 There are 5 Council wide revenue risks identified for 2020-21 currently amounting to £3.701m. The risk in relation to the IJB referring to the Council for additional funding has been categorised as possible due to the outturn over the previous three years. All other Council wide risks have been classified as unlikely.
- 1.29 There are currently 40 departmental risks totalling £4.080m. Only 1 of the 40 departmental risks are categorised as likely with no risks categorised as almost certain.
- 1.30 Looking beyond 2020-21, there is a potential significant risk in relation to the ban on Biodegradable Municipal Waste (BMW) being disposed of via landfill from 2025. Solutions being rolled out nationally aren't suitable here as waste quantities make the facilities practically and financially unviable. Any solution requires waste to be transported out of the area, over long distances. This risk will need to be kept under review and it is recommended that a provision is made from the loans fund one-off re-profiling gain towards this and other significant capital projects.

### **Reserves and Balances**

- 1.31 This report summarise the 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.
- 1.32 The Council has a total of £55.528m usable reserves as at the end of 31 March 2019. Of this balance, £1.696m relates to the Repairs and Renewals Fund, £4.352m relates to Capital Funds and the remainder of £49.480m is held in the General Fund, with £42.936m of this balance earmarked for specific purposes.
- 1.33 The General Fund contingency level remains at 2% of net expenditure. This monetary level has been adjusted to take account of the revised net revenue expenditure proposed for 2020-21. The revised contingency at 2% of net

expenditure amounts to £4.920m.

1.34 The revenue budget as at 31 December 2019 is estimated to be £2.490m overspent, however, this is subject to change, particularly as the last three months of the financial year are the time of winter maintenance and the level of expenditure is difficult to predict. Furthermore the recently completed review of the Council's Loans Fund is estimated to provide £2.500m in savings in 2019-20 subject to member approval of the policy change.

1.35 The table below summarises the position of the unallocated General Fund balance.

	<b>£000</b>
Unallocated balance as at 31 March 2019	1,706
Balance no longer required	200
Supplementary estimates agreed 27 June 2019	(94)
Transfer of contingency to maintain 2% level	(82)
<b>Revised Unallocated General Fund Balance</b>	<b>1,730</b>
Current Forecast Outturn for 2019-20 as at 31 December 2019	(2,490)
Loans fund review savings	2,500
<b>Estimated Unallocated balance as at 31 March 2020</b>	<b>1,740</b>

## **CAPITAL PACK**

### **Capital Plan Summary**

1.36 This report details the revisions proposed to the capital plan approved in February 2019 for the period 2020-21 to 2021-22 and extends the capital plan out for a further year to 2022-23. The revisions are based on updated capital funding assumptions, phasing and cost changes.

1.37 The annual General Capital Grant for 2020-21 and 2021-22 was previously based on the 2019-20 settlement of £12.262m when the plan was agreed last year and further used as the basis for the 2022-23 block allocations. The settlement was announced on 6 February 2020 and the General Capital Grant for 2020-21 was £2.601m less than estimated at £9.661m.

1.38 In light of the significantly reduced settlement in 2020-21, consideration was given to the Capital Grant assumption for future years. An average over the last four years settlements has been assumed and this provides an estimated annual General Capital Grant of £12.278m. As this is significantly higher than the settlement in 2020-21, there is a risk that the actual settlement is lower and Members should give consideration as to the funding of the capital plan beyond 2021-22 should that be the case. This could be further impacted if there are any additional capital monies allocated later in the financial year.

1.39 The amount of capital resources allocated to Private Sector Housing Grant (PSHG) is £1.033m per annum, similar to previous years.



- 1.40 The additional Specific Grant monies must be spent on Cycling, Walking and Safer Streets and therefore an additional £0.142m will be built into the programme for this.
- 1.41 The restricted capital funding of £69.606m is noted within Appendix 2 of the Capital Plan Summary Report. This relates to income which is restricted to specific projects and this has been matched with expenditure against the project, thereby showing the gross cost of the project.
- 1.42 A comparison between the capital plan as at December 2019, including the new block allocation for 2022-23 has been compared to the estimated funding and there is gap up to 2022-23 of £2.619m.
- 1.43 As part of the Service Asset Management plans a number of intolerable red risks, amounting to £0.574m have been identified that require additional funding over and above the block allocation. The most significant of these is in relation to the replacement of three key business applications. It is recommended that these risks are funded by one off re-profiling savings as a result of the loans fund review.
- 1.44 There are three cost pressures identified in respect of significant strategic change projects, Lismore Ferry and Campbeltown Flood Protection Scheme. Again, it is recommended that these risks are funded by one off re-profiling savings as a result of the loans fund review.

### **Corporate Asset Management Strategy**

- 1.45 This report outlines the overall approach to managing the asset base of the Council.

### **Corporate Asset Management Plan**

- 1.46 This report 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. It includes the Group and Service Asset Management Plan summary templates.

## **2. RECOMMENDATIONS**

- 2.1 It is recommended that the Council:
- a) Note and give consideration to the findings from the Council's budget planning consultation.
  - b) Approve all service plans, subject to updating the budget figures in line with the budget agreed for 2020-21.
  - c) Note that through the EQSEIA process, we have paid due regard to our duties under the Equality Act 2010, our associated Fairer Scotland Duty and the Islands Act. Note that some of the savings proposals have an impact in some of areas, but this has been given due regard. There are no impacts identified through the EQSEIA process that show actual or potential unlawful

discrimination.

- d) Approve a base allocation to the Health and Social Care Partnership of £60.577m for 2020-21. Approve indicative allocations base for 2021-22 and 2022-23 to be £60.577m. The level of future years funding is subject to the level of Scottish Government funding and the Council's overall financial position in future years.
- e) Give consideration to the request made by the Health and Social Care Partnership to revise the current repayment programme to:

	<b>Repayment 2017-18 Overspend £000</b>	<b>Repayment 2018-19 Overspend £000</b>	<b>Repayment 2019-20 Estimated Overspend £000</b>	<b>Total Repayment £000</b>
2020-21	200	300	0	500
2021-22	400	800	0	1,200
2022-23	355	900	0	1,255
2023-24	200	1,127	0	1,327
2024-25	0	0	1,310	1,310
<b>Total</b>	<b>1,155</b>	<b>3,127</b>	<b>1,310</b>	<b>5,592</b>

- f) Approve the adjustment to the Live Argyll Management Fee, resulting in a management fee in 2020-21 of £3.788m.
- g) Approve the revenue estimates for 2020-21 and that consequently the local tax requirement estimated at £52.100m is funded from Council Tax. Approve the following rates and charges for the year, 2020-21:
- i. Council Tax to be paid in respect of a chargeable dwelling in Band "D" of £1,348.09 representing a 3.00% increase.
  - ii. 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 as amended.
  - iii. Business Rates as determined by Scottish Ministers.
- h) Approve the new management/operations savings as outlined in Appendix 5 and the policy savings options as outlined in Appendix 6 of the revenue budget overview report.
- i) Approve the revenue budget for 2020-21 as set out in the revenue budget overview report.
- j) Approve the use of the £20.561m one-off re-profiling gain from the loans fund review to create a £7.649m provision for the increasing principal repayments over the next 10 years, and approve that the remainder of the gain is used to fund the known liabilities/cost pressures set out below:

	£000	£000
One-off re-profiling gain	20,561	
Provision for increased principal repayments	(7,649)	
<b>Revised Gain</b>		<b>12,912</b>
<b>Revenue Pressures:</b>		
Provision to Support Organisational Change	(500)	
Estimated cost of 2020-21 redundancies that are part of budget savings proposals	(1,200)	
Future Redundancies provision	(1,500)	
Spend to Save Route Optimisation	(100)	
		<b>(3,500)</b>
<b>Capital Pressures:</b>		
Funding Gap in Capital Programme	(2,619)	
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Lismore Ferry	(200)	
Campbeltown Flood Protection Scheme	(1,406)	
Significant Strategic Change Projects	(4,613)	
		<b>(9,412)</b>
<b>Remaining One-off Gain</b>		<b>0</b>

- k) Give consideration to funding requests in relation to the Argyll and Isles Tourism Co-operative, Kintyre Recycling Limited, Fyne Futures and the ask from Rothesay Pavilion Charity (RPC) as per the additional briefing provided by officers following the meeting with RPC on 14 February 2020.
- l) Approve the following in relation to fees and charges with effect from 1 April 2020 unless otherwise noted:
- i. Approve the proposals for the fees and charges inflationary increase of 3% and approve the charges that are over and above inflation. Note that this would generate additional income of £0.309m in total.
  - ii. Approve the changes proposed to the Social Work fees and charges.
  - iii. Approve all other charges as noted within the Fees and Charges Schedule.
  - iv. Note that officers are exploring moving to an annual flat fee model for CalMac ferry vessels berthing at Craignure Pier and agree that any revision to how the charge is levied is delegated to the Council's Executive Directors as long as this is of no financial detriment to the Council.
  - v. Note that officers are reviewing the charge for Export Certificates with a view to introducing a change to the small quantities level and further note that any proposal in relation to this would be reported to the Environment, Development and Infrastructure Committee in the first instance.
- m) Note the financial risks analysis.
- n) Approve the contingency level for the General Fund balance at a level of 2% of

net expenditure, equivalent to £4.920m and note the report on reserves and balances.

- o) Approve the capital plan as set out in Appendix 3 of the capital plan summary, noting that consideration needs to be given to how the capital programme will be funded in future years, should the funding settlement for 2021-22 and 2022-23 be less than estimated.
- p) Approve the Corporate Asset Management Strategy
- q) Note the Corporate Asset Management Plan and the Asset Group Summaries.

### **3. IMPLICATIONS**

- 3.1 Policy – There are policy implications associated with proposals to balance the revenue budget as well as the policy options that have been subject to employee consultation.
- 3.2 Financial – The report outlines the revenue budget position over 2020-21 to 2022-23 and the funding and commitments for the capital plan 2020-23.
- 3.3 Legal – Any legal implications have and will be considered when developing the savings options required for the revenue budget. The funding for new capital expenditure may not address all the statutory and regulatory requirements in relation to health and safety.
- 3.4 HR – Any HR implications have and will be considered when developing savings options required for the revenue budget. There are risks that the capital funding available will have an impact on the sustainability of the property design team and the design team within Roads and Amenity Services.
- 3.5 Fairer Scotland Duty – Equality and Socio-Economic Impact Assessments have been carried out where appropriate for savings options already agreed or developed. Equality and Socio-Economic Impact Assessments will be a key consideration in developing future savings proposals.
- 3.6 Risk – There is a separate report assessing financial risks and there is also an overall assessment of risk included within the separate report on Reserves and Balances. In respect of the capital programme, there are risks arounds the level of capital receipts, future grant funding and there are a number of red risks highlighted within the corporate asset management plan.
- 3.7 Customer Service – There may be some customer service implications arising from previously agreed savings options and the new policy options. Future customer service implications will be considered when developing savings options.

**Kirsty Flanagan**  
**Section 95 Officer**  
**13 February 2020**

**Policy Lead for Financial Services and Major Projects: Councillor Gary Mulvaney**

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**ARGYLL AND BUTE COUNCIL****COUNCIL****CUSTOMER AND SUPPORT SERVICES****27 February 2020**

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**BUDGET CONSULTATION – FINDINGS**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 Argyll and Bute Council aims to work with, as well as for, the people of Argyll and Bute. We therefore held a consultation exercise seeking the views of our citizens on priorities for the council.
- 1.2 We received 1,399 responses from across Argyll and Bute from residents aged 11 – 75+. We received responses from Community Councils, Community Groups, School Parent Councils and Youth Forums.
- 1.3 This report outlines the feedback they provided for elected members' consideration.

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**ARGYLL AND BUTE COUNCIL**

**COUNCIL**

**CUSTOMER SUPPORT SERVICES**

**27 February 2020**

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**BUDGET CONSULTATION – FINDINGS**

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**2.0 INTRODUCTION**

2.1 This report summarises the feedback provided by local communities to the council's budget planning consultation, for consideration by elected members.

**3.0 DETAIL**

**Consultation approach**

- 3.1 The council carries out budget consultation exercises to ensure that communities have the opportunity to get involved in the process of setting the council budget.
- 3.2 This year's consultation asked people to tell us about their priorities for the work of Argyll and Bute Council, and their views on a number of savings options.
- 3.3 It was promoted in a variety of ways, from social media and website links, to email, in council customer service points, and via the Citizen's Panel.
- 3.4 People could give views on the council's website, in printed copies available in libraries and council offices, through our Youth Services, and via our Citizens Panel (a representative section of the local population).
- 3.5 We received in total 1,399 responses from residents aged 11 – 75+ across Argyll and Bute, and from Community Councils, community groups, School Parent Councils and Youth Forums.
- 3.6 As well as giving views on specific questions, respondents provided more than 2,300 comments.
- 3.7 The majority of respondents chose to give views via on-line channels; the number of people responding via the Citizens' Panel fell again this year; more people this year than last year used printed copies; and one person responded by phone.
- 3.8 Findings from the Citizens Panel, on-line and printed responses were overall the same, and so are presented together in this report.



## The role and services of the council

- 3.8 We asked people what for them is the most important role for the council?
- The majority of respondents stated that it is to 'deliver the services I use.'
  - Comments given under the 'other' option stated that the council should deliver all services used by the community.
- 3.9 We asked people which services they use most:
- The most used service category is 'Economy, Environment and Customer Services.'
  - The services highlighted as most used via 'other' are part of this category - refuse and recycling, roads and ferries.
- 3.10 We asked people to indicate the service categories in which they would most support reductions in funding.
- Customer support/information services;
  - Education for adults; and
  - Economic development/business support services.
  - Most common responses given under the 'other' category are: reduce consultants, councillors, senior/middle management; reduce salaries and expenses; reduce travel/make better use of VC facilities
- 3.11 We asked people to indicate their top three priorities:
- Education for children;
  - Environmental services; and
  - Roads/harbours
  - Priorities indicated via 'other' comments are: refuse and recycling, roads and social care.

## Savings options

- 3.12 We asked people to comment on a list of savings options. A number said that they agreed with/did not oppose them.
- 3.13 The most recurring objections were received to these proposals:
- ED20 – Pupil support assistant
  - RAIS09 – Public conveniences
  - ED03 – Psychological services
  - RAIS02 – School crossing patrollers
  - All Education proposals
  - ED15 – Additional support needs
  - ED14 – Swimming pool subsidies

- 3.14 We received a lower level of comments opposing additional proposals and cuts to services, primarily waste (increase to/introduction of uplift charges), community learning and development, early years services, ferries, and youth services.
- 3.15 We received suggestions to mediate some of the savings:
- Means test the increase in burial charges
  - Public conveniences to be run privately or by local communities
  - Campaign for more council funding

### **Ferry Services**

- 3.16 The council currently runs ferry services between Easdale/Seil, Lismore/Port Appin, Luing/Seil; and Jura/Islay.
- 3.17 We asked people whether they agreed with our approach to call on Transport Scotland to take over the responsibility for these services to protect them from council cuts and deliver savings.
- 3.18 The overwhelming majority of respondents are in favour of the council's approach.
- 3.19 A number of respondents included the caveat that they would expect Transport Scotland to maintain or improve the ferry services.
- 3.20 The main exception to support for this approach came from residents and the Lismore Community Council: the view put forward is that the ferry service is a lifeline for the island and that the council is best placed to serve the needs of local communities.

### **Key services: transforming our work**

- 3.21 Respondents were asked for their ideas on making savings/raising income. Recurring ideas include:
- reduce management and councillors costs
  - close small schools
  - reduce bureaucracy
  - increase in charges
  - address HSCP budget issues
  - campaign for greater council funding
- 3.22 More detail on ideas for making savings/raising income, and any other comments on the role and services of the council, is set out in Appendix 1.
- 3.23 In line with council practice, and in support of the comment from a number of respondents that the council should 'listen to local people', we

will provide an outline of how findings from this consultation contribute to budget decisions, once the Council has set its budget.

#### **4.0 CONCLUSION**

- 4.1 Many people gave time and thought to this year's consultation. This report and Appendix 1 set out findings for consideration by elected members.

#### **5.0 IMPLICATIONS**

- 5.1 Policy/Financial: Feedback from the consultation is set out in this report for elected members to consider in setting the council's budget
- 5.3 Legal: None
- 5.4 HR: None
- 5.5 Fairer Scotland Duty:
- 5.5.1 Equalities - protected characteristics: The consultation was designed to reach a wide range of people in line with our duties under the Equality Act 2010
- 5.5.2 Socio-economic Duty: As above
- 5.5.3 Islands: As above
- 5.6 Risk: None
- 5.7 Customer Service: Providing feedback on actions taken as a result of this consultation will highlight the value of citizens taking the time get involved in setting the council's budget

**Interim Executive Director Kirsty Flanagan**

#### **For further information contact:**

Jane Fowler, Head of Customer Support Services  
Jane Jarvie, Communications Manager/Genna Lugue, Research and Engagement Officer, 01546 604323

**Policy Lead: Councillor Rory Colville**

#### Appendix

Appendix 1: Ideas on making savings/raising income

## Appendix 1: Ideas for savings and raising income / other comments on the role and services of the council

Comments given for making savings include:

- Reduce councillors, senior and middle management
- Reduce agency staff/consultants
- Reduce staff/councillor expenses and redundancy packages
- Reduce travel/better use of VC facilities
- Reduce the number of primary schools and transport to these schools
- Rationalise office space and promote home working
- Cut specific services (suggestions covering all aspects of the council's work and the HSCP)
- Reduce the level of service delivered (a wide range of service areas were suggested)
- Greater control over heating schools and council properties
- Encourage local groups to take more responsibility
- Reduce paper/postage – use cheaper paper like NHS
- Encourage staff to car share and use pool car
- Stop using council services as a free resource e.g. planning consultations/licence costs
- Review sickness levels and underperforming staff
- Sharing services with other organisations and local authorities
- Improve online services/move to automation and digitisation
- Use volunteering where you can
- Stop Gaelic bi-lingual signs

Comments given to raise income include:

- Full recovery of Council Tax
- Increase in charges - Council Tax, commercial waste, planning officer time
- Increase in Council Tax to second-home, empty properties
- Campaign COSLA / Scottish Government for a better funding deal
- Maximisation of council assets (selling and repurpose)
- Commercialise services – grass cutting, hire equipment, mechanical services, pre-school nurseries, and training
- Car parking charges / overnight car parking charges / Motorhome charges
- Sell Oban Airport
- Tourist Tax
- Invest in green initiatives – biomass, solar panels, electric vehicles, wind farms
- HSCP: restrictions on purchasing unused equipment
- Explore advertising/sponsorship
- Explore Infrastructure Levy from the Town and Country Planning (Scotland) Act 2019
- Congestion charge
- Increase traffic wardens
- Reduce business rates
- Invest in sport, culture and leisure
- Run a lottery
- Promote tourism/events
- Address depopulation
- Stop non-statutory functions
- Use waste: charge for collecting garden waste; run a waste incineration plant that generates power and income

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**ARGYLL AND BUTE COUNCIL  
CUSTOMER SUPPORT SERVICES**

**COUNCIL  
27 FEBRUARY 2020**

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**DRAFT SERVICE PLANS 2020-23**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to present to the Policy and Resources (P&R) Committee the Draft Service Plans 2020-23 prior to budget allocation.
- 1.2 Service Plans set out the Business Outcomes that each Service will work to deliver over the period of the plan. The Strategic Management Team agreed at their meeting on 24 June 2019 to proceed with three-year service plans with a one-year budget allocation. The Draft Service Plans attached cover the 2020-23 period for budget allocation for 2020/21.
- 1.3 The budget figures reflect the known budget as it currently stands. These budget figures are subject to change as they do not reflect any budget decisions yet to be taken such as savings.
- 1.4 It is recommended that the P&R Committee review the Draft Service Plans 2020-23 as presented prior to referral to the Full Council for budget allocation as part of the 2020/21 Budget pack.

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**ARGYLL AND BUTE COUNCIL  
CUSTOMER SUPPORT SERVICES**

**COUNCIL  
27 FEBRUARY 2020**

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**DRAFT SERVICE PLANS 2020-23**

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**2.0 INTRODUCTION**

- 2.1 The purpose of this report is to present to the Policy and Resources (P&R) Committee the Draft Service Plans 2020-23 prior to budget allocation.
- 2.2 Service Plans set out the Business Outcomes that each Service will work to deliver over the period of the plan. The Strategic Management Team agreed at their meeting on 24 June 2019 to proceed with three-year service plans with a one-year budget allocation. The Draft Service Plans attached cover the 2020-20 period for budget allocation for 2020/21.
- 2.3 The budget figures reflect the known budget as it currently stands. These budget figures are subject to change as they do not reflect any budget decisions yet to be taken such as savings.

**3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the P&R Committee review the Draft Service Plans 2020-23 as presented prior to referral to the Full Council for budget allocation as part of the 2020/21 Budget pack.

**4.0 DETAIL**

- 4.1 The Strategic Management Team agreed at their meeting on 24th June 2019 agreed to proceed with three-year service plans with a one-year budget. The Draft Service Plans attached cover the 2020-23 period for the 2020/21 budget allocation at Full Council.
- 4.2 Service Plans are a core part of the Council's Performance and Improvement Framework (PIF). They set out the 17 Business Outcomes that each Service will work to deliver over the period of the plan. They include the resources, both revenue and personnel, that are available to deliver on these Outcomes.

Service Plans clearly identify how different Services are contributing to the same Business Outcome along with the appropriate resources. Once approved the Service Plans are built in Pyramid and illustrated as Service Scorecards.

Appendix 1 illustrates the Business Outcomes mapped to the Corporate Outcomes.

- 4.3 Work has also continued to improve the format, consistency and use of plain language in the Service Plans. This has resulted in the Service Plans containing more appropriate and less operational success measures. To enable a better overview high level strategic plans and strategies are now also noted in the Service Plans. The Service Plans remain 2-part with a strategic 'locked-down' top level and operational, flexible lower level. These changes support high-level scrutiny and strategic focus by Elected Members.
- 4.4 The Draft Service Plans 2020-23 include the Challenges that the Services are currently aware they face, along with key Improvements that each Service has identified it will work towards. The Operational Risk Register is aligned to the Challenges. Improvements are monitored and reported on by Senior Officers with additional Improvements added as they arise.
- 4.5 HR & Organisational Development supported Heads of Service throughout the service planning process and performed a quality assurance exercise.
- 4.6 Appendix 2 presents the Draft Service Plans 2020-23 in the following order –
  - Financial Services
  - Community Planning and Development
  - Education
  - Legal and Regulatory Service
  - Commercial Services
  - Development and Economic Growth Service
  - Roads and Infrastructure Service
  - Customer and Support Service

## 5.0 CONCLUSION

- 5.1 The Draft Service Plans 2020-23 for 2020/21 budget allocation support high-level scrutiny and strategic focus by Elected Members with a more consistent use of plain language throughout and are aligned to the delivery of the Corporate Plan.

## 6.0 IMPLICATIONS

- |     |           |      |
|-----|-----------|------|
| 6.1 | Policy    | None |
| 6.2 | Financial | None |
| 6.3 | Legal     | None |
| 6.4 | HR        | None |

6.5	Fairer Scotland Duty:	None
6.5.1	Equalities - protected characteristics	None
6.5.2	Socio-economic Duty	None
6.5.3	Islands	None
6.6.	Risk	None
6.7	Customer Service The Draft Service Plans 2020-23 for the 2020/21 revenue budget allocation show improved use of content, consistency and use of plain language.	

**Kirsty Flanagan - Acting Executive Director with responsibility for  
Customer Support Services**

27 February 2020

**For further information contact:**

Jane Fowler, 01546 604466

**APPENDICES**

Appendix 1 - Business Outcomes mapped to the Corporate Outcomes

Appendix 2 - Draft Service Plans 2020-23 with 2020/21 budget figures included.



Joint Over-arching Vision	Argyll and Bute's Economic Success is built on a growing population						
Council Mission	Making Argyll and Bute a place people choose to Live, Learn, Work and do Business						
	Choose Argyll, Love Argyll						
	A Place people choose to Live			A Place people choose to Learn	A Place people choose to Work and Do Business		Getting It Right
Corporate Outcomes	People live active healthier and independent lives	People will live in safer and stronger communities	Children and young people have the best possible start	Education, Skills and training maximise opportunities for all	Our economy is diverse and thriving	We have an infrastructure that supports sustainable growth	
Business Outcomes	<b>BO101</b> We Ensure Information And Support Is Available For Everyone.	<b>BO104</b> Our Communities Are Protected And Supported.	<b>BO106</b> Our Looked After Young People Are Supported By Effective Corporate Parenting.	<b>BO108</b> All Our Children And Young People Are Supported To Realise Their Potential.	<b>BO110</b> We Support Businesses, Employment And Development Opportunities.	<b>BO113</b> Our Infrastructure Is Safe And Fit For The Future.	<b>BO115</b> We Are Efficient And Cost Effective.
	<b>BO102</b> We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices.	<b>BO105</b> Our Natural And Built Environment Is Protected And Respected.	<b>BO107</b> The Support And Lifestyle Needs Of Our Children, Young People, And Their Families Are Met.	<b>BO109</b> All Our Adults Are Supported To Realise Their Potential.	<b>BO111</b> We Influence And Engage With Businesses and Policy Makers.	<b>BO114</b> Our Communities Are Cleaner And Greener.	<b>BO116</b> We Engage And Work With Our Customers, Staff And Partners.
	<b>BO103</b> We Enable A Choice Of Suitable Housing Options.				<b>BO112</b> Argyll & Bute Is Promoted To Everyone.		<b>BO117</b> We Encourage Creativity And Innovation To Ensure Our Workforce Is Fit For The Future.
CROSS-CUTTING	Socio-Economic Duty, Equalities, Gaelic						
OUR VALUES	<p style="text-align: center;"><b>Caring, Committed, Collaborative &amp; Creative</b>  <b>Cùramach, Dealasach, Cruthachail agus Com-pàirteach</b></p>						

**Draft Service Plans 2020-23**

**Target / Benchmark Summary**

<b>SERVICE NAME</b>	<b>No. OF SUCCESS MEASURE</b>	<b>ALL SUCCESS MEASURES HAVE TARGETS?</b>	<b>BENCHMARK INCLUDED</b>	<b>BENCHMARK TBC – AWAITING 2019/20 DATA</b>	<b>BENCHMARK TBC - NEW MEASURE</b>	<b>BENCHMARK NOT APPLICABLE</b>
COMMERCIAL	14	YES	6	0	7	1
COMMUNITY PLANNING & DEV	9	YES	1	0	8	0
CUSTOMER SUPPORT SERVICES	25	YES	17	0	7	1
DEV & ECON GROWTH	25	YES	15	1	0	9
FINANCIAL SERVICES	21	YES	12	0	0	9
LEGAL & REGULATORY	31	YES	4	23	4	0
ROADS & INFRASTRUCTURE	14	YES	6	2	0	6
EDUCATION	36	YES	13	1	7	15
<b>TOTALS</b>	<b>175</b>	<b>YES</b>	<b>74</b>	<b>27</b>	<b>33</b>	<b>41</b>

**The principal purpose of the Service is to:**

The Service purpose is to maintain high standards of financial management and control, contribute to corporate management and leadership and support officers and members in an effective and responsive manner. This is achieved by providing strategic financial advice, accounting and budgeting services, managing investments and borrowing, paying creditors as well as internal audit and assurance. The service is also responsible for collection of local taxes and administers housing benefit, discretionary housing payments, the council tax reduction scheme and the Scottish Welfare Fund. The Head of Financial Services is the Council's Chief Financial Officer (Section 95 Officer).

The Service employs 107 FTE

**The Service faces the following significant challenges:**

Ensuring medium to longer term financial planning supports Council priorities in a sustainable manner.

Managing the Council's Treasury Management function to ensure that we safeguard the Council's money and get the best possible return. This is particularly challenging due to the current wider economic operating environment, the uncertainty surrounding the exit from the EU and the impact this could have on interest rates.

Ensure our service can meet our customer needs within available resources.

Ensure our internal audit activities provide appropriate levels of assurance in respect of governance, risk and control.

Prepare and submit on time all of the Council's statutory Financial Returns and Accounts.

Maximise the collection of Council Tax.

Fully utilise the Discretionary Housing Payment and Scottish Welfare Fund monies but not overspend.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO102	We provide support, prevention and opportunities to help people make better lifestyle choices	£1,612,246
BO110	We support businesses, employment and development opportunities	£355,433
BO115	We are efficient and cost effective	£2,452,727
		<b>£4,420,406</b>

# Financial Services (2020-2023): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO102</b>	<b>We provide support, prevention and opportunities to help people make better lifestyle choices</b>			
FIS102_01	Maximise distribution of Scottish Welfare Fund.	Minimum of 95.3%	Annually	2018/19 Scottish average: 95.3% ABC: 95.36%
We distribute as much of the Scottish Welfare Fund as we can to help vulnerable people. We also have a statutory duty to do this.				
FIS102_02	Scottish Welfare Fund claims processed promptly.	96% of Crisis Grant claims within 1 day  90% of Community Care grant applications within 15 days	Monthly and Annually	2018/19 Scottish average Crisis Grants: 96%  2018/19 Scottish average Community Care Grants: 88%
We distribute as much of the Scottish Welfare Fund as we can to help vulnerable people. We also have a statutory duty to do this.				
FIS102_03	Maximise distribution of Discretionary Housing Payment (DHP) fund.	Minimum of 96% of total fund spent	Annually	2017/18: 98.5% 2018/19: 106.3%
We distribute as much of the Discretionary Housing Payment as we can to help vulnerable people. We also have a statutory duty to do this.				

SM Code	Success measures	Target	Timescale	Benchmark
FIS102_04	Process all new benefits claims or changes in circumstances promptly and accurately.	<p>New claims within an average of 21 days</p> <p>Changes within an average of 6 days</p> <p>Accuracy rate of minimum 96%</p>	Monthly	<p>2018/19 Scottish average for new claims: 21 days</p> <p>2018/19 Scottish average for changes: 6 days</p> <p>2014/15 Scottish average accuracy rate: 94%</p>

We process benefit claims as quickly as we can to help vulnerable people. We also have a statutory duty to do this.

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	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO110</b>	<b>We support businesses, employment and development opportunities</b>				
	FIS110_01	Increase the total value of rates (NDR) relief awarded.	Target £15m by 31 March 2021	Annually	August 2019 awarded: £14.8m
	Good practice to support local businesses as to their entitlement, by the end of March 2020 we have to publish the level of relief to businesses.				
	FIS110_02	Maintain the percentage of suppliers that are paid within 30 days.	95.5%	Quarterly	2016/17 Scottish average: 93.08%
	Based on good practice.				

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO115</b>		<b>We are efficient and cost effective</b>			
	FIS115_01	Produce the Council's Unaudited Accounts by 30 June. This is a statutory requirement.	Complete	FQ1 Annually	No benchmark
	FIS115_02	Produce the Council's Audited Accounts by 30 September. This is a statutory requirement.	Complete	FQ2 Annually	No benchmark
	FIS115_03	Produce the Annual Efficiency Statement. Scottish Government requirement.	Complete	FQ1 Annually	No benchmark
	FIS115_04	The Medium to Longer Term Financial Strategy is updated. It is recommended good practice to have a Medium to Longer Term Financial Strategy.	Complete	FQ4 Annually	No benchmark
	FIS115_05	The Medium Term Budget Outlook reviewed and updated. This ensures that regular forecast financial information is provided to Members to assist with decision making.	Complete	Quarterly	No benchmark
	FIS115_06	Distribute routine financial reports to budget holders. It is essential that budget holders receive regular financial information to allow them to manage their budget.	Complete 4 days after period closedown	Monthly	No benchmark
	FIS115_07	The Annual Treasury and Investment Strategy is approved. This is a requirement of the Code of Practice on Treasury Management.	Approved by Council	FQ4 Annually	No benchmark
	FIS115_08	Review treasury management practice (TMP) statements. Requirement of the Code of Practice on Treasury Management.	100%	FQ4 Annually	No benchmark

SM Code	Success measures	Target	Timescale	Benchmark
FIS115_09	Our Return on Investment (ROI) of surplus funds is at least equal to the 7 day money market London Inter Bank Rate (LIBID) rate.	Equal to or greater than 7 day money market LIBID rate	Monthly	7 day money market LIBID rate (monitored by service)
This ensures that we are getting a satisfactory return on investment for Council.				
FIS115_10	Review the Strategic Risk Register.	Complete	FQ1 and FQ3 Bi-annually	No benchmark
It is essential to ensure that the Council is aware of the strategic risks to take appropriate action to mitigate where necessary.				
FIS115_11	The agreed audit plan is delivered.	100%	Quarterly	Previous year performance: 100%
The agreed audit plan provides assurance that our processes and procedures are thorough.				
FIS115_12	Internal Audit Level of satisfaction.	80%	Quarterly	Previous year performance: 80%
To ensure internal audit are delivering an effective service and identify any areas for improvement.				
FIS115_13	The Internal Audit service complies with Public Sector Internal Audit Standards.	90%	Annually	Previous year performance: 90%
The internal audit service must operate in accordance with statutory public sector standards.				
FIS115_14	Maintain the high rate of collecting Non-Domestic Rates (NDR).	97.3% NDR cumulatively at March 2021 (including year end accruals)	Quarterly	2018/19 Scottish average: 97.3% ABC: 97.3%
It is important that all local taxes due are collected. We also submit our performance to the Scottish Government.				
FIS115_15	Maintain the high rate of collecting Council Tax.	96.1% Council Tax	Quarterly	2018/19 Scottish average: 96.1% ABC 96.1%
It is important that all local taxes due are collected. We also submit our performance to the Scottish Government.				



## Financial Services (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO115</b>	<b>We are efficient and cost effective</b>			
FIS115_01i	Develop a VAT "digital journey" to comply with the Making Tax Digital Requirement.	FQ2 2020/21	Other	Statutory Requirement
FIS115_02i	Implement new budget monitoring risk categories. These will determine the frequency of engagement with budget holder.	FQ1 2020/21	Self-evaluation	
FIS115_03i	Review all the processes for managing our loans fund.	FQ2 2020/21	Self-evaluation	
FIS115_04i	Investigate options for full automation of School Clothing Grant and Free School Meals awards and increase levels of automated award. Target 85% of all school clothing grants to be awarded in this way.	FQ2 2020/21	Self-evaluation	

# Community Planning, Development and Social Enterprise (2020-2023)

## The principal purpose of the Service is to:

The overall purpose of the Service is to support long lasting projects that make a difference to the lives of those in Argyll and Bute. This is done by working in partnership with communities and organisations focusing on a range of outcomes within the Argyll and Bute's Outcome Improvement Plan (ABOIP).

The Service provides the overall management, development and delivery of Community Planning in Argyll and Bute. The focus of the Community Planning Partnership is on strategic and local partnership working to add value and address gaps and inequalities.

Advice and support is provided to community groups across Argyll and Bute to help develop strong and sustainable local community led impact. This work is adaptable to local need and includes advice, signposting and support with funding, training, confidence building, engagement and local action plans.

Managing and distributing the Supporting Communities Fund is also a key function of the Service.

To further improve working synergies and opportunities for communities Social Enterprise will become a part of the Service from April 2020.

The Service employs 7.5 FTE

## The Service faces the following significant challenges:

Incorporate the Social Enterprise function into the existing service from April 2020. This will involve linkages with services such as Legal and Regulatory Support and Commercial Services around asset transfer.

Review the current distribution process in light of a reduced Supporting Communities Fund. To ensure Best Value the required resource will be proportionate to the size of the fund.

Develop meaningful impact measures to evidence that intervention through capacity building has made a positive difference to the community groups that we support.

## The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO104	Our communities are protected and supported	£406,791
BO109	All our adults are supported to realise their potential	£58,546
BO116	We engage and work with our customers, staff and partners	£128,958
		<b>£594,295</b>

# Community Planning, Development and Social Enterprise (2020-2023): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO104</b>		<b>Our communities are protected and supported</b>			
	CPD104_01	Number of capacity building support sessions held with community groups.	360 per annum (cumulative)	Quarterly	360 per annum
		This measure also relates to the impact measures of increased confidence and effectiveness of community groups through support. The number of support sessions directly relates to the impacts.			
	CPD104_02	Percentage of respondent groups that have achieved more than 90% of the aims they identified prior to capacity building.	75%	Annually	No benchmark, new measure
		This identifies the impact of supporting community groups to achieve their goals measured over an agreed period. This measure would also be used in inspections of Community and Learning Development.			
	CPD104_03	The percentage of groups whose users say they have an increase in confidence or wellbeing.	75%	Annually	No benchmark, new measure
		This illustrates whether the delivery of capacity building support sessions is making a difference to individuals. This measure would be used in inspections of Community Learning and Development.			
	CPD104_04	The percentage of groups who say their effectiveness has increased as a result of capacity building by the team.	75%	Annually	No benchmark, new measure
		This provides an indication of strengthening and developing community groups. This information would be used in inspections of Community Learning and Development.			

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO109</b>	<b>All our adults are supported to realise their potential</b>			
CPD109_01	Number of training courses delivered to community groups.	8 (cumulative)	Annually	No benchmark, new measure
Delivering the training that has been requested by community groups helps support the community group to grow and develop.				
CPD109_02	The percentage of participants who feel more confident following a community training event.	80%	Annually	No benchmark, new measure
This measures whether the training received has been appropriate and meets the needs of the individuals. This measure would be used in inspections of Community and Learning Development.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
CPD116_01	The annual survey response agreed that the regular Community Planning Partnership Bulletin is timely, informative and easy to understand.	75%	Annually	No benchmark, new measure
It is important that the information on Community Planning that is provided to community groups, individuals and partners is clear and inclusive.				
CPD116_02	All issues raised at Area Community Planning Groups are considered and responded to by the Management Committee.	100%	Annually	No benchmark, new measure
It is important for all matters raised to be appropriately considered and responded to.				
CPD116_03	The information provided to our community groups, individuals and partners is easy to understand.	90%	Annually	No benchmark, new measure
It is very important that this information is clear and inclusive. This information includes notifications of training opportunities, funding, general advice, signposting to other organisations, and information on legislation relating to community planning and community empowerment.				

## Community Planning, Development and Social Enterprise (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO104</b>	<b>Our communities are protected and supported</b>			
CPD104_01i	Review of Supporting Communities Fund	31 March 2021	Other	Service undertakes an annual review of the process to administer the Supporting Communities Fund. Over the past four years the fund has reduced through Council Budget Savings processes from £144,000 to £90,000 (2020/21). There is a need to ensure that the process to administer the Fund represents Best Value in terms of the size of the fund now being distributed.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
CPD116_01i	Develop a review plan for the ABOIP refresh in 2023.	31 December 2022	Other	Plan of reviewing ABOIP to have been to SMT, Policy Leads and Community Planning Partnership by end March 2021. The Plan should align with developments to the Council's Corporate Plan.
CPD116_02i	Deliver Best Value through the review of the Community Development and Social Enterprise Service. This will enable support both from Council services to our communities and empower communities in their engagement with Council services.	March 2021	Other	Social Enterprise function is to be transferred as per council re-structure in 2019. There is a need to review the service to incorporate social enterprise and deliver statutory functions of community planning, development and social enterprise meeting needs of community and current financial context of local government.

### The principal purpose of the Service is to:

The Education Service is responsible for the delivery of all aspects of Education. The Service provides Early Learning and Child Care, Primary Education, Secondary Education, Education Psychological Services and Community Learning and Development.

The Service employs 1523 FTE

### The Service faces the following significant challenges:

To ensure infrastructure is in place to meet the requirement of high quality provision of 1140hrs Early Learning and Childcare to all 3 and 4 year olds (and eligible 2s).

Ensuring that high quality training is delivered by the Early Years Team to all additional early learning practitioners required to deliver 1140 hours. Training to be delivered by June 2020.

Challenges around recruitment and retention of head teachers and teaching staff, particularly in relation to the qualification for headship requirement from 2020.

Implementing savings whilst providing an effective service. Where the majority of functions are statutory so cuts may disproportionately affect non-statutory services.

Improving attainment and achievement of all children and young people whilst closing the attainment gap and responding to National challenges. The national stretch aims for 2024-25 are very challenging, particularly in the current operating environment.

### The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO106	Our looked after young people are supported by effective corporate parenting	£1,640,682
BO107	The support and lifestyle needs of our children, young people, and their families are met	£7,952,984
BO108	All our children and young people are supported to realise their potential	£74,584,509
BO109	All our adults are supported to realise their potential	£290,334
BO115	We are efficient and cost effective	£175,249
BO116	We engage and work with our customers, staff and partners	£53,333
BO117	We encourage creativity and innovation to ensure our workforce is fit for the future	£49,645
BO999	Central Management Costs	£326,234
		<b>£85,072,970</b>



# Education (2020-2023): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO106</b>	<b>Our looked after young people are supported by effective corporate parenting</b>			
EDU106_01	Increase positive destinations for our looked after children in Argyll and Bute.	85%	FQ3 Annually	Previous year performance: 89.3%
	To ensure that our looked after young people have the best transitions possible to equip them for post school life.			
EDU106_02	Increase the percentage of successful presentations in levels 4 and 5 for Literacy and Numeracy by our senior phase pupils.	60%	FQ2 Annually	Virtual Comparator: 60%
	Increasing successful presentations to exams helps to ensure our young people have the skills for life, learning and work and move to a positive destination.			
EDU106_03	Maintain the low level of exclusion incidents experienced by our looked after children.	<5	Quarterly	2018/19 academic year: 23
	Low level of exclusions help to narrow the attainment and achievement gap between our care experienced young people and non care experienced young people.			
EDU106_04	Where there is a change in educational placement increase the percentage of our looked after children who have a completed transition plan in place.	100%	Quarterly	New measure
	To improve the support for every looked after child the individual transition plan is implemented by staff.			
EDU106_05	Increase the percentage of our senior phase looked after children that have an individual tracking and monitoring plan in place.	100%	Quarterly	New measure
	This is specific to each child and helps to support the child's educational journey.			
EDU106_06	The percentage of our workforce that are trained in implementing trauma-informed practices.	75%	Quarterly	New measure
	To improve the support provided to the increasing number of children and young people who have experience trauma.			

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO107</b>	<b>The support and lifestyle needs of our children, young people, and their families are met</b>			
EDU107_01	Phasing in of 1140 hours of Early Learning and Childcare (ELC) by 2020 - Phase 4. Action TBC	Phase 4	FQ2 2020/21	No benchmark
The need to ensure all 3 + 4 year olds have access to 1140 hours from August 2020.				
EDU107_02	Early level and childcare learners spend 50% of their funded time outdoors.	70% 80% 90% 100%	FQ1 2020/21 FQ2 2020/21 FQ3 2020/21 FQ4 2020/21	No benchmark
All early level and childcare learners should have access to 50% outdoor provision.				
EDU107_03	The percentage of schools using the wellbeing application.	70% 80% 90% 100%	FQ1 2020/21 FQ2 2020/21 FQ3 2020/21 FQ4 2020/21	50%
This application ensures all children and young people have their wellbeing needs recorded and that appropriate interventions are in place.				
EDU107_04	A counselling service is available in all secondary schools.	100%	FQ4 Annually	No benchmark, new measure
This will provide support for mental health and wellbeing in our young people.				
EDU107_05	Carry out bi-annual survey with agency stakeholders to enhance collaborative working with the Education Psychology Service.	Complete	FQ2 & FQ4	No benchmark
Survey results will help to inform service provision and improvement.				
EDU107_06	Implement actions in Education Psychology Service arising from the bi-annual survey with agency stakeholders (ref EDU107_05).	90%	FQ4 Annually	No benchmark
Implementing identified actions will improve service delivery.				

SM Code	Success measures	Target	Timescale	Benchmark
EDU107_07	The percentage of our schools that use the progress and achievement module.	30% 50% 70% 100%	FQ1 2020/21 FQ2 2020/21 FQ3 2020/21 FQ4 2020/21	No benchmark
This will enable the Education Service to assess and track children and young people's progress in raising their attainment.				
EDU107_08	All children and young people identified as requiring an adapted timetable will have a flexible leaning plan put in place.	100%	FQ3 Annually	No benchmark
This ensures there is access to an appropriate curriculum for each child and young person that requires it.				
EDU107_09	Support the increase in the uptake of available Grants, Allowance and Entitlements.  Increase from 2018/19 baseline Clothing Grants Free School Meals Education Maintenance Allowance	CG 1464 FSM 928 EMA 273	FQ2 Annually	Previous year performance: TBC
To demonstrate the support that we are putting in to the most vulnerable families in the Authority to support children. This also maximises the Pupil Equity Fund allocation to schools through Scottish Government.				
EDU107_10	Develop and review the additional support needs training calendar for teachers and support staff.	Complete	FQ2 Annually	No benchmark
Staff that support our children and young people with additional support needs are required to have the necessary skills.				
EDU107_11	Circulate a minimum of 2 newsletters each year in line with new Parental Engagement Strategy.	2 Each year	FQ1 & FQ3 Each year	No benchmark
The newsletters provide communication with parents.				
EDU107_12	Maintain the percentage of all young people achieving a positive destination.	95%	FQ2 Annually	93%
This demonstrates the high level of the number of our young people that achieve positive destinations. This gives an overall assessment of Young People in Argyll and Bute.				

SM Code	Success measures	Target	Timescale	Benchmark
EDU107_13	Maintain the percentage of 16-19 year olds in Argyll and Bute participating in education, training or employment.	94%	FQ3 Annually	National figure: 92.6%

It is important that our young people are getting the best possible opportunities to reach and maintain positive destinations.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO108</b>	<b>All our children and young people are supported to realise their potential</b>			
EDU108_01	Develop a nurture strategy for Argyll and Bute with an associated sustainable training model.	Complete	FQ2 2021/22	No benchmark
Upskilling staff within nurture will help to improve the health and wellbeing of our children and young people.				
EDU108_02	The percentage of children that achieve their appropriate developmental milestones by Primary 1.	70%	FQ2 Annually	Previous year performance: 78%
The measure demonstrates that children are given the best start possible.				
EDU108_03	Maintain the number of primary pupils that become digital leaders.	930	FQ3 Annually	930
To demonstrate that young people are gaining the widest opportunities to become successful learners in the 21 century through digital resources.				
EDU108_04	Digital technology is used to deliver the curriculum where ever necessary as a cover for teacher vacancies or low rolls.	80%	Quarterly	60%
By making best use of digital technology also demonstrates the best use of staff across the area.				
EDU108_05	All secondary establishments have a minimum of two community business partners.	75% 90% 100%	FQ2 2020/21 FQ2 2021/22 FQ2 2022/23	No benchmark
Working with business partners provides wider learning opportunities for pupils and demonstrates partnership working.				
EDU108_06	Produce our annual plan which sets out achievement of strategic priorities set out in the National Improvement Framework (NIF).	Complete	FQ2 Annually	No benchmark
It is important to report and communicate what National Improvement Framework priorities have been met.				

SM Code	Success measures	Target	Timescale	Benchmark
EDU108_07	Increase the uptake of wider achievement opportunities which offer alternative ways to develop learning, life and work skills.	16% of presentations	FQ2 Annually	National figure: 16%

These opportunities help to improve the life chances of our young people and help them to achieve their positive destinations.

EDU108_08	Implement actions arising from the Nurture Strategy (ref EDU108_01).	90%	FQ4 2021/22	No benchmark, new measure
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To upskill staff within nurture in order to improve the health and wellbeing of our children and young people.

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO109</b>	<b>All our adults are supported to realise their potential</b>			
EDU109_01	Maintain the number of adults engaged in employability programmes.	50	FQ4 Annually	50
To provide opportunities for citizens within Argyll and Bute to be life long learners.				
EDU109_02	Increase the number of adults with Individual Learning Plans that identify and address employability barriers such as training needs and skills gaps.	15 25 35	FQ4 2020/21 FQ4 2021/22 FQ4 2022/23	No benchmark, new programme introduced November 2019
Official data indicates there is a steady rise in the number of unemployed adults aged 50+ that require assistance in Argyll and Bute.				
EDU109_03	To celebrate adult learner achievements each main town will host at least one event each year.	Minimum of 6 events	FQ4 Annually	No benchmark
As well as benefiting the learner, celebrating achievement can promote adult learning and inspire new learners.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO115</b>	<b>We are efficient and cost effective</b>			
EDU115_01	Our Grant spend is maximised: Gaelic Grant Glaif Looked After Children Attainment funding Scottish Attainment Challenge	95% of each funding stream. Cumulative	Quarterly	New measure

Attainment and achievement for our children and young people can be supported if available and entitled grants are maximised.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
EDU116_01	Achievement of Customer Service Excellence Standard.	Complete	FQ2 Annually	No benchmark
To effect change within the Education Service that will improve customer service both internally with our staff and externally with parents and communities.				
EDU116_02	Hold authority wide capacity building opportunities for young people.	3	FQ2 Annually	No benchmark
To encourage involvement in local and national decision making and ensure that young people in Argyll and Bute are equipped with the opportunities to be responsible citizens, confident individuals and effective communicators.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO117</b>	<b>We encourage creativity and innovation to ensure our workforce is fit for the future</b>			
EDU117_01	Increase the percentage of our early years workers who have gained or are working towards professional qualifications.	65% 80% 90%	FQ4 2020/21 FQ4 2021/22 FQ4 2022/23	50%
To ensure effective delivery of 1140hrs for our children and to ensure our workforce are appropriately qualified to work with them.				
EDU117_02	Provide 6 probationer learning days to our probationer teachers.	6	FQ1 Annually	6
To continue and support the professional learning journey of our probationer teachers.				
EDU117_03	The percentage of new head teachers who have or are working towards headship qualification.	90%	FQ1 Annually	No benchmark
To ensure our head teachers have the appropriate leadership skills to lead our establishments and enhance education provision and outcomes for our children and young people.				

## Education (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO106</b>	<b>Our looked after young people are supported by effective corporate parenting</b>			
EDU106_01i	Extend tracking and monitoring to include all pupils from P1 to S3 using individual Progress and Achievement tracking and national Achievement of a Level (ACEL) data	FQ4 2021/22	Self-evaluation	
EDU106_02i	Monitor and evaluate the impact of the multi-agency planning, review and risk management processes for our looked after and care experienced children	FQ2 2021/22	Self-evaluation	Case review
EDU106_03i	Improve the quality of our flexible learning planning by working with local employers to provide a range of nurturing work placements for our looked after and care experienced children.	FQ2 2021/22	Self-evaluation	Review of flexible learning practices
EDU106_04i	Complete the second cycle of individual tracking and monitoring of all Senior Phase pupils to ensure that progress and attainment are in line with the individual expectations for each child	FQ3 2021/22	Self-evaluation	Review of first cycle

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO108</b>	<b>All our children and young people are supported to realise their potential</b>			
EDU108_01i	Work collaboratively with education establishments and partners, challenging to support the evaluation and moderation of the learning experiences of children and young people.	FQ1 2021	Self-evaluation	Education Annual Plan. The Education Team through self-evaluation of current practice and outcomes of inspection reports, have recognised the requirement to improve evaluation outcomes for learning, teaching and assessment.
EDU108_02i	Improve our identification and understanding of the challenges and barriers to learning for our children and young people in vulnerable groups and plan to address these needs.	FQ1 2021	Self-evaluation	Education Annual Plan. The Education Team through self-evaluation of current practice and outcomes of inspection reports, have recognised the requirement to minimise the barriers to learning for our children and young people.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
EDU113_01i	Based on the review of the suitability of all educational establishments, develop a Learning Estates Strategy, enabling Argyll and Bute to work towards a learning estate suited to the provision of high-quality education.	FQ2 2020	Self-evaluation	Scottish Government published its learning estate guidance in September 2019 which resulted in Argyll and Bute Education Service being proactive in reviewing it's current processes. Working with colleagues from Northern Alliance an implementation plan is currently being developed.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
EDU116_01i	To ensure best practice in reporting children’s and young people’s progress, improve the range and quality of methods used to communicate relevant performance information to all stakeholders.	FQ1 2021	Other	Analysis of parental questionnaire and compiled complaints data information has provided evidence for required improvement in relation to progress reports for parents.
EDU116_02i	Provide further support and training to Central Officers to ensure high-quality reporting on educational practice and improvement to Elected Members across the RIC and at national level using benchmarks.	FQ1 2021	Other	Analysis of parental questionnaire and compiled complaints data information has provided evidence for required improvement in relation to progress reports for parents.

**The principal purpose of the Service is to:**

Legal and Regulatory Support administers the governance arrangements of the Council and Community Planning Partnership. This includes the governance of Council Committees, Community Councils, the Children's Panel and supporting Elected Members and delivering all elections. Prevention and welfare duties are delivered through the Civil Contingencies function with health and safety, trading standards and welfare rights.

The Service delivers a range of legal services that include litigation, conveyancing, licensing and our compliance duties such as Freedom of Information, Data Protection and complaints. Procurement and Contract management services are provided to both internal and external bodies including responsibility for the monitoring of the schools Non Profit Distributing Organisation (NPDO) contract and the schools Hub - Design, Build, Finance and Maintain (DBFM) contract.

The Service employs 99 FTE

**The Service faces the following significant challenges:**

Organising and running of Elections, Referendums and activity arising from matters of constitutional reform and election law. These may sometimes be unscheduled.

New governance processes to support the outcome of the National and Local Governance Review and Council priorities such as more integrated working arrangements with the Health & Social Care Partnership (HSCP) or the development and implementation of Rural Growth Deal.

Manage the increased service demands required to implement the Community Empowerment Act 2016 and Islands (Scotland) Act 2018, alongside the review of electoral arrangements by the Local Government Boundary Commission.

Manage the additional service demands to renew approximately 500 licences held by individuals as part of the Permanence and Care Excellence (PACE) programme.

Comply with the timescales detailed in the General Data Protection Register (GDPR) and Records Management development plans in light of reduced resources.

Manage the improvement of contract management by Council services, support local businesses to supply our goods and services, increase use of electronic ordering and improve demand management.

Continue to identify and retain procurement savings from Council services in particular by working with Financial Services.

Implement Brexit and forthcoming Scottish legislation including the Planning (Scotland) Bill and the Prescription (Scotland) Bill.

Continue to deliver a responsive and appropriate service to our customers with reducing resources and an uncertain environment.

Continue to provide quality leadership support and valued services to Members with reducing budget and resource.

Prioritise our statutory Trading Standards duties in line with available resources.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO102	We provide support, prevention and opportunities to help people make better lifestyle choices	£322,124
BO104	Our communities are protected and supported	£172,446
BO110	We support businesses, employment and development opportunities	£963,565
BO111	We influence and engage with businesses and policy makers	£279,040
BO113	Our infrastructure is safe and fit for the future	£15,282,953
BO115	We are efficient and cost effective	£1,502,691
BO116	We engage and work with our customers, staff and partners	£528,020
BO999	Central Management Costs	£247,429
		<b>£19,298,268</b>



# Legal and Regulatory Support (2020-2023): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO102</b>		<b>We provide support, prevention and opportunities to help people make better lifestyle choices</b>			
	LRS102_01	Advice and assistance from Welfare Rights is provided to Clients to ensure they maximise their income.	£2.5m per year is distributed to clients	Quarterly	Internal benchmark: £2.3m
It is important that the correct amount of welfare rights are being claimed for every Client.					

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO104</b>	<b>Our communities are protected and supported</b>			
LRS104_01	Maintain the percentage of anti-social behaviour cases that are resolved within 13 weeks.	80%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
Identifies if cases are being dealt with promptly and monitors our compliance against Scottish Government targets.				
LRS104_02	Undertake visits to all premises identified as high risk on the Trading Standards database.	100%	Quarterly	2019/20: TBC
Monitoring high risk premises reduces the risk of incidents to the public and the Council.				
LRS104_03	Resolve trading standards criminal complaints within 14 days from receipt.	80%	Quarterly	2019/20: TBC
A good service helps keep the public safe and protected.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO110</b>	<b>We support businesses, employment and development opportunities</b>			
LRS110_01	The percentage of taxi licences and civic government licences with either objections or representation are presented to Committee within 50 working days of receipt.	95%	Quarterly	2019/20: TBC 2018/19: 39% 2017/18: 71%
	A good service helps to support businesses and the local economy.			
LRS110_02	The percentage of competent personal liquor licence applications with no objections that are determined within 32 working days of receipt.	95%	Quarterly	2019/20: TBC 2018/19: 96.8% 2017/18: 95.6%
	A good service helps to support businesses and the local economy.			
LRS110_03	The percentage of extended hours liquor licence applications that are determined within 32 working days of receipt.	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
	A good service helps to support businesses and the local economy.			
LRS110_04	The percentage of occasional liquor licence applications that are determined within 32 working days of receipt.	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
	A good service helps to support businesses and the local economy.			
LRS110_05	The percentage of civic government licence applications with no objections or representations that are determined within 32 working days (except Taxi licences) of receipt.	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 97.6%
	A good service helps to support businesses and the local economy.			
LRS110_06	All property transactions - including conveyancing, leases, securities and discharges are completed by the agreed date.	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
	A good service helps to support businesses and the local economy.			

SM Code	Success measures	Target	Timescale	Benchmark
LRS110_07	All Section 75 Planning agreements are registered within 4 months from receipt of titles (after any agreed extension of time).	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%

A good service helps to support businesses and the local economy.

LRS110_08	Improve our annual score in the new Procurement Commercial Improvement Programme Assessment.	80%	FQ2 2020/21 (next assessment)	2019: 79%
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Improving our procurement processes will support businesses and the local economy.

LRS110_09	Maintain the percentage of all Council spend that is either under a contract or a Service Level Agreement (SLA).	90%	Quarterly	2019/20: TBC 2018/19 average contracted spend: 90.7%
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Public Sector bodies should have a contract in place for the majority of their spend. This provides effective spend management and illustrates value for money.

LRS110_10	Maintain the percentage of local suppliers that benefit from the awards of contracts via the procurement portal.	35%	Annually	2019/20: TBC 2018/19: 34.1%
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This demonstrates the proportion of local businesses that benefit from contract awards thus supporting and growing the local economy.

LRS110_11	Increase the number of community benefits that are delivered through the contracts we award locally.	35% of all contracts >£100K for services >£500K for works	Quarterly	No benchmark, new method of measuring
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This demonstrates that community benefits are being delivered.

LRS110_12	Maintain the percentage of all Small Medium Enterprises (SMEs) that win Council contracts.	76%	Quarterly	2019/20: TBC 2018/19: 76.9%
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This illustrates the level of support given to Small or Medium Enterprises. This is also reported to the Scottish Government.

SM Code	Success measures	Target	Timescale	Benchmark
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**BO111 We influence and engage with businesses and policy makers**

LRS111_01	Resolve trading standards requests received from businesses within 14 days from receipt of enquiry.	88%	Quarterly	National target: 88%
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We assist businesses to comply with legal requirements and can monitor the efficiency of our Trading Standards Team.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
LRS113_01	The Schools Non Profit Distribution Organisation (NPDO) and Hub-Design, Build, Finance and Maintain (DBFM) contracts are actively managed.  All payments are processed within 20 working days for the NPDO and Hub-DBFM school contracts.	100%	Quarterly	No benchmark, new measure
This monitors contract compliance whilst ensuring the required service levels are achieved.				
LRS113_02	The Schools Non Profit Distribution Organisation (NPDO) and Hub-Design, Build, Finance and Maintain (DBFM) contracts are actively managed.  Hold regular liaison meetings for all contract stakeholders involved in the NPDO & Hub-DBFM.	On track	Quarterly	No benchmark, new measure
This monitors contract compliance whilst ensuring the required service levels are achieved.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO115</b>	<b>We are efficient and cost effective</b>			
LRS115_01	The percentage of draft minutes published and action mandates for Strategic Committees that are issued within one week.	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
This illustrates that Council matters are dealt with timeously.				
LRS115_02	Continue to meet the electoral performance standards as set by the Electoral Commission.	100%	Annually	2019/20: 100% 2018/19: 100%
This illustrates that we meet and comply with the set standards.				
LRS115_03	All urgent legal advice is dealt with in 1 day.	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
We recognise and prioritise all urgent matters timeously.				
LRS115_04	Requests for non-urgent legal advice are dealt with within 20 working days (unless extended by agreement).	100%	Quarterly	2019/20: TBC 2018/19: 100% 2017/18: 100%
We have efficient and appropriate processes in place.				
LRS115_05	The percentage of Freedom of Information requests that are responded to within timescales.	95%	Quarterly	2019/20: TBC 2018/19: 89% 2017/18: 96%
This illustrates our compliance to the statutory Freedom of Information requirement.				
LRS115_06	The percentage of subject access requests that are responded to within the Data Protection Act timescales.	100%	Quarterly	2019/20: TBC 2018/19: 75% 2017/18: 75%
This illustrates our compliance to the statutory Data Protection Act requirement.				

SM Code	Success measures	Target	Timescale	Benchmark
LRS115_07	The percentage of complaints that are resolved at Stage 1 (within 5 working days).	75%	Quarterly	2019/20: TBC 2017/18: 68% 2018/19: 75%

This illustrates our compliance to the timescale requirement.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
LRS116_01	The percentage of Elected Members very satisfied or satisfied with Member Services support.	90%	FQ1 Annually	2019/20: TBC 2018/19: 95.6% 2017/18: 90%
This informs other service elements including seminar programme, CPD and ongoing support services.				
LRS116_02	The percentage of Community Councils that are satisfied with the support received from Governance Team.	85%	FQ4 Annually	2019/20: TBC 2018/19: 92.8% 2017/18: 75%
The monitoring of satisfaction levels helps ensure that support levels are appropriate.				
LRS116_03	If applicable an investigation by the Health and Safety team will begin within 1 working day of being advised of an incident.	100%	Quarterly	2019/20: TBC 2018/19: 100%
This illustrates our compliance to the various statutory Health and Safety duties.				
LRS116_04	All contractors have a health and safety competence assessment within 10 working days.	100%	Quarterly	2019/20: TBC 2018/19: 100%
This illustrates our compliance with the various statutory Health and Safety duties.				
LRS116_05	Implement the Council wide suite of emergency and resilience plans for 2020/21.	On track	Quarterly	No benchmark, new measure from 2020/21
The Council has a statutory requirement as a Category 1 Responder under the Civil Contingencies Act 2004 to ensure we prepare our communities and council services to respond to emergencies and resilience issues.				

## Legal and Regulatory Support (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO102</b>	<b>We provide support, prevention and opportunities to help people make better lifestyle choices</b>			
LRS102_01i	Work with service partners to deliver the redesigned advice service to cope with demand from vulnerable and non-vulnerable clients.	FQ4 2020/21	Best value review	Internal monitoring and review.

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO110</b>	<b>We support businesses, employment and development opportunities</b>			
LRS110_01i	Improve the delivery of contract management on all high risk contracts.	FQ4 2020/21	Other	Action plan to improve Procurement Capability score.

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO115</b>	<b>We are efficient and cost effective</b>			
LRS115_01i	Improve access to information with regards to the titles held for Council property to accord with Council UPRN and digitization to create quicker access to title information.	FQ4 2021/22	Other	Departmental Service Plan commitment to improve efficiency and customer service.
LRS115_02i	Implement automated election management system (formerly Halarose Election Management System) to streamline workflow processes and allow detailed reporting.	FQ4 2021/22	Customer Service Action Plan	Commitment detailed in Customer Service Action plan to support culture of continuous improvement.
LRS115_03i	Explore opportunities for wider access to the democratic processes through the web such as recording council meetings and councillor attendance data.	FQ4 2020/21	Other	Ongoing commitment to further improve accessibility.
LRS115_04i	Increase Elected Member Transactions through paperless processes e.g. improved iPad functionality, on-line surgeries and on-line expenses.	FQ4 2020/21	Customer Service Action Plan	Commitment to service improvement in Customer Service Action Plan.
LRS115_05i	Undertake a review of the Casebook case management system, in partnership with colleagues in Customer Services and ICT, to identify potential system and process improvements.	FQ4 2021/22	Other	Ongoing commitment to further improve accessibility.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
LRS115_06i	Support the Roads & Infrastructure Service to improve process and response times to Elected Members' enquiries through Casebook and in turn effectively support Elected Members to manage their constituency caseload.	FQ4 2020/21	Audit or inspection key recommendation	Outcome from Member Support Services Audit August 2018.

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
LRS116_01i	Extend the Customer Service Excellence Award to include all aspects of the Legal and Regulatory Support service.	Annually	Customer Service Action Plan	This is a commitment detailed in the Governance and Law Customer Service Action Plan.
LRS116_02i	Develop the provision of governance and committee support to the Integrated Joint Board.	FQ4 2020/21	Other	New SLA agreement will be put in place to facilitate greater integration and strengthen governance arrangements.
LRS116_03i	Development of online presence to promote civic and ceremonial duties in partnership with the web team. (Note: this also supports BO112, Argyll and Bute is promoted to everyone).	FQ4 2020/21	Other	Ongoing commitment to further improve accessibility.
LRS116_04i	Review and redevelop the Elected Member Induction Programme ahead of the 2022 local government elections.	FQ4 2021/22	Other	Proactive approach to ensure relevant, up-to-date and comprehensive programme in place.

**The principal purpose of the Service is to:**

Commercial Services provides a range of support to all other Council services through teams which manage assets, catering, cleaning, estates management, major project management, property design and improvement, property maintenance and energy consumption. The service has responsibility for the Council's Corporate Asset Management Process, the One Council Property approach, the development of Commercial Priority Projects and the design and delivery of property related capital projects. In addition, Commercial Services has an overarching responsibility for the delivery of commercial activities Council wide, shared services and partnerships.

The Service employs 293 FTE

**The Service faces the following significant challenges:**

Continue to deliver catering, cleaning and property maintenance to the statutory standards with reducing budgets.

Continue to deliver the Catering and Cleaning Innovations Project whilst maintaining day to day service delivery.

Develop innovative and creative project solutions to help manage reducing capital funds from the Council, funding partners and withdrawal of European funding.

The cost and availability of the external resources necessary to support project development and implementation are under significant pressure, within a highly competitive national and international market place.

Managing the impact on the condition of assets and future capital investment requirements as a result of reducing budgets.

Managing the impacts and forecasts of climate change for the Council and also positively contributing to our obligations to reducing carbon emissions and increasing resource efficiency.

Continue to mitigate risks of legionella and asbestos.

Retaining suitably skilled staff to deliver the requirements of the Council.

Supporting delivery of the Rural Growth Deal.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO107	The support and lifestyle needs of our children, young people, and their families are met	£796,600
BO113	Our infrastructure is safe and fit for the future	£3,801,758
BO116	We engage and work with our customers, staff and partners	£4,496,158
BO999	Central Management Costs	£273,983
		<b>£9,368,499</b>



## Commercial Services (2020-2023): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO107</b>	<b>The support and lifestyle needs of our children, young people, and their families are met</b>			
COM107_01	Provide quality meals within cost margins to all pupils.	Minimise quarterly food cost variance of +/-5%	Quarterly	2018/19 average: 3%
	All pupils have the opportunity for a nutritious, quality school meal.			
COM107_02	Achieve acceptable nutrition levels for all measurable micronutrients when providing two Primary menu changes per year.	2 per annum	FQ1 FQ3	2 per annum
	This complies with the statutory duty under the Schools (Health Promotion and Nutrition) (Scotland) Act 2007.			

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
COM113_01	Implement and deliver a rent review programme and provide timely notification of reviews to tenants.	90%	Quarterly	No benchmark, new measure
	This ensures the correct market-rate for rental properties is received and tenants are clearly communicated with.			
COM113_02	Market all property identified as "Held for Sale" within the financial year.	100%	Quarterly	No benchmark, new measure
	This will release tied-up capital for reinvestment in new capital projects.			
COM113_03	The Council's Capital Plan is delivered within the approved budget tolerances as at the investment decision stage (Major Projects Team).	+/- 5% of budget tolerances	Quarterly	No benchmark, new measure
	We can deliver major capital projects which add value to the community.			
COM113_04	The Council's Capital Plan is delivered on time (for projects managed by the Major Projects Client Management Team).	On track	Quarterly	No benchmark, new measure
	We can deliver major capital projects which add value to the community on time.			
COM113_05	The Council's Property Capital Plan is delivered on time (for projects managed by Property Services).	On track	Quarterly FQ4 Annually	No benchmark
	We ensure safe and efficient development of Council properties.			
COM113_06	All statutory tests, inspections and maintenance for Council properties are carried out.	100%	Quarterly	100%
	All Council properties have to be safe, working environments. We measure our performance and report nationally on this statutory maintenance duty.			
COM113_07	The percentage of internal floor area of operational buildings in satisfactory condition.	80%	FQ2 Annually	2017/18 Scottish 'average' LGBF return rate: 86.31%
	It is important to identify and monitor capital investment requirements. This helps ensure property is fit for purpose and helps budget allocation.			

SM Code	Success measures	Target	Timescale	Benchmark
COM113_08	The percentage of operational buildings that are suitable for their current use.	70%	FQ2 Annually	2017/18 Scottish 'average' LGBF return rate: 80.96%

This helps ensure property is safe and fit for purpose.

COM113_09	Implement project plans for Priority Commercial Development Projects delivered by Commercial Services.	90% of project plans 'on track'	Quarterly	No benchmark, new measure
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We ensure delivery of projects most important to the Council.

COM113_10	Our customer satisfaction shows cleaning standards that are rated good or above within Council buildings.	>=90%	Quarterly	2017/18 APSE 'average' customer response rate: 85%
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We strive to deliver good standards of service to both internal and external customers.

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>				
	COM116_01	Live Argyll and the Community Pools licences and contracts are actively managed.	On track	Quarterly	No benchmark, new measure
This monitors contract compliance whilst ensuring the required service levels are achieved.					
	COM116_02	All non-disputed payments to Live Argyll are processed within 20 working days.	100%	Quarterly	No benchmark, new measure
This monitors contract compliance whilst ensuring the required service levels are achieved.					

# Commercial Services (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
COM113_01	Establish a programme to deliver 'Transformational Themes and Priority Projects' relating to Commercial Services.	FQ4 2019/20	Other	Development of new service delivery area.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO117</b>	<b>We encourage creativity and innovation to ensure our workforce is fit for the future</b>			
COM117_01	The Catering and Cleaning Service is implementing a transformational redesign of its service by sharing services with partner agencies.	2023/24	Other	Service led transformation work arising from service demands.

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**The principal purpose of the Service is to:**

Support our communities to realise their full potential by enhancing access to housing, supporting businesses, protecting the public and improving the economic, social and environmental wellbeing of the area. This is done by ensuring that new development and the monitoring of business activities takes place in a sustainable manner where economic opportunities are harnessed for all communities throughout Argyll and Bute.

The Service focus is on delivering critical economic infrastructure to connect to national and international markets, sustaining existing businesses, attracting new residents, visitors and investment, creating places where people want to live and improving people's skills for work.

The Service is leading on the delivery of the £50 million Rural Growth Deal. The aim of which is that the Council and its partners will deliver success across Argyll and Bute, based on three key economic drivers:

- Attracting: additional skills, training and learning opportunities; new residents, visitors and businesses.
- Growing: doing more of what works; making more of our natural and built resources.
- Connecting: our high value business sectors with national and international business markets; our local economic successes with national strategic priorities.

The Service employs 174 FTE

**The Service faces the following significant challenges:**

The need to attract sufficient external funding to Argyll and Bute to enable a regulatory system and fund economic based initiatives to help achieve sustainable economic growth and address our population challenges.

Delivering a transformational Heads of Terms agreement for our £50m Rural Growth Deal that recognises key strategic priorities and the scale of external investment required.

Leaving the EU will bring an end to European structural funding programmes such as LEADER, ERDF and EMF. This will have an impact on what our staff do and have a negative impact on our communities if this is not replaced with UK Structural funds.

Ensuring we can improve our local skills and education offer to help train, retain and attract a skilled workforce to take advantage of our key economic opportunities and challenges.

There is a continuing difficulty with attracting external capital investment into Argyll and Bute for economic infrastructure and area regeneration as a result of a reduction of the Council's capital budget.

To work with local communities to help deliver their own economic future through the delivery of individual projects.

Attracting sufficient funding from the Scottish Government to deliver the Strategic Housing Investment Plan (SHIP) targets for affordable housing.

Across Planning and Regulatory Services, to ensure that service priorities for environmental health, animal health and welfare, and licensing standards are aligned with available resources and meet statutory duties.

Ensuring medium to longer term financial planning supports Council priorities in a sustainable manner – addressing potential shortfalls in planning fee income.

To meet the increased demands on the food export market in light of EU Exit.

To deliver our workforce planning strategy to ensure that we are able to meet our current and emerging

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO102	We provide support, prevention and opportunities to help people make better lifestyle choices	£4,279
BO103	We enable a choice of suitable housing options	£2,705,721
BO104	Our communities are protected and supported	£1,167,436
BO105	Our natural and built environment is protected and respected	£26,333
BO110	We support businesses, employment and development opportunities	£1,906,638
BO111	We influence and engage with businesses and policy makers	£306,076
BO112	Argyll and Bute is promoted to everyone	£322,275
BO113	Our infrastructure is safe and fit for the future	£1,207,814
BO999	Central Management Costs	£511,926
		<b>£8,158,498</b>



# Development and Economic Growth (2020-2023): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO102</b>		<b>We provide support, prevention and opportunities to help people make better lifestyle choices</b>			
	DEG102_01	Protecting health of our people through the delivery of the formally approved Joint Health Protection Plan. (18-20 plan)	90%	FQ4 2020/21	No benchmark
To monitor progress against the plan, to target our own and, multiagency work with partners, and to take corrective actions where appropriate.					

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO103</b>	<b>We enable a choice of suitable housing options</b>			
DEG103_01	Number of new affordable homes completed per annum.	75	FQ4 Annually	Strategic Housing Investment Plan: 75 per annum
We aim to have a good supply of affordable housing across the area. This will help keep people in the area and attract inward migration. This is a core requirement of the Local Housing Strategy and Strategic Housing Investment Plan (SHIP).				
DEG103_02	The percentage of positive homeless prevention interventions (prevent 1).	50%	Quarterly	Local Housing Strategy: 50%
We personalise preventative measures to help people access a housing option that meets their needs. This statutory measure recognises the importance to prevent homelessness.				
DEG103_03	The number of empty properties brought back in to use per annum.	25 per annum	FQ4 Annually	Local Housing Strategy: 25 per annum
We want to reduce homelessness, improve affordability and help prevent dereliction. We aim to do this by improving the housing supply.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO104</b>	<b>Our communities are protected and supported</b>			
DEG104_01	Maintain the percentage of broadly compliant food businesses as a result of our enforcement interventions.	85%	Quarterly	National benchmark: 87%
To protect the public we assess how compliant a food business is with recognised hygiene standards. 'Broadly' compliant is the middle compliant level.				
DEG104_02	The percentage of public health service requests that are resolved within 20 working days.	80%	Quarterly	Previous year performance: 86%
We work quickly to protect public health or nuisance conditions that impact on health and wellbeing. Any justified corrective action is taken quickly. This measure is also reported to the national performance network.				
DEG104_03	Undertake an enforcement intervention programme to high risk premises in respect of environmental health, animal health and welfare and licensing standards.	95%	Quarterly	Internal benchmark: 95%
High risk premises and activities with the area are proportionally targeted. If any issues are identified, then corrective action takes place.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO105</b>	<b>Our natural and built environment is protected and respected</b>			
DEG105_01	Respond to Building Warrant applications within 20 days.	80%	Quarterly	Previous quarter performance: FQ1 2019/20: 99.0%
Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
DEG105_02	Respond to Completion Certificate applications within 10 days.	80%	Quarterly	Previous quarter performance: FQ1 2019/20: 2.1 days
Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
DEG105_03	Retain our customer service excellence award status for Building Standards and Planning and Regulatory Services.	Awarded	Annually	No benchmark
This demonstrates our customer-focused service delivery and is in line with the Council's objective.				

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO110</b>	<b>We support businesses, employment and development opportunities</b>			
DEG110_01	Increase visitor numbers by working in partnership with the tourism industry.	1.5% on previous calendar year	FQ2 2020/21 FQ4 2020/21	STEAM (Science, Technology, Engineering and Mathematics): 2.799m visitors
Tourism is a key sector for Argyll & Bute both in terms of securing and retaining a skilled workforce and with Argyll & Bute being a world-class destination. The Economic Strategy aims to increase visitor numbers by 15% by 2030.				
DEG110_02	The 12 month survival rate of new small and medium sized businesses.	77%	Quarterly	2018/19: 85%
We support new small and medium sized business start-ups during the difficult first 12 months by offering free, impartial and confidential advice. This is a key driver to growing our economy.				
DEG110_03	The number of new business start-ups supported.	100 per annum	FQ4 2020/21	2018/19: 116
Topical or legislative workshops and/or advisory support is offered to new business start-ups. The advice given is free, impartial and confidential. This is a key driver to growing our economy.				
DEG110_04	Complete the LEADER programme and produce an evaluation report.	Complete	Quarterly FQ3 2020/21	No benchmark
Once the LEADER programme is completed an evaluation report highlighting the benefits of the programme will be produced.				
DEG110_05	The above national average level of planning application approval rates is maintained.	Above 95%	Quarterly	2018/19 Scottish National Average: 93.7%
We commit resource at an early stage in the planning process to improve/negotiate any substandard submissions. The high approval rate indicates the Council's commitment to delivery positive outcomes.				
DEG110_06	The time it takes to determine 'local' planning applications is no longer than 10% above the National Average.	10 weeks	Quarterly	2018/19 Scottish National Average: 9 weeks
This indicates the efficiency of the Council's planning process. Prompt planning application decisions is a driver to support and help grow the local economy.				

SM Code	Success measures	Target	Timescale	Benchmark
DEG110_07	Increase the proportion of planning applications that are right first time.	2020/21: 40% 2021/22: 50% 2022/23: 60%	Annually	Large Rural Authorities (PPF publications): TBC

The number of planning applications that are submitted right first time will reduce both applicant and Council costs. This in turn will support and help grow the local economy.

DEG110_08	Maintain a Local Development Plan that is less than 5 years old.	On track	Quarterly	No benchmark
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An up to date LDP is essential to ensure that the appropriate supply of land for homes and economic development is in the right areas. Correct future development is crucial for underpinning investment and funding activity. It is also a key indicator of planning performance.

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO111</b>	<b>We influence and engage with businesses and policy makers</b>			
DEG111_01	An enforcement intervention is performed in a consistent and fair manner with businesses fully supported throughout.	80% measured by customer survey responses	FQ2 2020/21 FQ4 2020/21	Previous year survey results: TBC

This is a requirement of the Scottish Government's Regulators Strategic Code. We seek feedback from our customers on a range of issues including fairness and officer behaviours. This is also essential evidence for the Customer Services Excellence award.

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BO112	SM Code	Success measures	Target	Timescale	Benchmark
	DEG112_01	Deliver the Dunoon CARS (Conservation Area Regeneration Scheme) project.  Percentage of project delivery to date Total spend to date	60% delivery complete £s TBC	Quarterly	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.					
	DEG112_02	Deliver the Rothesay TH (Townscape Heritage) project.  Percentage of project delivery to date Total spend to date	60% delivery complete £s TBC	Quarterly	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.					
	DEG112_03	Deliver the Tarbert and Lochgilphead Regeneration Fund project.  Percentage of project delivery to date Total spend to date	70% delivery complete £s TBC	Quarterly	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.					
	DEG112_04	Deliver the Lochgilphead CARS (Conservation Area Regeneration Scheme) project.  Percentage of project delivery to date Spend to date	10% delivery complete £s TBC	Quarterly	No benchmark
This strategic development project is delivering Stronger Places. It focuses on delivering physical improvements and creating an outstanding built environment and a sense of place.					



BO113	SM Code	Success measures	Target	Timescale	Benchmark
<b>Our infrastructure is safe and fit for the future</b>					
	DEG113_01	Maintain the total number of landings at Oban airport per annum.	1,817	Quarterly	Previous year performance: 1,817
A viable airport is vital for services to our islands as well as supporting our economic and tourist sectors and providing employment opportunities.					

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	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO116</b>		<b>We engage and work with our customers, staff and partners</b>			
	DEG116_01	Market the Building Standards service commercially to become self-funding and to assist with budget reconciliation.	£100k annually profiled quarterly	Quarterly	No benchmark

Additional income stream assisting Building Standards to become self-funding. Also assists with junior staff development.

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## Development and Economic Growth (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO104</b>	<b>Our communities are protected and supported</b>			
DEG104_01i	To complete the Food Control Improvement Plan and the Action Plan developed following the external audit by Food Standards Scotland (FSS).	FQ1 2020/21	Audit or inspection key recommendation	Food Control Improvement Plan agreed by Committee in September 2016 and FSS audit report.

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO105</b>	<b>Our natural and built environment is protected and respected</b>			
DEG105_01i	Replace CIVICA with the Idox document management system.	FQ4 2020/21	Employee suggestion	This improvement seeks to ensure a faster and more customer focused on site service delivery.

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO115</b>	<b>We are efficient and cost effective</b>			
DEG115_01i	Develop a project evaluation procedure to capture our lessons learned and use the knowledge to help inform future projects and service delivery and investment opportunities.	FQ4 2020/21	Other	Economic profiles and committee papers.
DEG115_02i	Fully digitalise all document and evidence exchanges for LDP2 Examination in Public.	FQ4 2020/21	Employee suggestion	Previous successful partial digital transfer at the previous Examination and encouragement by the Scottish Government.
DEG115_03i	Review current performance measures and identify appropriate outcomes with targets across Regulatory Services.	FQ4 2020/21	Self-evaluation	Association of Public Services and Excellence Performance Network.

**The principal purpose of the Service is to:**

To manage and maintain Argyll and Bute's roads, bridges and marine infrastructure to enable the safe and convenient movement of people and goods across a geographically diverse area. This is supported by the efficient use of vehicles and plant equipment. The Service also maintains the physical appearance of Argyll and Bute by managing open spaces, cemeteries, street cleaning, flood prevention, refuse collection and waste management in line with a changing landscape of legislation and local authority requirements. The Service also provides home to school transport, ferry services and also support a number of public transport routes.

The Service employs 548 FTE

**The Service faces the following significant challenges:**

Manage the increasing number of Traffic Regulation Orders (TROs) whilst developing an engagement strategy. TROs are vital to help keep our roads safe and open.

Argyll and Bute has 131 cemeteries and one crematorium. However, only 63 cemeteries can facilitate new burials, with 8 having less than 2 years of lair space for new burials before they are full. An informed decision will need to be taken on our duty to provide and manage the reducing available lair space.

Managing the large volume of correspondence received for the Roads and Infrastructure Service until the Operational Support HUB improvement is fully developed and implemented. Currently over 75% of all Council correspondence relates to the Roads and Infrastructure Service.

The Biodegradable Municipal Waste (BMW) Landfill Ban comes into force on 1 January 2021. Overlapping this is the current waste contract for part of the Council which expires in 2026. Due to our unique geography there will be additional pressures on our roads and ferries as well as additional cost pressures for waste disposal due to the introduction of the BMW Ban.

The existing ferry fleet which serves 4 routes may not be financially viable come the annual refit. This affects the Lismore directly. This service provision is not a statutory obligation for the Council, therefore discussions are ongoing to transfer the services to the Scottish Government.

During unplanned road closures, journey times can be significantly increased due to limited and lengthy diversion routes which impact on both the economic viability and attractiveness for tourism in Argyll and Bute.

Designing timetables for public transport services that provide connectivity across other modes of transport to enable convenient through travel for passengers.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO101	We ensure information and support is available for everyone	£2,715,062
BO113	Our infrastructure is safe and fit for the future	£8,796,983
BO114	Our communities are cleaner and greener	£14,946,226
BO115	We are efficient and cost effective	£689,817
BO999	Central Management Costs	£2,102,632
		<b>£29,250,720</b>

# Roads and Infrastructure Services (2020-2023): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO101</b>	<b>We ensure information and support is available for everyone</b>			
RIS101_01	Information regarding dates, delays and changes to road and bridge works is posted on our website.	100%	Quarterly	No benchmark

This will improve the information available to our communities and Elected Members while resource is focused on providing a more effective front line service.



SM Code	Success measures	Target	Timescale	Benchmark
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
RIS113_01	There are no 'avoidable' weight restrictions in place on our roads and bridges.	100%	Quarterly	No benchmark
	Weight restrictions can have a negative effect on the communities, businesses and tourism therefore no weight restrictions will be placed on roads if there is no alternative routes or if there is a local need for unrestricted vehicular access.			
RIS113_02	The percentage of roads in need of maintenance as defined by the annual survey.	54.4%	Annually	RCI Red: 16.34% Amber: 38.08% Green: 45.58%
	A safe and reliable road network is a key requirement to ensure our communities, businesses and the tourist sector can thrive. The Road Condition Index (RCI) is a set of indicators used across the whole of Scotland for the local road network.			
RIS113_03	The percentage of the top priority routes that receive winter weather treatment that are completed on time (Winter Maintenance operations).	99.87%	Quarterly	APSE Family Group Average: 99%
	To keep our road network safe and connected we strive to ensure that all top priority routes receive appropriate and timely winter weather treatment.			
RIS113_04	The percentage of reported pot holes are repaired according to their severity.	75%	Quarterly	Previous year performance: TBC
	Robust pot hole repairs help keep our communities and roads safe. Insurance claims against the council are also kept to a minimum whereby reducing avoidable spend.			
RIS113_05	The percentage of street lighting fault repairs are completed within 10 working days.	75%	Quarterly	2019/20: TBC 2018/19 average: 52.75%
	Robust street lighting repairs help keep our communities and roads safe.			
RIS113_06	Complete the Local Flood Risk Management Plan.	On track	FQ4 2023-24	No benchmark
	We need to proactively protect our communities from the risk of flooding and the effects of climate change - leave climate change in?			

SM Code	Success measures	Target	Timescale	Benchmark
RIS113_07	Monitor, update and deliver the 10 Year Marine Asset Management Plan.	On track	FQ4 2023-24	No benchmark

To ensure that marine infrastructure is maintained and is safe and fit for the future. The plan is monitored, updated and reported on to the Harbour Board twice yearly.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO114</b>	<b>Our communities are cleaner and greener</b>			
RIS114_01	The percentage of waste that is recycled, composted or recovered.	45%	Quarterly	2017/18 actual 49.8% 2018/19 actual of 48.9%
We aim to reduce the amount of material going to landfill. Managing the percentage of waste that is recycled, composted or recovered helps to better understand landfill trends and, where possible, apply interventions to increase diversions from landfill.				
RIS114_02	The number of tonnes of waste sent to landfill.	21,500 tonnes	Quarterly	Previous year outturn: 21,382 tonnes
The quarterly Biodegradable Municipal Waste (BMW) to landfill figure is measured by Scottish Environmental Protection Agency (SEPA) and is also a useful indicator of the volume of material going to landfill versus the volume of recycled material. The treatment of this material will need to change as part of the Council's Waste Strategy and Scottish Government's Biodegradable Municipal Waste (BMW) Landfill Ban.				
RIS114_03	Percentage of street cleanliness.	73%	Quarterly	LEAMS (Keep Scotland Beautiful): 67%
Measured by Keep Scotland Beautiful to ensure that our local environment in kept clean and tidy.				
RIS114_04	Implement the required changes to comply with the new Biodegradable Municipal Waste (BMW) landfill ban in 2025.	On track	FQ4 2025-26	No benchmark
This is new legislation aimed at reducing the volume of waste that goes into landfill. It comes into force on 1st January 2021 and has a 4-year transition period.				
RIS114_05	Implementing the required changes to comply with the Deposit Return Scheme (DRS).	On track	FQ4 2021-22	No benchmark
This is new legislation aimed at tackling climate change and reducing litter.				

	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO115</b>		<b>We are efficient and cost effective</b>			
	RIS115_01	Percentage of bins collected on time.	96%	Quarterly	2019/20 (to date): 99%

The percentage of bins collected on time is something which our communities tell us is important therefore this is a measure that is made to ensure that we have a high compliance rate.

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# Roads and Infrastructure Services (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
RIS113_01i	Develop a sustainable Cemeteries Programme to ensure there is sufficient numbers of lairs to meet demand.	FQ3 2020/21	Other	Urgent action is required to secure funding and increase lair availability to manage demand of available burial lairs.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO114</b>	<b>Our communities are cleaner and greener</b>			
RIS114_01i	Implement the required changes to comply with the Biodegradable Municipal Waste (BMW) ban in 2025.	FQ4 2024/25	Other	Scottish Government guidance on Biodegradable Municipal Waste (BMW) Ban and Deposit Return Scheme.
RIS114_02i	Implement the required changes to adopt the government policy on the Deposit Return Scheme in 2021.	FQ4 2020/21	Other	

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO115</b>	<b>We are efficient and cost effective</b>			
RIS115_01i	Develop a fully costed programme to replace all fleet vehicles and plant equipment, reducing expenditure on repairs and maintenance costs and leading the council towards changes in legislation for electric vehicles in 2032.	FQ4 2032/33	Self-evaluation	There is a need to increase the number of electric vehicles as a percentage of our vehicle fleet.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>			
RIS116_01i	Provide proactive communication to our internal and external customers regarding matters which affect their communities.	FQ4 2020/21	Other	Delivery of predetermined plan of proactive communication.
RIS116_02i	Ongoing development of the RIS Hub to continually improve the information that is available to internal and external customers. By March 2021, the majority of works programmes together with information and performance data which will be available to assist operational teams and inform our stakeholders and communities.	FQ4 2020/21	Self-evaluation	Improved working and efficiency across the Operational Teams who will become reliant on the Hub for programming and planning information.
RIS116_03i	Review of Traffic Regulation Order (TRO) process and associated community engagement.	FQ4 2021/22	Self-evaluation	Review of current Traffic Regulation Order process.



**The principal purpose of the Service is to:**

Customer Support Services provide a range of professional support to internal council services and externally to customers and communities across Argyll and Bute. These include ICT, Customer Service and Registration, Corporate Communications, Human Resources and Organisational Development. ICT supports the infrastructure and software to enable Council services to communicate and operate in a fast changing, digital environment, ensuring appropriate cyber security for our information assets. The Customer Engagement Team supports operational colleagues by providing first line contact facilities for Council customers through a network of customer service points in the main towns, a central customer engagement centre and the Council's web site/Hub. We are moving increasingly online to 24/7 self-service. It undertakes statutory registration of births, deaths and marriages. The Corporate Communications Team delivers all proactive and reactive communications, safeguarding and promoting the Council's reputation and informing the public about our services. The team is increasing our online presence and achieving significant increases in online engagement, particularly through social media. The HROD service provides all people management, performance and employment related activities for the Council including payroll, pensions and contracts. It deals with all employee relations issues, engagement with the Trades Unions and all policy and procedure development. The team provide all training and development, workforce, service and corporate planning as well as supporting best value and continuous improvement.

The Service employs 176 FTE

**The Service faces the following significant challenges:**

Customer Service Centre/Registration Service - Leading on the implementation of the new Customer Service Strategy and its related action plan whilst continuing to deliver on the Council's digital transformation programme and continue the shift to pro-active and self-service customer contact management as a means of providing high quality customer service with reduced resources. Also to maximise income (e.g. from the Registration Service), and help other Services do the same through effective and secure digital request fulfilment.

Corporate Communications Team - Combining the need to promote the area, and so support the ABOIP aim of attracting people and jobs, with the need to promote and support the Council through change; this challenge is one of resources - absorbing the promotion of the area into the workload of the existing team, and delivering promotion services without a promotion budget.

HR and Organisational Development: Supporting the services to ensure our employees are managed appropriately continues to be a challenge during times of change. Managers are facing greater demands on their time, whilst the support services are moving to more automated system support. Coaching and supporting managers to grow in confidence as well as simplifying our processes to free up capacity in the organisation are our aims.

ICT: Maintaining our high level of performance on improvement project delivery, cyber security and systems maintenance/operation, minimising downtime will continue to be the team's focus to support our frontline services.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO101	We ensure information and support is available for everyone	£1,793,639
BO113	Our infrastructure is safe and fit for the future	£4,139,083
BO115	We are efficient and cost effective	£944,502
BO116	We engage and work with our customers, staff and partners	£346,055
BO117	We encourage creativity and innovation to ensure our workforce is fit for the future	£925,534
BO999	Central Management Costs	£304,508
		<b>£8,453,321</b>

# Customer Support Services (2020-2023): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO101</b>	<b>We ensure information and support is available for everyone</b>			
CSS101_01	Improve the current accuracy rate for registration of births, deaths and marriages by the Council's Registration Service.	< 2.1% error rate	Annually	2017 National rate: 2.15% 2018 ABC rate: 2.66%
This is a quality measure for our statutory Registration Service.				
CSS101_02	Increase the percentage of 'Tell Us Once' Death notifications that we share with other teams at the request of registration by customers.	84%	Quarterly	National rate: 81%
Tell Us Once is an important, supportive service for customers at a difficult life event. It also improves efficiency and customer service by notifying teams of customer deaths.				
CSS101_03	Increase the percentage of telephone service enquiries received by Customer Service Centres that are dealt with at the first point of contact by the Customer Service Centre.	82%	Quarterly	2018/19: 81%
This illustrates how we aim to get it 'right first time' with contact through our Customer Service Centre.				
CSS101_04	Reduce the average call waiting time for telephone customers.	>40 seconds	Quarterly	April - July 2019: average 36 seconds
A lower waiting time indicates a more responsive customer service.				
CSS101_05	Increase public use of corporate social media sites on three categories of information: council news, community success and general use.	10% increase on each platform	Quarterly	No benchmark, new measure
We issue positive and informative articles on Council services and achievements as well as the area overall. This supports the overall objective of attracting people to the area and promotes a positive reputation for the Council.				

SM Code	Success measures	Target	Timescale	Benchmark
CSS101_06	The percentage of media enquiry deadlines that we meet.	85%	Quarterly	2018/19: 85%

The Council is promoted through positive social media promotion, there is a reduced priority on responding to media enquiries.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO108</b>	<b>All our children and young people are supported to realise their potential</b>			
CSS108_01	The percentage of Modern Apprentices that go on to a positive destination after completing the Argyll and Bute Council Modern Apprentice Programme.	90%	FQ4 Annually	2018/19: 95%

We have created Modern Apprenticeship opportunities, it is important that we measure their success in terms of gaining work or further training as a result of our investment.

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SM Code	Success measures	Target	Timescale	Benchmark
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**BO112**     **Argyll and Bute is promoted to everyone**

CSS112_01	Increase awareness and use of #abplace2b and www.abplace2b.scot.	10% increase of both	Quarterly	No benchmark, new measure
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These budget-free marketing resources promote the area as a great place to live, work and visit. Increasing their use is increasing the awareness of Argyll and Bute.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
CSS113_01	Our IT capital programme projects are delivered on time and within budget.	100%	Quarterly	2018/19: 100%
	It is important that our capital projects are managed and delivered efficiently.			
CSS113_02	Deliver the ICT and Digital Strategy Action Plan.	Complete	FQ4 2023/24	No benchmark
	The actions delivered in the strategy ensure we continue to provide an efficient and effective ICT service to support the organisation.			
CSS113_03	The percentage of seasonal upgrades requested by our users that are completed on time.	100%	Quarterly	2018/19: 100%
	We tailor the service we provide to support the need of our customers			
CSS113_04	Unscheduled application down-time during service specific 'core-time' is minimised.	<0.8%	Monthly	SOCITM: <1.0%
	To deliver an effective service we keep application disruptions to a minimum during the specified core time.			
CSS113_05	Unscheduled infrastructure down-time during service specific 'core-time' is minimised.	<1%	Monthly	SOCITM: <1.0%
	To deliver an effective service we keep infrastructure disruptions to a minimum during the specified core time.			
CSS113_06	Maintain the average time to resolve ICT incidents.	< 4.5 hours	Quarterly	2018/19: <3.0 hours
	To support the Council to operate effectively and efficiently and any unforeseen ICT incidents are resolved as quickly as possible.			
CSS113_07	Maintain our high average success score achieved for our IT projects.	>82%	Quarterly	SOCITM KPI3: 80%
	Our high scores demonstrate we continue to deliver effective IT projects.			

SM Code	Success measures	Target	Timescale	Benchmark
<b>BO115</b>	<b>We are efficient and cost effective</b>			
CSS115_01	The cost of Strategic Organisation Development operation per Council employee. The headcount calculation includes casuals.	£155.74	FQ4 Annually	FQ4 2017/18 head count: £115.74 per head
This measure allows an assessment of the cost of the Organisation Development function. Coupled with satisfaction measures it can indicate cost effectiveness of the unit.				
CSS115_02	The cost of our Human Resource operation per Council employee. The headcount calculation includes casuals.	£270.03	FQ4 Annually	FQ4 2017/18 head count: £270.03 per head
This measure gives us a benchmark of the cost of the Human Resource function. Coupled with satisfaction measures it indicates the cost effectiveness of the unit.				
CSS115_03	The percentage of Employment Contracts issued within 15 working days from receipt of the Successful Candidate form.	90%	Quarterly	FQ1 2019/20: 47% within 5 days
This measure is a good indicator of how well processing resource is coping with demand and meeting this statutory requirement.				
CSS115_04	Increase the percentage of all Self-Service and automated contacts though both the Customer Service Centre and the Web.	62%	Quarterly	Previous year performance: 61%
Increasing the volume of self-service and automated contacts reduces the use of other higher cost channels and improves our efficiency.				
CSS115_05	Increase the Website Search Success Rate based on customer feedback.	71%	Quarterly	No benchmark, new measure
An effective web search facility is crucial to ensuring self-service success. The better the search engine the more efficient our contact management is. This in turn means there is less need for our customers to contact us by phone, email or in person.				



SM Code	Success measures	Target	Timescale	Benchmark
CSS115_06	Maintain high customer satisfaction levels (satisfied or very satisfied) across the customer engagement teams.	95% for face to face 90% emails/web 95% registration 90% telephone	FQ1 FQ3 Quarterly for telephone	Previous year performance: 96% face to face 88% emails/ web 96% registration 91% telephone

We monitor agent quality to continually improve our customer service, which improves our reputation as a Council and gives the public confidence in service delivery.

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	SM Code	Success measures	Target	Timescale	Benchmark
<b>BO116</b>	<b>We engage and work with our customers, staff and partners</b>				
	CSS116_01	The percentage of You Said/We did actions are reported to the public following consultations.	80%	Quarterly	No benchmark, new measure

We support on-going engagement with the public. It is important to people that the time and views they give us in consultations matter and have influence, or else they question the value of getting involved. Regular feedback on engagement builds confidence amongst communities that the Council is listening to them.

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SM Code	Success measures	Target	Timescale	Benchmark
<b>BO117</b>	<b>We encourage creativity and innovation to ensure our workforce is fit for the future</b>			
CSS117_01	The percentage of delegates who have reported an increase in their knowledge and/or confidence following completion of the Argyll and Bute Manager Programme (Managing Teams).	90%	FQ4 Annually	No benchmark, new measure
It is important that the investment in the Argyll and Bute Manager Programme delivers the expected and effective outcomes.				
CSS117_02	The percentage of learners who agree that our corporate training courses, both online and face to face, have met their learning needs.	85%	Quarterly	No benchmark, new measure
Corporate training has to meet the needs of the learners and the organisation. This informs the training programme content ensuring training remains appropriate.				
CSS117_03	The percentage of delegates who have reported an increase in their knowledge and/or confidence following completion of the Argyll and Bute Manager Programme (Preparing to Manage).	90%	FQ4 Annually	No benchmark, new measure
It is important that the investment in the Argyll and Bute Manager Programme delivers the expected and effective outcomes.				

# Customer Support Services (2020-2023): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO101</b>	<b>We ensure information and support is available for everyone</b>			
CSS101_01i	Contribute to CSS retaining Customer Service Excellence Accreditation at re-assessment in September 2020.	FQ2 2020/21	Customer Service Action Plan	CSE Assessment
CSS101_02i	Ensure year 3 Web Strategy tasks are completed.	FQ4 2020/21	Customer Service Action Plan	Web Strategy Action Plan
CSS101_03i	Manage Customer Service Board and associated scorecard and CS Development Plan.	FQ4 2020/21	Customer Service Action Plan	CSB Minutes
CSS101_04i	Implement actions on Annual Registration Improvement Plan.	FQ4 2020/21	Customer Service Action Plan	Registration improvement plan
CSS101_05i	Review the joint Communication, Marketing and Web Strategy to incorporate the role of the Research and Engagement Officer, reflect the loss of the Marketing Officer post, and agree key actions for 2020/2023.	FQ1 2020/21	Other	Current joint Strategy which runs until 2020

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO112</b>	<b>Argyll and Bute is promoted to everyone</b>			
CSS112_01i	Review the joint Communication, Marketing and Web Strategy to recognise the increased demand on the Communications Team to promote the area as well as the council (given for example the loss of Economic Development's Marketing Officer).	FQ1 2020/21	Other	Current joint marketing strategy

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO113</b>	<b>Our infrastructure is safe and fit for the future</b>			
CSS113_01i	ICT Development Plan is reviewed and delivered, enabling digital progress across council services.	FQ4 2020/21	Other	

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SI Code	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO115</b>	<b>We are efficient and cost effective</b>			
CSS115_01i	Implement agreed digital transformation tasks for 2020/21.	FQ4 2020/21	Digital Action Plan	Digital Transformation Action Plan
CSS115_02i	Implement allocated tasks from new 2020 Customer Service Strategy Action plan.	FQ4 2020/21	Customer Service Action Plan	Customer Service Strategy Action Plan
CSS115_03i	Establish procurement path for replacement of current ACD/CRM Contract, due to expire in 2020/21.	FQ2 2020/21		CRM Procurement Scoping paper

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**ARGYLL AND BUTE COUNCIL**

**COUNCIL**

**CUSTOMER SUPPORT SERVICES**

**27 FEBRUARY 2020**

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**BUDGET SAVINGS (2020/21): ASSESSING EQUALITY AND SOCIO-ECONOMIC IMPACT**

---

**1.0 EXECUTIVE SUMMARY**

- 1.1 As a public authority, the Council has duties under the Equality Act 2010, the Public Sector Equality Duty 2011, the Fairer Scotland Duty (Part one of the Equality Act), and the Island (Scotland) Act 2018 to give due regard to their aims when making strategic financial decisions. We assess the potential impact of the decisions using the council's Equality and Socio-Economic Impact Assessment (EQSEIA) process.
- 1.2 This report outlines the work undertaken to ensure that due regard is given to equalities, islands and the Fairer Scotland Duty in the decision-making process relating to budget savings, and it presents a strategic EQSEIA for the savings programme to advise on overall impact.
- 1.3 There are no impacts identified through the EqSEIA process that show actual or potential unlawful discrimination.
- 1.4 This report has no direct financial implications but it provides information to inform the Council's decision on the 2020/2021 budget.

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**ARGYLL AND BUTE COUNCIL  
CUSTOMER SUPPORT SERVICES**

**COUNCIL  
27 FEBRUARY 2020**

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**BUDGET SAVINGS (2020/21): ASSESSING EQUALITY AND SOCIO-ECONOMIC IMPACT**

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**2.0 INTRODUCTION**

- 2.1 As a public authority, the Council has duties under the Equality Act 2010, the Public Sector Equality Duty 2011, the Fairer Scotland Duty (Part one of the Equality Act), and the Island (Scotland) Act 2018 to give due regard to their aims when making strategic financial decisions. We assess the potential impact of the decisions using the council's Equality and Socio-Economic Impact Assessment (EQSEIA) process.
- 2.2 This report outlines the work undertaken to ensure that due regard is given to equalities, islands and the Fairer Scotland Duty in the decision-making process relating to budget savings, and it presents a strategic EQSEIA for the savings programme to advise on overall impact.

**3.0 RECOMMENDATIONS**

- 3.1 Council considers the contents of this report and the appended EqSEIA when setting its budget for 2020/21.

**4.0 DETAIL**

- 4.1 As a public authority, the council must consider equality issues when making strategic decisions. In addition to considering the impact the council's activities might have on people with one or more of the nine protected characteristics listed in the Equality Act (2010) and complying with the Public Sector Equality Duty 2011, there are now requirements for the council to take into account socio-economic disadvantage (Fairer Scotland Duty, as set out in

Part One of the Equality Act) and impacts of proposals on islands (Island (Scotland) Act 2018.

4.2 The protected characteristics covered by the Equality Act (2010) are:

- Age.
- Disability.
- Gender reassignment.
- Marriage and civil partnership.
- Race.
- Religion or belief.
- Sex.
- Pregnancy and maternity.
- Sexual orientation.

The areas to be considered as a result of the Fairer Scotland Duty and the Islands Act are as follows:

- Mainland rural population.
- Island populations.
- Low income.
- Low wealth.
- Material deprivation.
- Area deprivation.
- Socio-economic background.
- Communities of place.
- Communities of interest.

4.3 The council discharges its duties through its use of Equality and Socio-economic Impact Assessments (EqSEIAs). EqSEIAs have been carried out for those individual budget savings proposals that relate to policy decisions and/or affect people. Where EqSEIAs have been required, these have been developed by relevant managers and Heads of Service in parallel with the budget savings templates.

4.4 EqSEIAs for the individual savings proposals were initiated out by Services in autumn 2019 as part of the budget preparation process, prior to public consultation on the options. The EqSEIAs have been updated as the development of the proposals has progressed to take into account information gathered through consultation and engagement.

4.5 EqSEIAs consider the impact on service users as well as on the workforce and other service deliverers.

4.6 Informed by the individual EqSEIAs and savings proposals, this report presents a combined EqSEIA, designed to assess the overall, strategic impact of the savings options on equality and socio-economic groups as well as on the workforce. For members' information and consideration when reaching a

final decision around the savings options, this assessment is attached as Appendix 1.

- 4.7 The strategic EqSEIA sets out the overall purpose of the budget savings process and provides assurance that, if the council decides to take the savings options, mitigating actions have been identified and will be put in place where possible.
- 4.8 The Strategic EqSEIA has been developed by analysing all the EqSEIAs prepared as part of the budget saving process and then assessing the overall cumulative impact.
- 4.9 The strategic EqSEIA includes for the first time a table that illustrates how the proposals impact on the council's Business Outcomes (Appendix 1, Table 1). Tables 2 and 3 of the EqSEIA show impacts on service users and services deliverers, respectively.
- 4.10 The strategic EqSEIA identifies that there are no cumulative impacts of the savings proposals that impact disproportionately on any specific group.
- 4.11 There are no impacts identified through the EqSEIA process that show actual or potential unlawful discrimination.
- 4.12 Members are advised that the Equality Act 2010, the Public Sector Equality Duty 2011, the Fairer Scotland Duty (Part one of the Equality Act) and the Island (Scotland) Act 2018 requires the Council to pay due regard to the legislation and use the impact assessments to inform their decision making. The duties enable the council to demonstrate that it is making financial decisions in a fair, transparent and accountable way, considering the needs and rights of different members of the community. These duties have been discharged by the Council for the budget setting process through the EQSEIA.

## **5.0 CONCLUSION**

- 5.1 The Council as a public authority has a duty under the Equality Act 2010, the Public Sector Equality Duty 2011, the Fairer Scotland Duty, and the Islands Act to have due regard to the aims of those duties when making financial decisions. This is done through assessing the potential impact of the decision on equality using the council's Equality and Socio-economic Impact Assessment (EQSEIA) process, and identifying any mitigating measures.
- 5.2 This report and the accompanying combined EqSEIA, which has been informed by the impact assessments carried out for individual savings proposals, demonstrate compliance with those duties.

## **6.0 IMPLICATIONS**

- 6.1 **Policy:** This report complies with the council's Equality and Diversity Policy.
- 6.2 **Financial:** None arising directly from this paper.

- 6.3 **Legal:** This report helps the council to meet its obligations with regard to: Equality Act 2010, the Public Sector Equality Duty 2011, the Fairer Scotland Duty (Part one of the Equality Act) and the Island (Scotland) Act 2018.
- 6.4 **HR:** None directly from this paper, but there will be HR implications from the savings proposals that affect employees.
- 6.5 **Fairer Scotland Duty:**
- 6.5.1 **Equalities - protected characteristics:** protected characteristics, as identified in the attached EqSEIA.
- 6.5.2 **Socio-economic Duty:** as identified in the attached EqSEIA.
- 6.5.3 **Islands:** As identified in the attached EqSEIA.
- 6.6. **Risk:** risk has been mitigated by carrying out the EqSEIAs and a strategic EqSEIA on the savings proposals.
- 6.7 **Customer Service:** None arising from this paper.

**Acting Executive Director with responsibility for Customer Support Services:  
Kirsty Flanagan**

**Policy Lead: Rory Colville**

12 February 2020

**For further information contact:**

Jane Fowler, Head of Customer Support Services: (01546 60) 4466

Chris Carr, Performance and Improvement Officer: (01546 60) 4260

## **APPENDICES**

Appendix 1: Budget savings proposals 2020/21: combined EqSEIA

## Argyll and Bute Council: Equality and Socio-Economic Impact Assessment

### Section 1: About the proposal

<b>Title of Proposal</b>
Budget savings proposals 2020/21: combined EqSEIA
<b>Intended outcome of proposal</b>
To contribute to the delivery of the council's 7% savings target.
<b>Description of proposal</b>
<p>The overall budget proposal contains a series of savings that have been developed by Heads of Service in response to a 7% target budget reduction.</p> <p>Screening of the policy-related budget savings proposals enabled the identification of those proposals where individual EqSEIAs were required. Following the completion of the individual EqSEIAs, this combined impact assessment brings together their conclusions so that the cumulative impact of the budget savings proposals can be seen.</p> <p>In total, the proposals covered by this EqSEIA contribute to overall revenue budget savings and, in the year 2020/21, would reduce staffing levels in the range of 27.91 to 30.91 FTE and 77 to 80 headcount.(See below for an explanation of the range given.)</p> <p>Note that these figures do not include posts that are currently vacant and which would be taken as savings. Nor do they include posts where Terms and Conditions prevent compulsory redundancy.</p> <p>The detailed savings are set out in the associated 2020/21 Budget papers – policy options.</p>
<b>Business Outcome(s) / Corporate Outcome(s) to which the proposal contributes</b>
See table 1

Table 1:

		We ensure information and support is available for everyone	We provide support, prevention and opportunities to help people make better lifestyle choices	We enable a choice of suitable housing options	Our communities are protected and supported	Our natural and built environment is protected and respected	Our looked after young people are supported by effective corporate parenting	The support and lifestyle needs of our children, young people, and their families are met	All our children and young people are supported to realise their potential	All our adults are supported to realise their potential	We support businesses, employment and development opportunities	We influence and engage with businesses and policy makers	Argyll and Bute is promoted to everyone	Our infrastructure is safe and fit for the future	Our communities are cleaner and greener	We are efficient and cost effective	We engage and work with our customers, staff and partners	We encourage creativity and innovation to ensure our workforce is fit for the future
	Proposal	BO101	BO102	BO103	BO104	BO105	BO106	BO107	BO108	BO109	BO110	BO111	BO112	BO113	BO114	BO115	BO116	BO117
CCS02	Customer Service Centre and Registration Services																	
CS01	Remodel Estates Staff Structure																	
CS02	Remodel Business Support in Estates, Property Management and Property Services																	
CS03	Remodel Property Officer Team																	
DEG01	Economic Growth-Removal of European Support Officer post																	
DEG04	Transformation and Regeneration: removal Development Officer post																	
DEG07	Removal of Building Standards Manager																	
ED01	PE Facilities																	
ED02	Enterprise																	
ED03	Psychological Services																	
ED04	CAST (Creative Art in Schoots Team) support																	
ED06	Quality Assurance and Moderation																	
ED07	Admin and Finance Assistants																	
ED11	16+ Learning Choices																	

	Proposal	BO101 We ensure information and support is available for everyone	BO102 We provide support, prevention and opportunities to help people make better lifestyle choices	BO103 We enable a choice of suitable housing options	BO104 Our communities are protected and supported	BO105 Our natural and built environment is protected and respected	BO106 Our looked after young people are supported by effective corporate parenting	BO107 The support and lifestyle needs of our children, young people, and their families are met	BO108 All our children and young people are supported to realise their potential	BO109 All our adults are supported to realise their potential	BO110 We support businesses, employment and development opportunities	BO111 We influence and engage with businesses and policy makers	BO112 Argyll and Bute is promoted to everyone	BO113 Our infrastructure is safe and fit for the future	BO114 Our communities are cleaner and greener	BO115 We are efficient and cost effective	BO116 We engage and work with our customers, staff and partners	BO117 We encourage creativity and innovation to ensure our workforce is fit for the future
ED14	Swimming Pool Subsidies (Islay and Jura)																	
ED14	Swimming Pool Subsidies (Mid Argyll)																	
ED15	Additional Support Needs																	
ED16	Learning Centre Clerical Savings																	
ED18	Reduction of Education Central Team																	
ED19	Community Learning																	
ED20	Pupil Support Assistants																	
ED21	Early Years Provision																	
LR1a	Procurement & Contract Management Team realignment																	
LR03	Advice Services Team Review																	
RAIS02	School Crossing Patrollers																	
RAIS03	Burials and Cremations																	
RAIS09	Public conveniences																	



<b>Lead officer details:</b> The lead officer of each savings proposal is usually the relevant Third Tier Manager. In some cases it may be the Head of Service. The lead officer for the strategic Equality and Socio-Economic Impact Assessment is the Head of Customer Support Services.	
Name of lead officer	<b>Jane Fowler</b>
Job title	<b>Head of Customer Support Services</b>
<b>Appropriate officer details:</b> The appropriate officer for each of the proposals is the relevant Head of Service.	
Name of appropriate officers	Jane Fowler, Head of Customer Support Services Ross McLaughlin, Head of Commercial Services Fergus Murray, Head of Development and Economic Growth Anne Paterson, Head of Education - Lifelong Learning and Support Louise Connor, Head of Education - Learning and Teaching Jim Smith, Head of Roads and Infrastructure David Logan, Head of Legal and Regulatory Services
Sign off of EqSEIA	Jane Fowler, Head of Customer Support Services
Date of sign off	03.02.20

### Who will deliver the proposal?

The proposals will be delivered by the Heads of Service as follows:

- Head of Customer Support Services
- Head of Commercial Services
- Head of Development and Economic Growth
- Head of Education: Lifelong Learning and Support
- Head of Education: Learning and Teaching
- Head of Legal and Regulatory Support
- Head of Roads and Infrastructure Services

## Section 2: Evidence used in the course of carrying out EqSEIA

### Consultation / engagement

Heads of Service have consulted with staff groups affected. They have also identified information from wider public consultations pertaining to their proposals.

In addition, a public consultation was carried out as part of the overall budget setting process. This impact assessment should be read in conjunction with the findings of that consultation.

### Data

Data has been gathered by Heads of Service from a range of sources that are specified in the Service EqSEIAs.

As of 23/01/2020, the net number of posts identified as being at risk of redundancy as a result of the budget savings proposals totalled 77 to 80. (The range is accounted for by three posts [\*] that may be subject to variation in contract or redundancy.) The corresponding FTE ranges from 27.91 to 30.91.

The greatest number of posts affected are concentrated in posts LGE6 and LGE2 (see table).

Grade	Net loss: headcount	Net loss: FTE
2	20	4.39
4	4	2.55
6	43	13.17
8	5	2.8
9	3	3
10	3*	3*
11	1	1
TZA	1	1
<b>TOTAL</b>	<b>77 to 80</b>	<b>27.91 to 30.91</b>

The majority of posts at risk of redundancy are part time (6 full-time posts, compared to 71 part-time). Of the part time posts, 58 post-holders work less than 0.5FTE and 26 work less than 0.25FTE.

The employees in the posts at risk are a mix of male and female staff across all grades with the exception of the LGE6 posts where over 97% of the workforce are part-time women. This is a reflection of the workforce employed as pupil support assistants and it is not an indication of females being targeted over males.

Where savings proposals relate to posts that are currently vacant, these posts are not included in the headcount/FTE figures presented above.

#### Other information

N/A

#### Gaps in evidence

Based on the information currently available, there is no evidence to suggest that job losses will be concentrated within any particular geographical locations, sex or age groups. However, as some of the savings proposals relate to reducing the number of posts within pools of staff, until the selection process has taken place, it is not possible at this stage to definitively profile the employees who will be affected by the savings proposals. The profile of employees affected will be monitored as the redundancy process progresses.

### Section 3: Impact of proposal

#### Impact on service users:

See table 2

#### Impact on service deliverers (including employees, volunteers etc):

See table 3

Table 2:

Impacts on service users		Protected characteristics											Socio-economic duty							
	Proposal	Age	Disability	Ethnicity	Sex	Gender reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Religion	Sexual Orientation	Mainland rural population	Island populations	Low income	Low wealth	Material deprivation	Area deprivation	Socio-economic background	Communities of place	Communities of interest	
CCS02	Customer Service Centre and Registration Services																			
CS01	Remodel Estates Staff Structure																			
CS02	Remodel Business Support in Estates, Property Management and Property Services																			
CS03	Remodel Property Officer Team																			
DEG01	Economic Growth-Removal of European Support Officer post																			
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

Legend

- Negative impact
- No impact
- + Positive impact
- DK Unknown impact

Table 3:

Impacts on service deliverers		Protected characteristics										Socio-economic duty									
	Proposal	Age	Disability	Ethnicity	Sex	Gender reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Religion	Sexual Orientation	Mainland rural population	Island populations	Low income	Low wealth	Material deprivation	Area deprivation	Socio-economic background	Communities of place	Communities of interest		
CCS02	Customer Service Centre and Registration Services																				
CS01	Remodel Estates Staff Structure																				
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CS03	Remodel Property Officer Team																				
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DEG04	Transformation and Regeneration: removal Development Officer post																				
DEG07	Removal of Building Standards Manager																				
ED01	PE Facilities																				
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RAIS03	Burials and Cremations																				
RAIS09	Public conveniences																				

Legend

-  Negative impact
-  No impact
-  Positive impact
-  Unknown impact

**If any 'don't knows' have been identified, at what point will impacts on these groups become identifiable?**

If proposals are approved by council, work will be carried out to during their planning and implementation phases to understand the impacts on groups where impacts are currently unknown. Mitigation to these impacts will be implemented as required.

**How has 'due regard' been given to any negative impacts that have been identified?**

In each case, the savings proposal has taken into consideration the impact on the service users and employees.

It is clear that there are a range of groups impacted. The proposals around Education affect service users with the protected characteristic of age (because of the delivery of services to Children). However, the number of proposals from Education reflects the size of the Service and does not suggest disproportionate impact on this particular group.

In terms of service users, it is clear from the assessment's matrix of impacts (above) that there are some savings that have impacts on particular groups. These will be addressed and mitigated in a range of ways by the Heads of Services. Mechanisms for mitigation include:

- Giving service users warning of changes and signposting alternatives (e.g. CCS02).
- Redistribution of responsibilities and redesign of service delivery (e.g. CCS02; CS01; CS02).
- Continuing shift towards online service delivery, thus reducing demand for other channels (CCS02).

Where reallocation of responsibilities takes place and services are redesigned, impacts will be monitored and managed through the council's supervisory and PRD arrangements and via performance management arrangements.

Where employees may be affected by posts at risk of redundancy, efforts will be made offer suitable redeployment opportunities, in line with the council's procedures. In addition, changes to posts are being managed through: retirals; the ending of secondments with employees returning to their substantive posts; variations to contracts.

Despite the mitigation measures outlined above, a range of impacts and risks have been identified. These include:

- Slower response times (e.g. CCS02).
- Reductions in levels of support offered to front line services (e.g. ED18)
- Reduction in level, or withdrawal, of services offered to service users (ED19; RAIS02).
- Reduction in funding support to third sector groups (ED21).
- See also details of knock-on effects identified.

Further details of impacts are provided in the budget savings proposals.

## Section 4: Interdependencies

<b>Is this proposal likely to have any knock-on effects for any other activities carried out by or on behalf of the council?</b>	N/A
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<b>Details of knock-on effects identified</b>
<p>The knock-on effects outlined here are those that have implications beyond the team affected by the proposal and that may place pressure on resources elsewhere:</p> <p>CSS02: Campbeltown CSP is the hub for certain other partner related organisations (Police Scotland, HM Passport Service for the remote passport interview service, Campbeltown Museum Trust); any temporary CSP closures due to unforeseen staff shortages would impact them.</p> <p>CS03: The reduction in staff combined with the new requirements from SG means that additional external resource would be required to complete condition surveys, including of schools; these must be understood and accounted for in any decisions in moving forward. The reduction in team capacity will prevent income generation.</p> <p>ED01: Local communities would not receive income from hall rentals. Live Argyll would reduce their income from swimming pool fees.</p> <p>ED03: The educational psychology service works directly with school staff and partners to enhance skill and confidence in meeting the needs of children and young people with additional support needs and directing interventions to close the poverty related attainment gap. Reduction to educational psychology staffing will impact on the professional learning opportunities offered to staff within schools with a resulting knock on effect for learners and staff.</p> <p>ED07: There will be additional work that will have to be picked up by the school support team during school holidays</p> <p>ED14: Could potentially lead to the inability of Islay &amp; Jura Community Enterprise Ltd and Mid-Argyll Community Enterprise Co being able to maintain their swimming pools.</p> <p>ED15: Possibility that schools would have to pick up the costs of providing ASN activities service to vulnerable children.</p> <p>ED16: Additional work will have to be picked up by the clerical team within Oban High and Rockfield/St Columba's primary schools.</p> <p>ED19: The reduction in Community Learning service delivery is likely to have a negative impact on attainment, achievement, engagement, positive destinations and associated wellbeing of young people. It may impact on corporate parenting, the poverty strategy and adult learning outcomes.</p> <p>ED21: If third sector grants are removed groups would have to access alternative funding or increase charges in order to continue operating.</p> <p>RAIS02: May lead to demand for additional engineering work to be carried out if any crossings are identified as requiring traffic management measures.</p> <p>RAIS09: The removal of public conveniences is likely to have a detrimental impact people with a disability and people who are pregnant or who have young children.</p>

**Section 5: Monitoring and review**

**How will you monitor and evaluate the equality impacts of your proposal?**

Progress with the implementation of the individual proposals will be monitored by the relevant Heads of Service. This will include the implementation and monitoring of any identified mitigating measures. For the majority of the Education proposals, there is a commitment to conduct a full review after the first year. This review will include an evaluation of the equality impacts. In other instances, monitoring of performance will be ongoing. See section on due regard for more information.

HR and Organisational Development will monitor redundancies and other changes in staffing.

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**ARGYLL AND BUTE COUNCIL****COUNCIL****FINANCIAL SERVICES****27 FEBRUARY 2020**

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**REVENUE BUDGET OVERVIEW 2020-21 to 2022-23**

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**1. EXECUTIVE SUMMARY**

- 1.1 This report summarises the position with regard to the key issues surrounding the revenue budget estimates and setting of council tax for 2020-21. It also provides budget estimates for 2021-22 and 2022-23; within the report the mid-range estimates are noted, with the best case and worse case estimates included in Appendix 1.
- 1.2 The Local Government Finance Circular 1/2020, published on 6 February 2020, provides detail of the provisional total revenue and capital funding allocations for 2020-21.
- 1.3 The Scottish Budget announcement is followed by the Budget Bill Stage 1 debate in Parliament which, in recent years has resulted in the Cabinet Secretary advising of a package of further measures covering local taxation and local government finance. However when the Minister for Public Finance and Digital Economy made her announcement in Parliament on 6 February 2020 she was clear that all available monies were included in the announcement including the use of their reserves balances. Therefore funding figures in this report are based on the 6 February 2020 announcement with no assumptions made about any possible additional funding.
- 1.4 If you compare the settlement of £195.364m to the cash funding in 2019-2020 the funding reduction is £0.332m or 0.17%. If you take into account the funding that has been allocated this year for specific additional responsibilities that require us to incur more costs the funding reduction is £2.725m or 1.39%.
- 1.5 The Council Tax budget for 2019-20 was set at £50.457m. This included a 4.79% increase and a 0.50% growth in the Council Tax base. This is the starting position for 2020-21. In terms of the growth in the Council tax base it had previously been assumed within the budget outlook that growth would be between 0.25% and 0.75% with a mid-range of 0.5%. As reported to the Policy and Resources Committee on 17 December 2019 this assumption was updated following a review of actual growth since 2015. The growth assumption has been updated to reduce the mid-range scenario to 0.25% and the best case to 0.5%. These revised assumptions will continue to be in place for 2021-22 and 2022-23 and 0.25% growth has been built into 2020-21 budget amounting to £0.126m.
- 1.6 The budget for 2019-20 has been rolled forward into 2020-21 and the main changes to the 2020-21 base budget are summarised below:

- Add the £2.366m of expenditure relating to the teacher's pay deal which took effect in 2019-2020.
- Add back £0.100m of loans charge savings reflecting prudential borrowing for roads as agreed during the budget meeting on 22 February 2018.
- Remove budget allocations of £0.030m for Argyll and Islands Tourism Cooperative as the SLA is ending on 31 March 2020.
- Remove budget allocation of £0.040m from the Oban Mod base budget as agreed at the budget meeting on 21 February 2019.
- Reduce budget allocation to events and festivals by £0.023m as agreed at the budget meeting on 21 February 2019.
- Reduce budget allocation to Supporting Communities by £0.008m as agreed at the budget meeting on 21 February 2019.
- Reduce the local plan enquiry cost pressure by £0.046m as agreed on 21 February 2019.
- Reduction in income for off street parking of £0.347m as reported to the Policy and Resources Committee on 17 October 2019.
- Adjusted for the £0.582m of costs associated with delivering funding commitments established by the 2019-20 budget settlement.

- 1.7 The employee cost increases for 2020-21 amount to £4.733m and this includes pay inflation, increments, employee base changes and the increase to teachers pensions.
- 1.8 Only unavoidable/inescapable inflation has been included within 2020-21 and this amounts to £1.294m. This includes utilities, non-domestic rates, catering purchases, contract inflation, and landfill tax.
- 1.9 There are a number of cost and demand pressures for 2020-21, amounting to £0.435m summarised as follows:
- Housing Benefit Administration Grant £0.060m
  - Asbestos Management Plan £0.087m
  - SEEMIS Membership Fee £0.015m
  - Further extend roll out SKYPE for Business to Education £0.075m
  - Oracle Support Costs £0.018m
  - Planning Fees £0.060m
  - Climate Change Levy £0.070m
  - Consolidation of Living Wage – project costs £0.050m
- 1.10 The Local Government Finance Circular 1/2020 advises of additional funding of £100m that is allocated for Health and Social Care and Counselling Services. In a letter issued by the Directorate of Health Finance and Governance on 6 February 2020 it was made clear that the funding should be additional to the 2019-20 budget and as a result the payment to the health and social care partnership is effectively protected from any reduction to their base budget.
- 1.11 The management fee for Live Argyll has previously been agreed to 2020-21. The increase between 2019-20 and 2020-21 is £0.096m.

1.12 The budget gap prior to any measures to balance the budget is £8.541m in 2020-21.

1.13 There are a number of measures to balance the budget that have previously been agreed, summarised as follows:

- Management Operational Savings reported to Council on 26 October 2017 with increased savings in 2020-21 of £0.326m.
- Management Operational Savings reported to Council on 21 February 2019 with decreased savings in 2020-21 of £0.452m.
- Policy savings options reported to Council on 22 February 2018 with increased savings in 2020-21 of £1.286m.
- Policy savings options reported to Council on 21 February 2019 with increased savings in 2020-21 of £0.472m.

1.14 A Member decision is required as to the level of Council Tax to set for 2020-21. When preparing the scenario analysis an assumption has been made for a 4.79% increase in the best case scenario, 3.00% in the mid-range and no increase in the worst case. A mid-range increase of 3.00% would result in £1.517m of additional income.

1.15 There are a number of other measures to balance the budget that are for Council approval, summarised as follows:

- General inflationary increase to fees and charges resulting in £0.309m of additional income.
- New management/operational savings reported to Council on 17 October 2019 amounting to £1.371m.
- New policy savings options within Council control reported to Council on 17 October 2019 and subsequently amended after officers developed them further, amounting to £2.050m.
- New policy savings options outwith Council control reported to Council on 17 October 2019, subsequently adjusted, amounting to £0.454m.
- One off fleet savings of £0.278m.
- Loans fund savings of £2.500m.

1.16 If Members agreed to all the proposals noted within this report there would be a balanced budget in 2020-21 with a surplus of £1.570m.

1.17 The budget gap over 2021-22 and 2022-23 across each scenario is summarised in the table below.

<b>Budget Gap</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>	<b>Total £000</b>
Best Case	4,565	4,525	<b>9,089</b>
Mid-Range	8,241	7,919	<b>16,160</b>
Worst Case	12,768	12,381	<b>25,149</b>

1.18 In view of the future savings requirements officers will be look to identify savings for future years, through a structured programme of service

redesign. This will take cognisance of the unique challenges faced by the Council and reflect on service redesign already delivered in previous years. In particular there will be a focus on greater digital transformation and commercialisation.

- 1.19 A review of the Council's Loans Fund has been completed which identified recurring re-profiling gains of £2.500m per annum over the next 10 years and a one-off re-profiling gain of £20.561m. The Council is asked to consider options for the use of the one-off benefit to manage a range of current and future cost pressures.
- 1.20 Four funding requests have been received from organisations where funding has previously been provided. The Council is asked to consider the funding requests as outlined within Appendix 8.

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**ARGYLL AND BUTE COUNCIL****COUNCIL****FINANCIAL SERVICES****27 FEBRUARY 2020**

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**REVENUE BUDGET OVERVIEW 2020-21 to 2022-23**

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**2. INTRODUCTION**

- 2.1 This report summarises the position with regard to the key issues surrounding the revenue budget estimates and setting of council tax for 2020-21. It also provides budget estimates for 2021-22 and 2022-23; within the report the mid-range estimates are noted, with the best case and worse case estimates included in Appendix 1.
- 2.2 Regular reports on the budget outlook 2020-21 to 2022-23 have been presented to Members throughout the year. Reports were presented to the Policy and Resources Committee on 16 May 2019, 15 August 2019, 17 October 2019 and 17 December 2019 in addition to a further update at a Members Seminar held on 27 January 2020.

**3. DETAIL****3.1 Funding****Finance Settlement**

- 3.1.1 The full UK Budget was expected to be announced on 6 November 2019 with the Scottish Budget on 12 December 2019, however, due to the 2019 General Election, the UK Budget was deferred and is not due to be announced until 11 March 2020. The draft Scottish Budget for 2020-21 was announced by the Minister for Public Finance and Digital Economy on 6 February 2020. The budget announcement was for one year only.
- 3.1.2 The Local Government Finance Circular 1/2020, published on 6 February 2020, provides detail of the provisional total revenue and capital funding allocations for 2020-21. The provisional total funding allocations form the basis for the annual consultation between the Scottish Government and COSLA ahead of the Local Government Finance (Scotland) Order 2019 being presented to the Scottish Parliament on 5 March 2020.
- 3.1.3 The Circular outlines that the Scottish Government will work in partnership with local government to implement the budget and the joint priorities in return for the full funding package worth £11.336 billion which includes:
- £201 million revenue and £121.1 million capital to support the expansion in funded Early Learning and Childcare (ELC) entitlement to 1,140 hours by 2020.
  - In addition to the £160 million available in 2019-20, a further £100 million to be transferred from the health portfolio to the Local Authorities in-year for investment in health and social care and mental

health services that are delegated to Integration Authorities under the Public Bodies (Joint Working) (Scotland) Act 2014. This brings the total transferred from the health portfolio to support health and social care integration to £811 million in 2020-21. The additional £100 million for local government includes a contribution to continued delivery of the real Living Wage (£25 million), uprating of free personal and nursing care payments (£2.2 million), implementation of the Carers Act in line with the Financial Memorandum of the Carers Bill (£11.6 million), along with further support for school counselling services whether or not delegated under the Public Bodies (Joint Working) (Scotland) Act 2014 (£4 million).

- Baselining of the £90 million added at Stage 1 of the Budget Bill for 2019-20.
- The ongoing £88 million to maintain the pupil:teacher ratio nationally and secure places for all probationers who require one under the teacher induction scheme.
- Provision for the Teachers Pay (£156 million) and Pensions (£97 million).
- £5.3 million for Barclay implementation costs.
- A new capital £50 million Heat Networks Early Adopters Challenge Fund to support local authorities who are ready to bring forward investment-ready heat networks.

3.1.4 A letter from the Minister of Public Finance and Digital Economy, dated 6 February 2020, confirmed that local authorities will continue to have the flexibility for 2020-21 to increase Council Tax up to a maximum of 3% in real-terms (4.84% cash).

### **Scottish Government Funding for Argyll and Bute Council**

3.1.5 The funding excluding ring-fenced grants for 2019-20 noted within the February 2019 budget pack was £190.215m plus an expected £1.458m of funding in relation to teachers pensions, giving a total estimated funding of £191.673m. Since this time, there has been a number of funding announcements from the Scottish Government which increased the funding by a further £4.023m to £195.696m, the biggest increases being in relation to teachers pay and pensions. The funding excluding ring-fenced grants for 2020-21, as advised in the provisional settlement, is £195.364m.

3.1.6 The table below represents the changes between 2019-20 and 2020-21.

	<b>£000</b>
Funding Budget 2019-20 as per budget pack (including the estimated funding for teachers pensions)	191,673
Counselling through schools	286
Teachers pensions (less than anticipated due to deferral of rate change by 5 months)	(438)
Teachers pay	2,366
Additional Support for Learning	219
Discretionary Housing Payments	578
Free Personal Care Under 65s	437
Other smaller increases	575
<b>Updated Funding 2019-20 (FC 1/2020)</b>	<b>195,696</b>
Updating of Indicators (this relates to the updating of the various funding indicators used to determine overall grant – they are updated based on a range of factors, but mainly population)	(1,163)
Other Changes	(1,170)
Assumed Council Tax Contribution	(163)
Loans Charges Support	(276)
Change to the floor	63
Indicators Removed/Reduced Monies	(337)
New Indicators/Additional Monies	2,714
<b>Provisional Settlement 2020-21 (FC 1/2020)</b>	<b>195,364</b>

3.1.7 If you compare the settlement of £195.364m to the cash funding in 2019-2020 the funding reduction is £0.332m or 0.17%. If you take into account the funding that has been allocated this year for specific additional responsibilities that require us to incur more costs the funding reduction is £2.725m or 1.39%.

3.1.8 The last three years has seen additional funding announced for Local Government following the provisional settlement, usually at Stage 1 of the parliamentary process. Stage 1 this year will take place week commencing 24 February with Stage 2 and 3 week commencing 2 March 2020. The additional funding over the last three years is noted in the table below.

<b>Year</b>	<b>Argyll and Bute Council Share £000</b>
2017-18	2,361
2018-19	2,884
2019-20	1,626
<b>Average</b>	<b>2,290</b>

3.1.9 Stage 1 in 2019-20 also provided councils with the flexibility to increase Council Tax by up to 4.79% and reduce the payment to Social Work by up to 2.2%.

- 3.1.10 When the Minister for Public Finance and Digital Economy made her announcement in Parliament on 6 February 2020 she was clear that all available monies were included in the announcement including the use of their reserves balances and therefore, if other political parties had an ask then this would need to be substituted for something already built into the settlement. It is impossible to predict whether deals reached during the parliamentary process could provide additional funding to Local Government this year and it would not be prudent to assume anything.
- 3.1.11 The Scottish Government gave a commitment last year to provide a three year settlement from 2020-21 onwards and this was welcomed. Due to the uncertainties and delays with the UK's withdrawal from the EU and the UK General Election, the budget announcement is for one year only. It is hoped that a three year budget will be provided next year as funding is one of the biggest areas of uncertainty which make future year planning difficult.
- 3.1.12 In considering the assumption related to future years funding, I have reflected on the past four years, taking into consideration the settlement commitments.
- 2017-18 funding reduction of 3.2%
  - 2018-19 funding reduction of 1.5%
  - 2019-20 funding reduction of 1.6%
  - 2020-21 funding reduction of 1.4%
- 3.1.13 I would consider a prudent estimate to be in the range of 1.4% (best case) and 2.4% (worst case) with a mid-range of 1.9%. The mid-range is based on an average of the settlements over the last 4 years with the best and worst case adjusted by +/-0.5%. I will keep this position under review and will revise as further information becomes available.

### **Council Tax**

- 3.1.14 The Council Tax budget for 2019-20 was set at £50.457m. This included a 4.79% increase and a 0.50% growth in the council tax base. This is the starting position for 2019-20.
- 3.1.15 In terms of the growth in the council tax base it had previously been assumed within the budget outlook that growth would be between 0.25% and 0.75% with a mid-range of 0.5%. As reported to the Policy and Resources Committee on 17 December 2019 this assumption was updated following a review of actual growth since 2015. The growth assumption has been updated to reduce the mid-range scenario to 0.25% and the best case to 0.5%. These revised assumptions will continue to be in place for 2021-22 and 2022-23 and 0.25% growth has been built into 2020-21 budget amounting to £0.126m.
- 3.1.16 Councils now have discretion to increase Council Tax by a maximum of 3% in real-terms each year. Scottish Government have confirmed that this equates to 4.84% for 2020-21. Within this report, I will present the budget gap, prior to any decisions and therefore at this stage in the report,



the Council tax base is assumed to remain at the same level as 2019-20. The percentage increase in Council tax is noted in paragraph 3.10.2 and feeds into the final estimated budget surplus/(gap).

- 3.1.17 The estimated council tax income over the next three years is noted in the table below.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Council tax base 2019-20	50,457	50,457	50,457
Growth at 0.25% each year	126	252	379
<b>Total Council Tax Income</b>	<b>50,583</b>	<b>50,709</b>	<b>50,836</b>

### UK Government Funding for Teachers Pensions

- 3.1.18 Reports to Policy and Resources Committee earlier in the year outlined the change in teachers pensions anticipated income and expenditure and also the delay in the implementing the new employer contribution rate within 2019. Due to the delay a surplus was created in 2019-20 and it was approved that this be used to help reduce the cost in future years. £0.118m was planned to be used in 2020-21 with the remaining £0.112 used in 2021-22 and this position remains. The teachers pension funding in 2020-21 was less than anticipated, therefore Members could take the view of using all of the earmarked reserve within 2020-21, however, this would give a larger cost pressure in 2021-22.

### Total Funding

- 3.1.19 The table below summarises the total estimated funding over the next three years within the mid-range scenario.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Scottish Government funding	195,364	191,652	188,011
Council Tax income	50,583	50,709	50,836
Earmarked reserves for Teacher's Pension	118	112	0
<b>Total Funding</b>	<b>246,065</b>	<b>242,473</b>	<b>238,847</b>

## 3.2 Base Budget

- 3.2.1 As with previous years the base budget for 2020-21 is the current year's approved budget adjusted as follows:
- for any one-off items included within 2019-20 that aren't carried

forward into 2020-21;

- for any previously agreed items for future years; and
- for any funding adjustments since the 2019-20 budget was agreed.

- 3.2.2 The outturn for the 2019-20 budget, after factoring in savings from the loans fund, is projected to be a marginal surplus. Without the loans fund savings there would have been a £2.490m deficit however £1.310m of this related to social work, an amount which the Council recovers through repayments from the HSC. The remaining £1.180m relates to all other Council services and are either a consequence of one off in year issues or are issues which have adjusted for in the 2020-21 budget. Therefore the 2019-20 budget is considered to be an appropriate base for the 2020-21 budget.
- 3.2.3 The split of the base budget across services and other central commitments will be based on a snapshot of the copy budget for 2019-20 as this is the most up to date budget provision reflecting any coding improvements and virements up until this time.
- 3.2.4 The base budget for 2019-20 was £243.048m. The changes to the base budget are noted in the following paragraphs.
- 3.2.5 For teachers a pay deal was agreed covering the years 2018-19 to 2020-21. Additional funding was advised on 21 June in relation to 2019-20 which covers the impact of COSLA's original pay offer to increase it from 2% to 3% for those earning more than £36,500 in 2018-19. It also covers the policy intervention in relation to the main grade restructuring and the revaluation of all other SNCT paycales from 1 April 2019 as agreed with COSLA. This £2.366m adjustment relates to 2019-20 so has been treated as a base budget adjustment.
- 3.2.6 At the Council meeting on 22 February 2018 it was agreed to increase the loans charges budget by £0.100m to pay for prudential borrowing cost of £2.8m capital expenditure on roads.
- 3.2.7 At the Council meeting on 23 February 2017, Council agreed to continue to fund the Argyll and the Isles Tourism Co-operative (AITC) for a further three years, £0.050m in 2017-18, reducing to £0.040m in 2018-19 and reducing to £0.030m in 2019-20. This agreement expires on 31 March 2020 so the remaining budget allocation of £0.030m has been removed. Any future budget allocation will be a matter for Members to consider.
- 3.2.8 At the Council meeting on 21 February 2019 it was agreed to remove the existing £0.040m base budget for the Royal National Mod from 2020-21 onwards.
- 3.2.9 The 21 February 2019 meeting also agreed to reduce the budget allocation to events and festivals by £0.023m and to Supporting Communities by £0.008m; both from 2020-21 onwards.
- 3.2.10 Also agreed on 21 February 2019 is a £0.046m reduction in the cost

pressure associated with the local plan enquiry.

3.2.11 A further adjustment to the base budget is a reduction in income from off street parking due to the cancellation of saving option TB08 as reported to the Policy and Resources Committee on 17 October 2019.

3.2.12 Although the majority of the funding from the Scottish Government is not ring fenced, there are individual elements of money that are provided as part of the settlement with the expectation that they are used to deliver the service intended. The base budget needs to be adjusted to reflect the additional costs for delivering on these funding commitments and the budget increase is limited to the funding. The settlement commitments in respect of Social Care are noted within the Health and Social Care Partnership section of this report.

	<b>Increase £000</b>
Additional Support Needs	219
Rapid Rehousing	107
Counselling in Schools	91
Discretionary Housing Payments	82
Social Welfare Fund	40
Sanitary Products in Schools	32
Barclay Review	36
Whole System Approach	(25)
<b>Total Increases</b>	<b>582</b>

3.2.13 The revised base budget over the next three years is summarised in the table below.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Base Budget 2019-20	243,048	243,048	243,048
Teacher's Pay Deal Additional Cost	2,366	2,366	2,366
Increase loans fund	100	100	100
Remove AITC funding	(30)	(30)	(30)
Remove base budget for Oban Mod.	(40)	(40)	(40)
Reduce budget for events and festivals.	(23)	(23)	(23)
Reduce budget for Supporting Communities Fund	(8)	(8)	(8)
Local Plan Enquiry Cost Pressure of £0.068m agreed for 2019-20 to be reduced to £0.022m in 2020-21 and zero from 2021-22.	(46)	(68)	(68)

Reduce income from off-street parking (TB08 saving).	347	347	347
Funding Commitments	582	582	582
<b>Revised Base Budget</b>	<b>246,296</b>	<b>246,274</b>	<b>246,274</b>

### 3.3 Employee Costs

- 3.3.1 Financial Services have populated salary templates with details of the current establishment and where necessary liaised with budget holders to confirm their staff. The templates calculate the next years pay bill including superannuation and national insurance contributions. The cost of the employees from the template is compared to the previous year and reasons for differences explained.
- 3.3.2 In terms of the level of employee budgets for 2020-21, the expectation would be that the budget would reflect the 2019-20 budget plus any increase due to incremental progression, inflation and any other unavoidable employee cost increases less previously approved employee budget savings. For 2020-21 there is an overall decrease in the employee budget base of £0.340m (excluding Social Work). This is a small amount and is mainly linked to a reduction in school rolls reducing the teacher FTE entitlement within schools. This is offset by some other increases relating to new entrants into the superannuation scheme.
- 3.3.3 The 2020-21 pay award is agreed at 3% and costs £3.929m. In terms of assumptions for future years there has been no change to previous assumptions that there will be pay awards within a range of 2.7% (base case) and 3.5% (worst case) with a mid-range of 3%.
- 3.3.4 The cost of employee increments for 2020-21 equates to £0.737m. Every year it is assumed that most employees will be on the top of the scale and therefore there should be no further incremental cost, however, there is still a turnover on the employee base and as a result, staff may leave who are on the top point of the grade, with a new/transferred employee commencing on the bottom point of the grade. This gives rise to an incremental cost which can be partly offset by a decrease to the employee base. For 2020-21 the increment is based on the actual calculated cost. For future years the cost of employee increments is based on 50% of the 2020-21 increment in the best case scenario and 100% of the 2020-21 increment in the mid-range and worst case scenario.
- 3.3.5 The base budget includes the original estimated cost of the increase in the employer contribution rate for teachers pensions within 2019-20. The rate increase was deferred by 5 months and as a result the employer contribution rate was set higher than originally expected. The additional cost due to the rate increase is £0.407m within 2020-21. This has partly been funded by additional funding from Scottish Government as referred to within the funding section.
- 3.3.6 The changes to the employee budgets estimated over the next three years for Council services are summarised in the table below. The

employee cost increases relating to the Health and Social Care Partnership are summarised within paragraph 3.6.7.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Change to employee base	(340)	(340)	(340)
Pay Award	3,929	7,858	11,787
Increments	737	1,474	2,211
Teacher's Pension Increase	407	407	407
<b>Total Employee Increases</b>	<b>4,733</b>	<b>9,399</b>	<b>14,065</b>

### 3.4 Non-Pay Inflation

3.4.1 The position remains that only unavoidable/inescapable inflation has been included for 2020-21, this is with a view to only including a provision in the budget for an inflationary increase where it is absolutely required. The inflationary increases for 2020-21 for Council Services are noted below with further detail provided in Appendix 2.

<b>Service</b>	<b>Inflation Category</b>	<b>Amount</b>
Council Wide	Utilities – Electricity, Gas and Oil	218
Council Wide	Utilities – Water	10
Council Wide	Non-Domestic Rates	129
Council Wide	Vehicle Fuel	56
Education	Residential Schools	47
Commercial Services	Catering and Milk	177
Commercial Services	School and Public Transport	50
Legal and Regulatory Support	Community Pools	20
Legal and Regulatory Support	NPDO	223
Legal and Regulatory Support	Hub Schools	51
Customer Support Services	ICT	68
Roads and Amenity Services	Landfill Tax	95
Roads and Amenity Services	Waste PPP Contract	135
Roads and Amenity Services	Street Lighting Electricity	15
<b>Total</b>		<b>1,294</b>

3.4.2 In terms of the budget outlook for 2021-22 and 2022-23, the same level of unavoidable/inescapable non-pay inflation has been built into the best case and mid-range scenarios, with a 1% general inflation built into the worst case scenario. The overall additional budget requirement for non-

pay inflation estimated over the next three years is summarised in the table below. The inflationary increases relating to the Health and Social Care Partnership are summarised within paragraph 3.6.7.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Unavoidable/inescapable Non-Pay Inflation	1,294	2,588	3,882

### 3.5 Cost and Demand Pressures

3.5.1 Over the last few years, services have worked on the basis of having to contain any cost and demand pressures within current resources where possible. The cost and demand pressures identified for Council services are noted in the table below, with further detail provided in Appendix 3. An allowance for unidentified cost and demand pressures has been included from 2021-22 onwards at £0.250m per annum within the mid-range scenario and £0.500m per annum within the worst case scenario. The cost and demand pressures relating to the Health and Social Care Partnership are summarised within paragraph 3.6.7.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Housing Benefit Admin Subsidy	60	120	180
Asbestos Management	87	135	135
Planning Fees	60	0	0
Climate Change Levy	70	70	70
Consolidation of Living Wage	0	500	500
Consolidation of Living Wage – Project Costs	50	0	0
Oracle Support Costs	18	18	18
SEEMIS Membership Fee	15	16	18
SKYPE For Education	75	100	100
Unidentified/Unknown Cost and Demand Pressures	0	250	500
<b>Total Cost and Demand Pressures</b>	<b>435</b>	<b>1,209</b>	<b>1,521</b>

### 3.6 Health and Social Care Partnership (HSCP)

3.6.1 The Council agreed an allocation to the HSCP of £58.368m for 2019-20 at its meeting on 21 February 2019. On 7 March 2019, the Local Government Finance Order 2019 was published and it included funding

for Free Personal Care for Under 65s (£0.437m) and Change in Carers Act Extension (£0.009m). This additional funding is part of the £160m of Scottish Government funding that is to be passed onto Integration Authorities as part of the settlement conditions. This increases the payment to the HSCP to £58.814m. In terms of future years, the Council further agreed to indicative allocations for 2020-21 and 2021-22 and the basis of this funding was current year less 1%.

3.6.2 The Local Government Finance Circular 1/2020 advises of additional funding of £100m that is allocated for Health and Social Care and Mental Health services. In a letter issued by the Directorate of Health Finance and Governance on 6 February 2020 it was made clear that the funding should be additional to the 2019-20 budget and as a result the payment to the HSCP is effectively protected from any reduction to their base budget.

3.6.3 The breakdown of the additional £100m is:

- £82.2m Health and Social Care – A&B share £1.471m.
- £11.6m Implementation of Carer's Act – A&B share £0.209m.
- £4m Counselling Services – A&B share £0.091m.
- £2.2m Free Personal Care Under 65s – A&B share £0.056m.

3.6.4 The amounts for Health and Social Care £1.471m, Implementation of Carer's Act £0.209m and Free Personal Care for Under 65s £0.056m requires to be passed over to the HSCP. Delivery of Counselling Services falls within the remit of the Council.

3.6.5 A further settlement commitment for of £0.016m for Appropriate Adults requires to be passed over to the HSCP.

3.6.6 There is one change to the base budget due to a change in accounting treatment in respect of fleet. Budgets were previously held in services in relation to capital charges for fleet, these have now been centralised to ensure that the fleet replacements/purchases are co-ordinated centrally and as such the capital elements of the fleet charges have been centralised. There is no bottom line impact of this accounting change, both the actuals and budgets are affected. The payment to the HSCP will increase by £0.011m in respect of this and the expenditure budget within the partnership will also increase to reflect the higher charge.

3.6.7 One further issue is in respect of the pay-back of prior year overspends. The Policy and Resources Committee on 16 May 2019 approved the pay-back arrangements by the HSCP to the Council to reflect the Social Work overspends in 2017-18 and 2018-19. Consequently the payment to the HSCP is currently to be adjusted by the amounts as set out in the table below.

<b>Financial Year</b>	<b>Repayment 2017-18 Overspend £000</b>	<b>Repayment 2018-19 Overspend £000</b>	<b>Total Repayment £000</b>
2019-20	100	0	100
2020-21	300	800	1,100
2021-22	755	1,000	1,755
2022-23	0	1,327	1,327
<b>Total</b>	<b>1,155</b>	<b>3,127</b>	<b>4,282</b>

3.6.8 As at the end of December, the HSCP is projecting a further overspend on Social Work of £1.310m for financial year 2019-20. In the event that, by 31 March 2020, this position is not recovered, the HSCP will not be able to repay the £0.100m set out in the table above and there would be a further 2019-20 overspend which would need to be repaid to the Council.

3.6.9 The HSCP Transformation programme has workstreams focused on supporting the delivery of existing savings but there is an expectation that they will become more transformational with a greater focus on delivering longer term change from 2021-22 onwards. In recognition of the delay in the transformation programme delivering longer-terms savings, the HSCP is requesting that the Council defers the pay-back of prior year overspends so that they will commence in 2020-21. In particular the Council is asked to consider a revised payment programme as follows:

	<b>Repayment 2017-18 Overspend £000</b>	<b>Repayment 2018-19 Overspend £000</b>	<b>Repayment 2019-20 Estimated Overspend £000</b>	<b>Total Repayment £000</b>
2020-21	200	300	0	500
2021-22	400	800	0	1,200
2022-23	355	900	0	1,255
2023-24	200	1,127	0	1,327
2024-25	0	0	1,310	1,310
<b>Total</b>	<b>1,155</b>	<b>3,127</b>	<b>1,310</b>	<b>5,592</b>

3.6.10 Members are asked to consider this request from the HSCP or an alternative revised payment schedule. In the event that the Council agree to the request the payments to the HSCP over the period 2020-21 to 2022-23, would be as summarised in the table below.



	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Baseline funding 2019-20	58,814	58,814	58,814
Adjust Fleet Capital Charges	11	11	11
HSCP Funding as per Finance Circular (Share of £100m)	1,736	1,736	1,736
Appropriate Adult Funding	16	16	16
<b>Payment to HSCP</b>	<b>60,577</b>	<b>60,577</b>	<b>60,577</b>
Less 2017-18, 2018-19 and 2019-20 overspend pay-back	(500)	(1,200)	(1,255)
<b>Net Payment to HSCP</b>	<b>60,077</b>	<b>59,377</b>	<b>59,322</b>

- 3.6.11 Members should note that the payment assumes that the HSCP will absorb any inflationary and cost and demand pressures. The latest inflation and cost and demand pressures for Social Work have been discussed with the HSCP Head of Finance and Transformation and are summarised in the table below with further detail contained within Appendix 4. These pressures are not included within the Council's budget gap but are included within this report for information.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Pay Inflation	936	1,872	2,808
Pay Increments	82	164	246
Pay Base Adjustment	88	88	88
Non-Pay Inflation	1,035	2,110	3,268
Non-Pay Inflation on NHS posts recharged to Social Work	128	268	435
Older People Demand Growth	640	980	1,325
Younger Adults Demand Growth	539	817	1,087
National Care Home Contract	326	665	1,017
Social Work Emergency Standby	150	157	164
Criminal Justice Development funding	50	50	50
IJB Governance	95	99	103
Unknown Cost and Demand Pressures	250	500	750
<b>Total Social Work Pressures</b>	<b>4,319</b>	<b>7,770</b>	<b>11,341</b>

- 3.6.12 In addition there is a specific grant of £0.046m for Criminal Justice which is already incorporated in the HSCP net budget. This will help address the Criminal Justice cost pressure referenced in the table above.

### 3.7 Payment to Live Argyll

- 3.7.1 A report on the Leisure and Libraries Trust Financial Agreement was presented to the Policy and Resources Committee on 17 August 2017. The Committee agreed the management fee for three full financial years to 2020-21. The increase between 2019-20 and 2020-21 is £0.096m which is based on the three year financial agreement.
- 3.7.2 The three year financial arrangement was agreed on the basis that the Trust will be able to grow its income streams and over time the percentage of the trust expenditure represented by the management fee will reduce. The agreement comes to an end at 31 March 2021. In terms of future years the assumption has been made that the payment would reduce by 1.9% in the best case scenario (equal to our SG funding reduction estimate) in the mid-range scenario reduce by 1% and worst case would remain at a flat rate equal to the 2020-21 payment in the mid-range scenario.

### 3.8 Budget Gap PRIOR to Measures to Balance the Budget

- 3.8.1 The budget gap prior to factoring in any previous savings decisions or potential options towards balancing the budget is summarised in the table below.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Base Budget	246,296	246,274	246,274
Employee Cost Changes	4,733	9,399	14,065
Non-Pay Inflation	1,294	2,588	3,882
Cost and Demand Pressures	435	1,209	1,521
Increase/(Decrease) to HSCP allocation	1,752	1,752	1,752
Increase/(Decrease) to Live Argyll payment	96	58	21
<b>Total Net Expenditure</b>	<b>254,606</b>	<b>261,280</b>	<b>267,515</b>
Total Funding	246,065	242,473	238,847
<b>Budget Surplus / (Gap) Cumulative</b>	<b>(8,541)</b>	<b>(18,807)</b>	<b>(28,668)</b>

### 3.9 Measures to Balance the Budget – Previously Agreed

- 3.9.1 As part of the work of the Transformation Board management/operational savings were identified for 2018-19 to 2020-21 and reported to the Council meeting on 26 October 2017. The increase in savings from 2019-20 to 2020-21 amount to £0.326m.

- 3.9.2 Management/operational savings agreed in February 2019 resulted in a one off saving in 2019-20 and consequently an adjustment of £0.452m is required to remove this saving in 2020-21.
- 3.9.3 A number of policy options for 2018-19 to 2020-21 were agreed at the Council meeting on 22 February 2018. The increase in savings from 2019-20 to 2020-21 amount to £1.286m. Further policy savings agreed on 21 February 2019 resulted in an increase in savings of £0.472m between 2019-20 and 2020-21.
- 3.9.4 A longer term redesign of catering and cleaning services was expected to achieve a further £0.446m of savings by 2021-22 however it is looking less likely that these savings will be delivered in full by 2021-22. For the budget outlook, I have assumed zero delivery of savings in 2020-21 and, for 2021-22, full delivery of the £0.446m savings in the best case scenario and £0.172m of savings in mid-range and worst case scenario by year 2021-22.
- 3.9.5 The table below summarises the previously agreed measures to balance the budget.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Management/Operational Savings Agreed October 2017	326	326	326
Management/Operational Savings Agreed February 2019	(452)	(692)	(692)
Policy Savings Agreed February 2018	1,286	1,286	1,286
Policy Savings Agreed February 2019	472	547	547
Catering and Cleaning Service Choices	0	172	172
<b>Total Measures to Balance the Budget</b>	<b>1,632</b>	<b>1,639</b>	<b>1,639</b>

### 3.10 Measures to Balance the Budget – For Council Approval

- 3.10.1 There is a separate report included in the budget pack which relates to fees and charges together with the detailed schedule of charges for 2020-21. The general increase to fees and charges is proposed at 3% for 2020-21, this was the increase applied in 2019-20. The general inflationary increase would give additional income of £0.309m. In terms of the outlook for 2021-22 and 2022-23 fees and charges have been estimated at between a 1% and 5% increase with 3% for the mid-range.
- 3.10.2 Between 2017-18 and 2019-20 councils had the discretion to increase

Council Tax by a maximum of 3% each year. In 2019-20 this was changed to allow councils the flexibility to increase the Council Tax by 3% in real terms, which equated to 4.79% in 2019-20. A letter from the Minister of Public Finance and Digital Economy, dated 6 February 2020, confirmed that flexibility would continue in 2020-21 meaning local authorities, for 2020-21, can increase Council Tax up to a maximum of 3% in real-terms (4.84% cash). This report assumes a 3% increase (based on the assumption in the mid-range scenario, however setting the Council Tax is a decision for the Council to take as part of the budget setting process. In terms of the future years, I have assumed no increase in the worst case scenario, a 3% increase in the mid-range scenario and a 4.84% increase in the best case scenario.

- 3.10.3 New management and operational savings options were identified by officers and presented to Council on 17 October 2019 which would deliver £1.371m in savings in 2020-21 and £1.413m in savings in future years. These saving options are set out in Appendix 5.
- 3.10.4 New policy saving options (within Council control) were identified by officers and presented to Council on 17 October 2019. Officers have continued to develop these options and there has been some adjustments to them as noted in the table below. These saving options are set out in Appendix 6.

	<b>2020-21 £000</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>
As reported in October 2019	2,112	2,531	2,531
ED04 – removed to protect grant funding	(9)	(13)	(13)
CSS02 – amended to correct a mathematical error	(24)	(24)	(24)
CSS03 – amended to allow for lead in time	(3)	0	0
RAIS07 – removed after EQSEIA	(26)	(26)	(26)
RAIS09 – amended to correct a year 2 figure	0	(48)	(48)
<b>Revised Policy Savings Options</b>	<b>2,050</b>	<b>2,420</b>	<b>2,420</b>

- 3.10.5 The number of FTEs affected by potential redundancy required the Council to undertake a statutory 45 day consultation. This has been concluded in accordance with the Council's redundancy policy and procedures seeking to avoid compulsory redundancy wherever possible.
- 3.10.6 A further 'Policy – Outwith Council Control' saving was presented to Council on 17 October 2019 which related to a proposal to transfer responsibility for the operation of four ferries from the Council to Transport Scotland. The £1.0m savings figure reported to Council on 17 October 2019 represented the shortfall between the GAE funding received by the Council to run the services and the cost to the Council of running them (further detail was included in a report to P&R Committee on 16 May

2019). Discussions relating to this proposal are ongoing with Transport Scotland however the projected savings have since been reduced from £1.0m to £0.454m. The original £1.0m projected savings were based on 2017-18 actual figures. Several changes have occurred since then.

Specifically:

- GAE has increased by £0.053m between 2017-18 and 2019-20, thereby reducing the cost to the Council.
- Income from ferries has increased by approximately £200k also reducing the net cost to the Council
- The Council has taken back the Islay to Jura service plus the ferry management from ASP allowing efficiencies to be made within the service.

3.10.7 Delays in procurement of fleet vehicles has resulted in the re-profiling of prudential borrowing which has resulted in a one-off saving in 2020-21 of £0.278m.

3.10.8 A review of the Council's Loans Fund has been completed, with assistance from our Treasury Advisors, Link Asset Services. The review followed a change in regulations that saw a move from a prescriptive basis on how the repayment values are to be calculated (maximum periods permitted for each asset class), to a prudent one with each local authority allowed to determine what is prudent. These changes provide greater flexibility for local authorities to repay the outstanding Loans Fund advances over a different period, if it can be justified as prudent to do so. The review has identified recurring re-profiling gains of £2.500m per annum over the next 10 years and a one-off re-profiling gain of £20.561m. Further information is contained within the Treasury Strategy. Section 3.13 of this report outlines recommendations for the use of the one-off re-profiling gain.

3.10.9 A summary of the savings identified are noted in the table below.

<b>Saving Type</b>	<b>2020-21 £000</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>
Management/Operational	1,371	1,413	1,413
Policy – within Council Control	2,050	2,420	2,420
Policy – Outwith Council Control	454	454	454
One Off Fleet Savings	278	0	0
Loans Fund Savings	2,500	2,500	2,500
<b>Total</b>	<b>6,653</b>	<b>6,787</b>	<b>6,787</b>

### **3.11 Budget Gap AFTER Measures to Balance the Budget**

3.11.1 The budget gap after applying all the measures to balance the budget is summarised within the table below.

	<b>Draft 2020-21 £000</b>	<b>Mid- Range Estimate 2021-22 £000</b>	<b>Mid- Range Estimate 2022-23 £000</b>
Estimated Budget Gap Prior to Measures to Balance Budget	<b>(8,541)</b>	<b>(18,807)</b>	<b>(28,668)</b>
Previously Approved Savings Measures	1,632	1,639	1,639
Fees and Charges 3% Increase	309	618	927
Council Tax 3% Increase All Years with Minor Adjustment for Growth in Council Tax Base	1,517	3,092	4,725
New Management/Operational Savings	1,371	1,413	1,413
New Policy Savings within Council Control	2,050	2,420	2,420
New Policy Savings outwith Council Control	454	454	454
One Off Fleet Savings	278	0	0
Loans Fund Savings	2,500	2,500	2,500
<b>Budget Surplus / (Gap) Cumulative</b>	<b>1,570</b>	<b>(6,671)</b>	<b>(14,590)</b>
<b>Budget Surplus / (Gap) In Year</b>	<b>1,570</b>	<b>(8,241)</b>	<b>(7,919)</b>

3.11.2 The table above demonstrates that if Members agreed to all the proposals already noted within this report there will be a balanced 2020-21 budget with a surplus of £1.570m but estimated significant savings required in 2021-22 and 2022-23.

3.11.3 Any change to what is assumed/estimated within this report, will change the estimated budget surplus/(gap) and Council should be mindful of the savings required in future years.

3.11.4 Appendix 6 provides a summary of the draft budget for 2020-21 at service level.

### **3.12 Balancing Future Years Budget**

3.12.1 The budget gap over 2021-22 and 2022-23 across each scenario is summarised in the table below.

<b>Budget Gap</b>	<b>2021-22 £000</b>	<b>2022-23 £000</b>	<b>Total £000</b>
Best Case	4,565	4,525	<b>9,089</b>
Mid-Range	8,241	7,919	<b>16,160</b>
Worst Case	12,768	12,381	<b>25,149</b>

3.12.2 In view of the future savings requirements officers will be look to identify savings for future years, through a structured programme of service redesign. This will take cognisance of the unique challenges faced by the Council and reflect on service redesign already delivered in previous years. In particular there will be a focus on greater digital transformation and commercialisation.

### **3.13 Options for Use of One-Off Gain from Loans Fund Review**

3.13.1 As referenced at paragraph 3.10.8 the loans fund review has identified a one-off re-profiling gain of £20.561m. This gain has arisen from re-profiling the historic loan funds advances, ensuring that the loans fund repayments remain prudent. The one-off re-profiling gain can be taken in future years in any way the authority wishes, as long as it deems it to be prudent and does not result in a negative charge in the loans fund. This means that the gain release each year is limited to the principal repayments in year (currently circa £5m per annum).

3.13.2 At the beginning of a loans fund advance the principal repayment is less and this situation reverses as you move into the later years of the borrowing. This means that over the time of the loan the principal repayments will increase. As all the outstanding loans are effectively being consolidated with a 32 years average pay back, the principal repayments will continue to increase until 2036-37 (at the end of the repayment period for loans fund advances taken in 2004-05) and it would be prudent for the Council to make an allowance for this increase.

3.13.3 It is recommended that a provision is made for the increasing principal repayments over the next 10 years and based on a recurring loans fund revenue saving of £2.5m, a provision of £7.649m would be required. It should be noted that this provision will not cover the increasing principal repayments through to 2036-37, however it does provide the budget required over the next 10 years, giving the Council time to plan for the period beyond that and also allows the Council to address the short-term liabilities/cost pressures as noted below.

3.13.4 One of the short-term cost pressures noted below relates to a provision to support organisational change with a view to increasing the amount of revenue savings in the future. This cost pressures would support setting aside a provision to cover the next 10 years increase in principal repayments on the basis that we should be able to increase revenue savings to fund further increases beyond the 10 years.

3.13.5 The known liabilities/cost pressures that Council should give consideration to are noted within the table below, with further narrative in the paragraphs that follow, and it is recommended that the remainder of the one-off re-profiling gain is used to fund these.

	£000	£000
One-off re-profiling gain	20,561	
Provision for increased principal repayments	(7,649)	
Revised Gain		<b>12,912</b>
<b>Revenue Pressures:</b>		
Provision to Support Organisational Change	(500)	
Estimated cost of 2020-21 redundancies that are part of budget savings proposals	(1,200)	
Future Redundancies provision	(1,500)	
Spend to Save Route Optimisation	(100)	
		<b>(3,500)</b>
<b>Capital Pressures:</b>		
Funding Gap in Capital Programme	(2,619)	
Capital Programme Intolerable Red Risks	(574)	
Lismore Ferry	(200)	
Campbeltown Flood Protection Scheme	(1,406)	
Significant Strategic Change Projects	(4,613)	
		<b>(9,412)</b>
Remaining One-off Gain		<b>0</b>

3.13.6 Further detail on the liabilities/cost pressures is noted below:

Provision to support organisational change: It would be prudent to set aside a provision in support of making change in the short term in preparing for the long term challenges. This is a relatively small provision taking into consideration the extent to which we will need to reshape the way we operate in the future in response to the ongoing financial pressures.

Redundancies: After amendments to reflect further officer development the savings options reported to Council in October assume a reduction of 55.09 FTE. Some of the posts are currently vacant and the Council has a good track record of re-deployment. If we assume that around 30 FTE may be made redundant and based on an average redundancy package of £40,000, a provision of £1.200m would be required. It would be prudent to consider making a provision for future redundancies and it is suggested that a further £1.5m is set aside.

Spend to save Route Optimisation: The Roads Service have also identified a spend-to-save option that would require £0.100m of investment that could result in a saving in 3-4 years' time estimated to be in the region of between £0.150m and £0.300m. This is in relation to route optimisation across service areas including bin collections, winter maintenance, street lighting repairs, inspections and cyclic work. The investment is required for new technology that would enable computer algorithms to plan and provide the most effective routing that would minimise the staff and vehicles required in the future, thereby releasing a recurring saving.



**Funding Gap in Capital Programme:** It was assumed that the same level of General Capital Grant in 2019-20 would be received in 2020-21, however, General Capital Grant has had a significant cut across all Councils and is £2.601m less than estimated. When this is added to the underspend in 2019-20 that can be offered up and an adjustment for a flooding allocation not included and capital receipts, the funding gap in the capital programme amounts to £2.619m.

**Capital Programme Intolerable Red Risks:** As part of the Service Asset Management plans, a number of intolerable red risks, amounting to £0.574m, have been identified that require additional funding over and above the block allocation. The most significant is in relation to the replacement of three key business applications.

**Lismore Ferry:** A paper was presented to P&R on 17 October 2019 advising of a replacement cost for the Lismore ferry of £0.500m. From January 2022 the current vessel will no longer meet the requirements of the Maritime and Coastguard Agency. There have been a number of discussions with Transport Scotland regarding transfer of ferries or alternatively additional funding to provide the ferries. At the time of writing, no additional funding has been confirmed for Argyll and Bute Council, however, there is £1m additional funding for ferries provided for within the Scottish Budget that has still to be distributed and the hope is that some of this funding is for Argyll and Bute Council. In the absence of any confirmation, work will need to commence on procuring a replacement for the MV The Lismore requiring capital funding of circa £0.200m.

**Campbeltown Flood Protection Scheme:** In total this scheme is estimated to cost around £9.330m and Scottish Government will fund 80% of this with the Council expected to contribute the balance of 20%. The Council have already committed some matched budget for investigation and design work and the remaining 20% contribution from the Council is £1.406m. A full business case will be brought to Council for approval, however, it would be prudent to set aside funding as currently the only way to fund the remaining 20% contribution is by reducing the roads reconstruction allocation in both 2021-22 and 2022-23. Should the Council not proceed with the scheme, then the Council will need to refund the Scottish Government the amount it has spent to date on investigation and design work which is anticipated to be £0.461m at the end of March 2020.

**Significant Strategic Change Projects still to be finalised:** There are major change projects where there is a high likelihood of the project requiring more budget than is currently in the capital programme in respect of Helensburgh Waterfront and Rothesay Pavilion. At this stage, figures are still to be finalised and some are commercially sensitive. There are also financial implications for rural and island authorities arising from the ban on Biodegradable Municipal Waste (BMW) being disposed of via landfill from 2025. It would be prudent to set aside a provision of £4.613m in recognition that the overall risk is likely to be higher and any funding

would not be released until it had been approved by Council.

### **3.14 Funding Requests**

- 3.14.1 Four funding requests have been received from organisations where funding has previously been provided.
- 3.14.2 Argyll and the Isles Tourism Co-operative are seeking an additional investment from the Council for 2020-21 for core costs. AITC has a job to finish in 2020 concluding delivery against the current strategic framework Tourism Argyll and the Isles 2020 (TAI2020) and also preparing the next strategy beyond 2020. This time limited request and will enable the programme of work to be delivered by the end of 2020 and conclude TAI2020.
- 3.14.3 A report was presented to the Policy and Resources Committee on 17 December 2019 in relation to funding requests from two third sector recycling services. It was agreed that the funding requests be considered by Council.
- 3.14.4 A report was presented to the Council on 26 September 2019 and followed up by a further report to the Policy and Resources Committee on 17 December 2019 in relation to a funding request from Rothesay Pavilion Charity (RPC). After undertaking a review of the original business case, RPC believe that there is a revenue shortfall in Years 1 and 2 of the operating period 2020-21 and 2024-25. As instructed by the Policy and Resources Committee on 17 December 2019, a meeting has been arranged between the Policy Lead for Financial Services and Major Projects (Gary Mulvaney), Council Officers and the RPC Board; this is scheduled for Friday 14 February 2020. Officers will provide a briefing to Members following the meeting.
- 3.14.5 The Council is asked to consider the funding requests with relevant information provided within Appendix 8. The Appendix is marked as “exempt” from public papers as it includes commercial information related to third parties.

## **4. CONCLUSION**

- 4.1 This report summarises the position with regard to the key issues surrounding the revenue budget and setting of council tax for 2020-21. It also provides estimates of the budget outlook for 2021-22 and 2022-23.
- 4.2 If Members agreed to all the proposals already noted within this report, this would produce a balanced budget in 2020-21 with a surplus of £1.570m.
- 4.3 There remains a significant budget gap in future years and officers will continue to explore options to generate future savings through service redesign.

4.4 The Council are asked to consider funding requests in relation to the AITC, Kintyre Recycling Limited, Fyne Futures and Rothesay Pavilion.

## **5. IMPLICATIONS**

5.1 Policy – There are policy implications associated with the new saving options and also previously agreed savings options which impact 2020-21 and beyond.

5.2 Financial – The report outlines the budget position over 2020-21 to 2022-23.

5.3 Legal – Any legal implications have and will be considered when developing the savings options.

5.4 HR – Any HR implications have and will be considered when developing savings options.

5.5 Fairer Scotland Duty – See below

5.5.1 Equalities – Equality and Socio-Economic Impact Assessments have been carried out where appropriate for savings options already agreed or developed.

5.5.2 Socio Economic Duty – Equality and Socio-Economic Impact Assessments have been carried out where appropriate for savings options already agreed or developed.

5.5.3 Islands Duty - Equality and Socio-Economic Impact Assessments have been carried out where appropriate for savings options already agreed or developed. This includes consideration of Islands Duties.

5.6 Risk – There is a separate report assessing financial risks and there is also an overall assessment of risk included within the separate report on Reserves and Balances.

5.7 Customer Service – There may be some customer service implications arising from the new savings options. Future customer service implications will be considered when developing savings options.

**Kirsty Flanagan**  
**S95 Officer**  
**13 February 2020**

**Policy Lead for Financial Services and Major Projects: Councillor Gary Mulvaney**

**APPENDICES:**

Appendix 1 – 2021-22 and 2022-23 Budget Outlook Scenarios

Appendix 2 – Non-Pay Inflation Estimates 2020-21

Appendix 3 - Cost and Demand Pressures 2020-21 to 2022-23

Appendix 4 – Health and Social Care Partnership Cost Pressures

Appendix 5 – New Management/Operational Savings

Appendix 6 – New Policy Options Savings Summary and Templates

Appendix 7 – Service Summary of Budget Position

Appendix 8 – Funding Requests (Exempt Paper)

	Draft	Best Case Scenario		Mid-Range Scenario		Worst Case Scenario	
	2020-21 £000	2021-22 £000	2022-23 £000	2021-22 £000	2022-23 £000	2021-22 £000	2022-23 £000
Base Budget	243,048	243,048	243,048	243,048	243,048	243,048	243,048
Other Base Budget Adjustments	2,666	2,644	2,644	2,644	2,644	2,644	2,644
Settlement Commitments:							
-Additional Support Needs	219	219	219	219	219	219	219
-Rapid Rehousing	107	107	107	107	107	107	107
-Counselling in Schools	91	91	91	91	91	91	91
-Discretionary Housing Payments	82	82	82	82	82	82	82
-Social Welfare Fund	40	40	40	40	40	40	40
-Sanitary Products in School	32	32	32	32	32	32	32
-Whole System Approach	(25)	(25)	(25)	(25)	(25)	(25)	(25)
-Barclay Review	36	36	36	36	36	36	36
<b>Revised Base Budget</b>	<b>246,296</b>	<b>246,274</b>	<b>246,274</b>	<b>246,274</b>	<b>246,274</b>	<b>246,274</b>	<b>246,274</b>
Pay Award	3,929	7,465	11,001	7,858	11,787	8,513	13,097
Pay Increments	737	1,106	1,474	1,474	2,211	1,474	2,211
Change to employee base	(340)	(340)	(340)	(340)	(340)	(340)	(340)
Teachers Pensions Increase	407	407	407	407	407	407	407
<b>Total Employee Cost Changes (Council Services)</b>	<b>4,733</b>	<b>8,638</b>	<b>12,542</b>	<b>9,399</b>	<b>14,065</b>	<b>10,054</b>	<b>15,375</b>
<b>Non-Pay Inflation - Council Services</b>	<b>1,294</b>	<b>2,588</b>	<b>3,882</b>	<b>2,588</b>	<b>3,882</b>	<b>3,338</b>	<b>5,382</b>
Previously Agreed - HB Admin Grant	60	120	180	120	180	120	180
Asbestos Management Plan	87	115	115	135	135	155	155
SEEMIS membership fee	15	16	18	16	18	16	18
Skype for Education	75	100	100	100	100	100	100
Oracle support costs	18	18	18	18	18	18	18
Planning Fees	60	0	0	0	0	0	0
Climate Change Levy replaced Carbon Reduction Commitment	70	70	70	70	70	70	70
Consolidation of Living Wage	0	444	444	500	500	560	560
Consolidation of Living Wage - Project Costs	50	0	0	0	0	0	0
Allowance for Cost and Demand Pressures Future Years	0	0	0	250	500	500	1,000
<b>Total Cost and Demand Pressures</b>	<b>435</b>	<b>883</b>	<b>945</b>	<b>1,209</b>	<b>1,521</b>	<b>1,539</b>	<b>2,101</b>
<b>Adjustment to Health and Social Care Partnership Payment</b>	<b>1,752</b>	<b>1,752</b>	<b>1,752</b>	<b>1,752</b>	<b>1,752</b>	<b>1,752</b>	<b>1,752</b>
<b>Adjustment to Live Argyll Management Fee</b>	<b>96</b>	<b>24</b>	<b>(47)</b>	<b>58</b>	<b>21</b>	<b>96</b>	<b>96</b>
<b>Total Estimated Expenditure PRIOR to measures to balance the budget</b>	<b>254,606</b>	<b>260,159</b>	<b>265,348</b>	<b>261,280</b>	<b>267,515</b>	<b>263,053</b>	<b>270,980</b>
Scottish Government Grant	195,364	192,629	189,932	191,652	188,011	190,675	186,099
Earmarked Reserves for Teachers Pensions	118	112	0	112	0	112	0
Council Tax	50,583	50,836	51,090	50,709	50,836	50,709	50,836
<b>Total Funding</b>	<b>246,065</b>	<b>243,577</b>	<b>241,022</b>	<b>242,473</b>	<b>238,847</b>	<b>241,496</b>	<b>236,935</b>
<b>Budget Surplus / (Gap) PRIOR to measures to balance the budget</b>	<b>(8,541)</b>	<b>(16,582)</b>	<b>(24,326)</b>	<b>(18,807)</b>	<b>(28,668)</b>	<b>(21,557)</b>	<b>(34,045)</b>
Measures to Balance the Budget:							
Fees and Charges	309	822	1,335	618	927	412	515
Catering and Cleaning Longer Term Redesign (Service Choices February 2016)	0	446	446	172	172	172	172
Management/Operational Savings Identified October 2017	326	326	326	326	326	326	326
Management/Operational Savings Identified February 2019	(452)	(692)	(692)	(692)	(692)	(692)	(692)
Policy Savings Options agreed February 2018	1,286	1,286	1,286	1,286	1,286	1,286	1,286
Policy Savings Options agreed February 2019	472	547	547	547	547	547	547
Management Operational Savings reported October 2019	1,371	1,413	1,413	1,413	1,413	1,413	1,413
Policy savings within council control reported October 2019	2,050	2,420	2,420	2,420	2,420	2,420	2,420
Policy savings outwith council control reported October 2019	454	454	454	454	454	454	454
One-Off Fleet Savings	278	0	0	0	0	0	0
Loans Fund Savings	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Council Tax Increase	1,517	4,065	6,772	3,092	4,725	1,521	1,525
<b>Total Measures to Balance the Budget</b>	<b>10,111</b>	<b>13,587</b>	<b>16,807</b>	<b>12,136</b>	<b>14,078</b>	<b>10,359</b>	<b>10,466</b>
<b>Budget Surplus / (Gap) Cumulative AFTER measures to balance the budget</b>	<b>1,570</b>	<b>(2,995)</b>	<b>(7,519)</b>	<b>(6,671)</b>	<b>(14,590)</b>	<b>(11,198)</b>	<b>(23,579)</b>
<b>Budget Surplus / (Gap) In Year AFTER measures to balance the budget</b>	<b>1,570</b>	<b>(4,565)</b>	<b>(4,525)</b>	<b>(8,241)</b>	<b>(7,919)</b>	<b>(12,768)</b>	<b>(12,381)</b>

## Non-Pay Inflation (Council)

## APPENDIX 2

Service	Inflation Category	Basis of Inflation	2020-21 Inflation %	Base Budget 2020-21	2020-21 Inflation £000
Council Wide	Utilities - Electricity	This is a volatile areas and it is difficult to predict the inflation. Assumed inflation at 9.76% based on Scottish Government price risk index report as at June 2019.	9.76%	2,023,789	198
Council Wide	Utilities - Gas	This is a volatile areas and it is difficult to predict the inflation. Assumed CPI rate of 2% (July 2019) for 2020-21.	2.00%	454,059	9
Council Wide	Utilities - Oil	This is a volatile areas and it is difficult to predict the inflation. Assumed CPI rate of 2% (July 2019) for 2020-21.	2.00%	562,240	11
Council Wide	Utilities - Solid Fuel	This is a volatile areas and it is difficult to predict the inflation. Assumed CPI rate of 2% (July 2019) for 2020-21.	2.00%	17,860	-
Council Wide	Utilities - Water	Assumed inflation at CPI rate of 2% (July 2019) for 2020-21.	2.00%	504,580	10
Council Wide	Non Domestic Rates	Based on current RPI as at end of July 2018	2.80%	4,600,010	129
Council Wode	Vehicle Fuel	Based on advice from Fleet Manager	5.00%	1,125,534	56
<b>Council Wide Total</b>					<b>413</b>
Education	Pre-Primary Partner Provider Uplift	No increase required this year - provision for 1,140 hours is sufficient	0.00%	2,579,775	-
Education	Residential Schools	Scotland Excel negotiate contracts information received 10 Jan 2020 states 5% uplift as minimum.	5.00%	943,804	47
Commercial Services	Catering Purchases and Milk	Estimated 10% increase predicted as a result of price volatility. Estimated 10% is based on national estimates regarding increase in food prices following EU exit.	10.00%	1,769,380	177
Commercial Services	School and Public Transport Contract Fuel Uplifts	Inflation to fuel element of transport contracts based on projected fuel price increases. Only the fuel element of the contracts would be affected by this uplift.			50
Legal and Regulatory Support	Community Pool Subsidies	For Atlantis Leisure subsidy agreement the annual increase is based on RPI at Sept so estimate based on anticipated RPI at Sept 2019 then Sept 2020. MacPool & Islay Pool inflation based on anticipated RPI at March 2020.	3.00%	659,337	20
Legal and Regulatory Support	NPDO Schools	NPDO Schools contracts are subject to inflation year on year. Inflation, per the contract pay mechanism, applied to the payments only i.e. account code 44000 as the income is linked to Education FM payment.	2.10%	15,382,057	223
Legal and Regulatory Support	Hub Schools	Hub-DBFM Schools contracts are subject to inflation year on year. Inflation, per the contract pay mechanism, is applied to the payments only i.e. account code 44000 as the grant income is fixed for the term of the contract.	0.98%	5,228,658	51
<b>Executive Director - Douglas Hendry - Total</b>					<b>568</b>
Customer Support Services	ICT	Inflationary increases re renewals for support and maintenance of hardware and software	15.00%	454,657	68
Roads and Infrastructure	Landfill Tax	Calculation is based on a formula approach similar to last year.	3.07%	3,078,901	95
Roads and Infrastructure	Waste PPP Contract	85% of RPIX as at end of Q2 2018	2.32%	5,810,621	135

Service	Inflation Category	Basis of Inflation	2020-21 Inflation %	Base Budget 2020-21	2020-21 Inflation £000
Roads and Infrastructure	Street Lighting Electricity	The business case for the LED project assumed that inflation would be applied to street lighting electricity therefore inflation should be applied at the CPI rate of 2.1% (July 2019) for 2020-21.	2.10%	729,916	15
<b>Executive Director - Kirsty Flanagan - Total</b>					<b>313</b>
					<b>1,294</b>

COUNCIL COST AND DEMAND PRESSURES 2020-21 to 2022-23

APPENDIX 3

Department	Service	Cost/Demand Pressure	Best Case			Mid Range Scenario			Worst Case		
			2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000
Chief Executive's Unit	Financial Services	Universal Credit "Full" Service went live in Sept 2018, but managed migration has been deferred to 2021 and will not be completed until 2024. The DWP will reduce the Housing Benefit Administration Subsidy they pay to the Council as some claimants come off of Housing Benefit processed by Council staff and go onto Universal Credit processed by the DWP. The Council's caseload has reduced by 14% in the first year of Full Universal Credit but it is hard to predict just how quickly the rest of the working age caseload will migrate from Housing Benefit to Universal Credit between now and 2024. DWP announce funding allocations each December. For 2020/21 we are benefitting from transitional protection. These figures represent our best estimates at this time.	60	120	180	60	120	180	60	120	180
Executive Director - Douglas Hendry	Commercial Services	There is an ongoing need for the Council to manage the activities associated with delivery of the Asbestos Management Plan. An earmarked reserve equivalent to £90k per annum was agreed by the Council in FQ2 2017 which should allow the management arrangements to be funded until the end of FQ2 2020 on the understanding that this provision is the subject of ongoing review. From a budgetary perspective, the best case scenario is that funding of the anticipated staff resource will continue to be required beyond the end of FQ2 2020 with no emergent asbestos related issues. The worst case scenario includes an allowance to deal with non-funded emergent issues associated with the management of asbestos.	67	115	115	87	135	135	107	155	155
Executive Director - Douglas Hendry	Education	The SEEMiS group, provider of the Council's Education Management Information System, recently reviewed their long term financial plan and refreshed it to cover the period 2019/20 to 2023/24. As a result of this exercise there were implications on Membership fees with a cost pressure on the Education service arising from financial year 2020/21. Indicative membership fees were provided for financial years 2021/22 to 2023/24 and these have been factored in accordingly.	15	16	18	15	16	18	15	16	18
Executive Director - Kirsty Flanagan	ICT	Further extend the roll out SKYPE for Business to Education - Cost of two senior engineers necessary for both implementation and ongoing support for an additional 70+sites and 1800 staff accounts.	75	100	100	75	100	100	75	100	100
Executive Director - Kirsty Flanagan	ICT	The support for the Oracle e-business suite (The Council's financial system) was moved to a different supplier in 2018 to assist with revenue budget savings. It now transpires that this different supplier cannot provide the full level of support required. In moving back to Oracle for support, there is an increased cost.	18	18	18	18	18	18	18	18	18
Executive Director - Kirsty Flanagan	Development & Economic Growth	Implementation of the Planning Act and Planning Fees will not be until at least Q2 2020 (April to June 2020) and therefore there will be a delay in achieving the savings target of £125k set as a Management operational saving TB06-8	30	0	0	60	0	0	90	0	0
Council Wide	Council Wide	The Carbon Reduction Commitment scheme came to an end on the 1st April 2019 and was replaced by the Climate Change Levy which is a direct charge on the Council's utility bills. The estimated cost pressure for this is £70k per annum.	70	70	70	70	70	70	70	70	70



COUNCIL COST AND DEMAND PRESSURES 2020-21 to 2022-23

APPENDIX 3

Department	Service	Cost/Demand Pressure	Best Case			Mid Range Scenario			Worst Case		
			2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000
Council Wide	Council Wide	Consolidation of Living Wage -There is an agreement by the Scottish Joint Council to consolidate the Scottish Local Government Living Wage into the council's Local Government Employee pay model by 2021. This will creates a cost pressure in relation to staff costs from 2021-22 onwards.	0	444	444	0	500	500	0	560	560
Council Wide	Council Wide	Consolidation of Living Wage - The development of th living wage consolidation proposal was carried out by a temporary project team funded via earmarked reserves. Implementation of the proposals will require a further temporary project team at a cost of £50,000 in 2020-21.	50	0	0	50	0	0	50	0	0
Council Wide	Council Wide	General provision for unidentified Cost and Demand Pressures	0	0	0	0	250	500	0	500	1,000
<b>TOTAL</b>			<b>385</b>	<b>883</b>	<b>945</b>	<b>435</b>	<b>1,209</b>	<b>1,521</b>	<b>485</b>	<b>1,539</b>	<b>2,101</b>

**SOCIAL WORK COST AND DEMAND PRESSURES 2020-21 to 2022-23**

**APPENDIX 4**

Service	Cost/Demand Pressure	Best Case			Mid Range			Worst Case		
		2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000
All Social Work	Estimated Pay inflation reflecting 3% pay uplift agreed for 2019/20.	936	1,778	2,620	936	1,872	2,808	936	2,028	3,120
All Social Work	Estimated Pay increments, best case absorbed in current staff changes, mid-range, half of 2019-20 cost and worst case same as 2019-20 cost.	82	123	164	82	164	246	82	164	246
	Change to employee base budget	88	88	88	88	88	88	88	88	88
All Social Work	Non-pay inflation, best and worst case based on unavoidable/inescapable inflation and worst case.	875	1,781	2,750	1,035	2,110	3,268	1,252	2,559	3,981
All Social Work	Non-pay inflation impact of payroll inflation on NHS posts which are recharged to Social Work.	128	268	435	128	268	435	128	268	435
Adult Care	Older People Demand Growth: The number of older people is increasing and older people are living longer with significant health and support needs and significant expectations of the support they are entitled to receive. Demand pressure estimates 3% growth in homecare and care home placements, this increase is supported by the growth in clients and care requirements over a number of years although in some areas the service capacity is being fully utilised and service expansion is proving difficult. The best case reflects a one-off adjustment to recognise part of the current budget deficit with no growth thereafter, the mid-range reflects 1.5% growth and the worst case reflects 3% growth.	311	311	311	640	980	1,325	970	1,659	2,370
Adult Care	Younger Adults Demand Growth: There has been continuing increase in demand for care and support services for profoundly disabled younger adults (ie under 65) whose parents have historically provided care but are no longer able to. The best case reflects a one-off adjustment to recognise part of the current budget deficit with no growth thereafter, the mid-range reflects 1.5% growth and the worst case reflects 3% growth.	269	269	269	539	817	1,087	808	1,372	1,911
Adult Services	National Care Home Contract: Contract rates are negotiated on an annual basis with representatives of the Scottish care home sector by Scotland Excel. The best case scenario figures provided are based on an annual increase of 3% , the mid range reflects an increase of 4% (in-line with the 2019/20 NCHC increase) and the worst case 5%.	244	496	755	326	665	1,017	407	835	1,284

**SOCIAL WORK COST AND DEMAND PRESSURES 2020-21 to 2022-23**

**APPENDIX 4**

Service	Cost/Demand Pressure	Best Case			Mid Range			Worst Case		
		2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000
All Social Work	Social Work Emergency Standby: A review of the Social Work Emergency Standby service was completed during 2019/20 which included consultation work with staff and information gathering in relation to the approaches used by other local authorities. A new service design has been developed and will be piloted during 2019/20 using non-recurring funding as a test of change. This pressure reflects the estimated cost of fully implementing the outcome of the review on a permanent basis. Adjustment has been made for inflation and pay increments at 3% best case, 4.5% mid range and 6% worst case.	150	155	160	150	157	164	150	159	169
Adult Services	Greenwood Hostel Overnight Staffing: Building on previous reviews of staff work patterns in the partnership's 24/7 care establishments, taking into account the law in relation to sleepover payments and breaks between shifts, a cost pressure has been identified in relation to staffing arrangements at Greenwood Hostel in Campbeltown where additional staff are required to comply with employee law and safe working in relation to staff and residents at the hostel. Adjustment has been made for inflation and pay increments at 3% best case, 4.5% mid range and 6% worst case.	0	0	0	0	0	0	0	0	0
Criminal Justice	Criminal Justice Redesign: The Scottish Government has provided funding for transitional arrangements in relation to changes in the Criminal Justice Service for several years and continues to do so. Until 2019/20, this funding had been routed separately from the Council's general grant and an allowance had been built into the 2019/20 for this funding method, assuming the separate allocation would be added to the budget. Unfortunately, the method changed and the funding was instead allocated as part of the general grant and the funding was not added to the Criminal Justice budget as expected but absorbed into the overall social work budget. The transition work remains ongoing and the Criminal Justice service is continuing to have to pick up these costs. This was covered on a one-off basis from an earmarked reserve in 2019/20 but the additional funding requires to be re-established from 2020/21 onwards to continue to support the redesign of Criminal Justice services.	50	50	50	50	50	50	50	50	50
Integrated Joint Board	Integrated Joint Board Governance: The Integrated Joint Board requires additional governance support from the Council. This has been agreed between Douglas Hendry, Executive Director and Joanna MacDonald, Chief Officer. The cost pressure consists of 2 additional posts plus other support costs. Adjustment has been made for inflation and pay increments on the governance costs at 3% best case, 4.5% mid range and 6% worst case.	95	98	101	95	99	103	95	101	107
All Social Work	Provision for Unknown Cost and Demand Pressures	0	0	0	250	500	750	500	1,000	1,500

**SOCIAL WORK COST AND DEMAND PRESSURES 2020-21 to 2022-23**

**APPENDIX 4**

Service	Cost/Demand Pressure	Best Case			Mid Range			Worst Case		
		2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000	2020-21 £000	2021-22 £000	2022-23 £000
<b>TOTAL UNFUNDED COST AND DEMAND PRESSURES</b>		<b>3,228</b>	<b>5,417</b>	<b>7,703</b>	<b>4,319</b>	<b>7,770</b>	<b>11,341</b>	<b>5,466</b>	<b>10,283</b>	<b>15,261</b>

Template Ref	Department	Service	Service Delivery Area	Savings Option	2020-21			2021-22		
					Saving 2020-21 £000	FTE	H/Count	Saving 2021-22 £000	FTE	H/Count
CE01(c)	Chief Executives Unit	Chief Executive	Community Development / Community Planning Partnership	Revised marketing approach for Supporting Communities Fund focussing on local networks and digital channels such as Facebook.	4.0	0.00	0.00	4.0	0.00	0.00
FS01(a)	Chief Executives Unit	Head of Financial Services	Revenues & Benefits	Additional income from DWP for new work in relation to pensions and earnings verification	20.0	0.00	0.00	20.0	0.00	0.00
CS04	Executive Director (Douglas Hendry)	Head of Commercial Services	Programme Management	Cost recovery - CHORD capital costs	101.0	0.00	0.00	101.0	0.00	0.00
CS05(b)(c)	Executive Director (Douglas Hendry)	Head of Commercial Services	Property Services, Estates, Catering and Cleaning	Commercial Income from Renewable Energy, Estates Activities and Events	170.0	0.00	0.00	170.0	0.00	0.00
ED02(b)	Executive Director (Douglas Hendry)	Head of Education	Enterprise	Removal of budget in respect of skills for work transport expenses	5.6	0.00	0.00	9.0	0.00	0.00
ED05	Executive Director (Douglas Hendry)	Head of Education	HR Assistant	Alternative funding mechanism for 0.5FTE HR Assistant who supports Education and D&I in attendance / absence monitoring - will be funded via vacancy savings	12.9	0.00	0.00	17.0	0.00	0.00
ED08(a)	Executive Director (Douglas Hendry)	Head of Education	QIT - Additional Support Needs	Discontinuation of CALL Scotland contract	7.0	0.00	0.00	7.0	0.00	0.00
ED08(b)	Executive Director (Douglas Hendry)	Head of Education	QIT - Additional Support Needs	Discontinuation of CALL Scotland training allocation	2.8	0.00	0.00	2.8	0.00	0.00
ED09	Executive Director (Douglas Hendry)	Head of Education	Continuing Professional Development (Leadership)	Removal of Leadership budget used for funding training events	12.0	0.00	0.00	12.0	0.00	0.00
ED10	Executive Director (Douglas Hendry)	Head of Education	Support for Teachers	Removal of supported study budget	17.0	0.00	0.00	17.0	0.00	0.00
ED12	Executive Director (Douglas Hendry)	Head of Education	Classroom Assistants - Primary	Removal of underspent budget as a result of primary review	20.0	0.00	0.00	20.0	0.00	0.00
ED13	Executive Director (Douglas Hendry)	Head of Education	Classroom Assistants - Secondary	Removal of underspent budget as a result of secondary review	30.0	0.00	0.00	30.0	0.00	0.00
L&R01(b)	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Procurement	NPDO contract efficiency saving	120.0	0.00	0.00	120.0	0.00	0.00
L&R02	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Governance and Risk	Generate income by recharging for services provided	50.0	0.00	0.00	50.0	0.00	0.00
L&R04(a)&(b)	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Trading Standards	Agree with Food Standards Scotland to deliver feed regulation across Argyll & Bute / West Dunbartonshire which will achieve additional income	25.2	0.00	0.00	25.2	0.00	0.00
L&R05	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Electoral Registration	Realign Electoral Registration Budget	20.1	0.00	0.00	20.1	0.00	0.00
L&R06	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Committee Services	Review of administrative supplies and service spend	12.0	0.00	0.00	0.0		0.00
CSS01(a)	Executive Director (Pippa Milne)	Head of Customer Support Services	Communications	Carry out all public consultation in-house removing budget for consultant	5.0	0.00	0.00	12.0	0.00	0.00
CSS02(a)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Increase in NRS (National Records of Scotland) fees in line with decision nationally to increase fees.	25.2	0.00	0.00	25.2	0.00	0.00
CSS02(b)(c)(d)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Additional CSC/Registration	8.5	0.00	0.00	8.5	0.00	0.00
CSS02(e)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Social Security Scotland - charging for use of accommodation	5.0	0.00	0.00	5.0	0.00	0.00
CSS02(f)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Lease Inveraray marriage room as an office space	2.6	0.00	0.00	2.6	0.00	0.00
CSS02(k)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Removal LAP server support	6.2	0.00	0.00	6.2	0.00	0.00
CSS02(l)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Cease text in service and SMS service support	1.5	0.00	0.00	1.5	0.00	0.00
CSS02(m)(n)(o)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	CSC and Registration Cost Cutting	8.9	0.00	0.00	8.9	0.00	0.00
CSS02(p)	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Remove surplus photocopier budget from Colonsay and Jura CSPs	3.0	0.00	0.00	3.0	0.00	0.00
CSS03(a)(b)(c)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Remove surplus from ICT budget, remove expired server maintenance contract, and decommission old backup solution	62.0	0.00	0.00	62.0	0.00	0.00

Template Ref	Department	Service	Service Delivery Area	Savings Option	2020-21			2021-22		
					Saving 2020-21 £000	FTE	H/Count	Saving 2021-22 £000	FTE	H/Count
CSS03(d)(e)(f)(i)(j)(k)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Reduce staff travel, overtime, subscriptions and make further changes to infrastructure systems covering comms circuits, Guest Wi-Fi, and the PSN connection	50.7	0.00	0.00	50.7	0.00	0.00
CSS03(g)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Remove budget available for additional network upgrades to schools	87.0	0.00	0.00	87.0	0.00	0.00
CSS03(l)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Reduce print room copier and franking machine maintenance.	3.8	0.00	0.00	3.8	0.00	0.00
CSS03(m)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Replace ageing, red risk status video conferencing (VC) equipment with Skype, removing £50k capital investment need. Retain VC in Kilmory and the virtual meeting room to allow communication with external organisations still using VC.	7.0	0.00	0.00	7.0	0.00	0.00
CSS03(n)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Stop annual benchmarking service	4.7	0.00	0.00	4.7	0.00	0.00
CSS03(o)	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Remove surplus from Workforce Deployment Infrastructure budget.	9.0	0.00	0.00	9.0	0.00	0.00
CSS04(a)	Executive Director (Pippa Milne)	Head of Customer Support Services	HR and OD	Investigated potential replacement of Pyramid	0.0	0.00	0.00	15.0	0.00	0.00
CSS04(b)-(f)	Executive Director (Pippa Milne)	Head of Customer Support Services	HR and OD	Reduction in sundry budgets e.g. travel, training etc.	25.0	0.00	0.00	25.0	0.00	0.00
DEG02	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Transformation Projects and Regeneration	Removal of discretionary budget supporting cultural initiatives	63.9	0.00	0.00	63.9	0.00	0.00
DEG05(b)	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Building Standards	Additional commercialisation through processing Building Warrant applications for other local authorities	50.0	0.00	0.00	50.0	0.00	0.00
DEG06(a)	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Housing and Development Policy	Transfer staff costs to Strategic Housing Fund	146.3	0.00	0.00	146.3	0.00	0.00
DEG06(b)	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Housing and Development Policy	Realign Temporary Accommodation Budgets to reflect spend	20.0	0.00	0.00	20.0	0.00	0.00
DEG06(c)	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Housing and Development Policy	Reduce Local Housing Strategy Budget	25.7	0.00	0.00	25.7	0.00	0.00
RAIS06(b)	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	Fleet	Increase work through fleet workshops	20.0	0.00	0.00	45.0	0.00	0.00
RAIS08	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	Technical Support	Cost recovery for Capital Projects within Roads and Infrastructure	100.0	0.00	0.00	100.0	0.00	0.00
<b>TOTAL MANAGEMENT/OPERATIONAL OPTIONS</b>					<b>1,370.6</b>	<b>0.00</b>	<b>0.00</b>	<b>1,413.1</b>	<b>0.00</b>	<b>0.00</b>

Template Ref	Department	Service	Service Delivery Area	Savings Option	2020-21			2021-22		
					Saving 2020-21 £000	FTE	H/Count	Saving 2021-22 £000	FTE	H/Count
CE01(a)	Chief Executives Unit	Chief Executive	Community Development / Community Planning Partnership	Reduction in vacant administrative officer post by 0.4 FTE Removal of funding to TSI to support Community Development 10% reduction in funding to Fèisean nan Gàidheal	26.9	0.40	0.00	26.9	0.40	0.00
FS01	Chief Executives Unit	Head of Financial Services	Revenues & Benefits Internal Audit Accounting & Budgeting	Removal of vacant 1FTE LGE5 Local Tax Assistant Post Removal of vacant 0.5FTE LGE9 Internal Audit Post Reduction in posts due to changing processes, efficiencies and reduction in support	183.0	5.10	7.00	189.0	5.10	7.00
CS01	Executive Director (Douglas Hendry)	Head of Commercial Services	Estates & Property Development	Remodel Estates Staff Structure (removal of LGE11 post)	57.0	1.00	1.00	57.0	1.00	1.00
CS02	Executive Director (Douglas Hendry)	Head of Commercial Services	Estates, Programme Management and Property Services	Remodel business support in Estates, Programme Management and Property Services	54.0	2.00	2.00	54.0	2.00	2.00
CS03	Executive Director (Douglas Hendry)	Head of Commercial Services	Property Maintenance	Remodel Property officer team	79.0	2.00	2.00	79.0	2.00	2.00
ED01	Executive Director (Douglas Hendry)	Head of Education	PE Facilities	Removal of centrally held PE budget which is devolved to schools annually	73.0	0.00	0.00	73.0	0.00	0.00
ED02	Executive Director (Douglas Hendry)	Head of Education	Enterprise	Removal of budget devolved to schools to enhance teacher posts to PT grade to deliver enterprise Removal of budget for PPE and equipment required in relation to service delivery by Argyll College	15.6	0.00	0.00	25.0	0.00	0.00
ED03	Executive Director (Douglas Hendry)	Head of Education	Psychological Services	Removal of 1.8 FTE Educational Psychologist reducing the service	78.0	1.80	2.00	125.0	1.80	2.00
ED06	Executive Director (Douglas Hendry)	Head of Education	Quality Assurance and Moderation	Remove budget established to support schools in relation to moderation	27.1	1.00	1.00	43.5	1.00	1.00
ED07	Executive Director (Douglas Hendry)	Head of Education	Admin and Finance assistants	Aligning all Area Finance Assistants to term time	11.7	3.00	3.00	15.6	3.00	3.00
ED11	Executive Director (Douglas Hendry)	Head of Education	16+ Learning Choices	Removal of vacant 0.1 LGE14 post which was 0.9 grant funded previously (grant now ended)	6.1	0.10	0.00	6.1	0.10	0.00
ED14	Executive Director (Douglas Hendry)	Head of Education	Swimming Pool Subsidies	Removal of subsidy paid to Islay and Jura and Mid Argyll Community Enterprises	19.3	0.00	0.00	19.3	0.00	0.00
ED15	Executive Director (Douglas Hendry)	Head of Education	Additional Support Needs (activities)	Removal of Additional Support Needs (activities)	5.4	0.00	0.00	5.4	0.00	0.00
ED16	Executive Director (Douglas Hendry)	Head of Education	Clerical Assistants (Learning Centres) Primary	Removal of separate clerical assistant budget within Oban Learning Centre (Primary and Secondary) to align with other learning centres.	10.4	0.89	2.00	16.7	0.89	2.00
ED18	Executive Director (Douglas Hendry)	Head of Education	Reduction of Education Management Team	Reduction of 2 FTE from the Central Education Management Team	113.0	2.00	2.00	151.0	2.00	2.00
ED19	Executive Director (Douglas Hendry)	Head of Education	Community Learning and Development	Further review of Community Learning and Development	184.3	7.00	10.00	246.0	7.00	10.00
ED20	Executive Director (Douglas Hendry)	Head of Education	Pupil Support Assistants	Removal of pupil support assistant hours within primary schools	198.5	14.70	45.00	317.5	14.70	45.00
ED21	Executive Director (Douglas Hendry)	Head of Education	Early Years Provision	Third Sector Grant removal Review of Early Years staffing	106.5	0.40	1.00	110.4	0.40	1.00
L&R01	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Procurement	Realign Team	75.0	1.00	1.00	75.0	1.00	1.00
L&R03	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Services	Advice Services	Reduction in staff costs within welfare rights team (equivalent to 0.5FTE)	18.1	0.50	1.00	18.1	0.50	1.00

Template Ref	Department	Service	Service Delivery Area	Savings Option	2020-21			2021-22		
					Saving 2020-21 £000	FTE	H/Count	Saving 2021-22 £000	FTE	H/Count
CSS01	Executive Director (Pippa Milne)	Head of Customer Support Services	Communications	Remove vacant Communications Apprentice post budget which has also provided corporate PR materials (banners etc)	16.2	0.60	1.00	16.2	0.60	1.00
CSS02	Executive Director (Pippa Milne)	Head of Customer Support Services	Customer Service Centre and Registration Services	Restructure Customer Service Centre Staffing to reflect increased digital customer engagement	35.5	2.00	2.00	49.0	2.00	2.00
CSS03	Executive Director (Pippa Milne)	Head of Customer Support Services	ICT	Remove 1 ICT Desktop Engineer post, providing cover from other areas	35.0	1.00	1.00	38.0	1.00	1.00
DEG01(a)	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Economic Growth	Removal of LGE11 post in the European and External Policy Team	51.6	0.00	0.00	51.6	1.00	1.00
DEG04	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Transformation Projects and Regeneration	Removal of an LGE11 development officer from the Transformation Projects and Regeneration Teams	51.6	1.00	1.00	51.6	1.00	1.00
DEG05(a)	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Building Standards	Raise additional fees by adopting the current Building Cost Information Service (BCIS) guide for the cost of building work. Regular service users have been informed of this change.	50.0	0.00	0.00	50.0	0.00	0.00
DEG07	Executive Director (Pippa Milne)	Head of Development and Economic Growth	Development and Economic Growth	Removal of Building Standards Manager following 3rd tier management review in Development and Economic Growth	69.2	1.00	1.00	69.2	1.00	1.00
RAIS02	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	School Crossing Patrollers	Remove all the service from the 25 crossing points operated by the Council	113.0	6.60	28.00	151.0	6.60	28.00
RAIS03	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	Burials and Cremations	Increase burial charges by 20% and cremation fees by 15%	140.0	0.00	0.00	140.0	0.00	0.00
RAIS04(a)	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	Traffic Management	Review of existing parking charges, potentially increasing up to 20%	138.0	0.00	0.00	138.0	0.00	0.00
RAIS09	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	Public Conveniences	Closure of up to 25 public conveniences subject to ongoing monitoring of use and demand, as per the Environmental, Development and Infrastructure Committee decision in December 2018.	8.0	0.00	0.00	12.0	0.00	0.00
<b>TOTAL POLICY OPTIONS (within Council control)</b>					<b>2,050.0</b>	<b>55.09</b>	<b>114.00</b>	<b>2,420.1</b>	<b>56.09</b>	<b>115.00</b>
RAIS01	Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	Council Run Ferries	Transfer of the four council run ferry services to Transport Scotland as per the council's decision of 27th June 2019. If this is not achieved by 31/3/20 there will be a risk to the ongoing delivery of these services.	454.0	TUPE	TUPE	454.0	TUPE	TUPE
<b>TOTAL POLICY OPTIONS (out with Council control)</b>					<b>454.0</b>	<b>0.00</b>	<b>0.00</b>	<b>454.0</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL POLICY OPTIONS</b>					<b>2,504.0</b>	<b>55.09</b>	<b>114.00</b>	<b>2,874.1</b>	<b>56.09</b>	<b>115.00</b>





	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
(a)Reduction in vacant administrative officer post by 0.4 FTE	<b>10.3</b>	0.4	0	<b>10.3</b>	0.4	0
(b)Removal of funding to TSI to support Community Development	<b>15.0</b>	0	0	<b>15.0</b>	0	0
(d)10% reduction in funding to Fèisean nan Gàidheal	<b>1.6</b>	0	0	<b>1.6</b>	0	0
<b>TOTAL</b>	<b>26.9</b>	<b>0.4</b>	<b>0</b>	<b>26.9</b>	<b>0.4</b>	<b>0</b>
The 0.4 FTE is a vacant post						
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required				No		
EqSEIA complete				No		
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>				No		

## 2020-21 BUDGET PREPARATION – SAVINGS TEMPLATE

<b>Head of Financial Services</b>		<b>Ref: FS01</b>
<b>Name of service delivery area</b>	Financial Services	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Anne MacDougall/Laurence Slavin/Fergus Walker	
<b>Proposed Savings Target:</b>	£0.183	
<b>Summary of Savings Proposals for Consideration</b>		
Summarise what the savings options are, how they will be delivered, any lead in time for savings and the impact of delivering the savings.		
<b><u>REVENUES AND BENEFITS</u></b>		
<p><b>1. Reduce 1FTE local tax assistant post</b> – This saving will reduce the service within the council tax team and will result in a slight drop in the percentage number of processes completed when responding to service requests from council tax payers regarding their accounts in relation to the response times in the customer charter. Currently we process all information and respond to the taxpayer within 5 working days 69% of the time. This may drop to 60% of the time in the future with one less member of staff in post and could result in additional customer contact through the customer service centre. This will also increase the backlog at particular times of the year and measures will be taken to address this.</p>		
<b><u>INTERNAL AUDIT</u></b>		
<p><b>2. Reduce 0.5FTE internal audit post</b> – Strategic Finance underwent a restructuring during 2018 and this included the internal audit function. A new full-time qualified post was created within the internal audit team partly to assist with the new scrutiny function and also to support the annual internal audit plan. A 0.5FTE LGE9 post was left vacant with the intention that the requirement for this post would be reviewed following the roll out of the scrutiny work. The team have rolled out new working practices which focus on both quality and efficiency and have now carried out two scrutiny reviews and also undertaken ad-hoc audit work not part of the annual audit plan. These have been delivered within the current resource level and therefore it has been determined that the vacant post can be removed permanently. There is no lead in time for this saving as the post is already vacant.</p>		
<b><u>ACCOUNTING AND BUDGETING</u></b>		
<p><b>3. There will be a reduction in 3.6FTE posts across the accounting and budgeting teams.</b> The Council's recent corporate management restructure has now reduced the number of directorates to three and the working model within Strategic Finance had a principal accountant assigned to each directorate and it makes business sense to reduce the principal accountants from 4FTE to 3FTE to match the directorates. A vacancy has recently arisen which means that this saving can be made with no redundancy implications. The workload involved in supporting the directorates will be shared across the remaining 3 principal accountants.</p> <p>As a result of staff turnover, there are currently vacancies of 3.1FTE within the service that have been frozen due to the future savings requirement. The service is able to offer up these posts as a saving by reducing some of the transactional work that is carried out.</p>		

- Currently significant time is spent re-profiling the year to date budgets. This will no longer be performed with only budget virements processed, however, there will be engagement with the front line services at the beginning of the financial year to ensure that the initial profile is as accurate as it can be. This will result in more year to date variances being reported through to SMT and Committee as the focus of attention will be on the forecast outturn position.
- All cost centres have a risk category attached to them and this determines the frequency of engagement with budget holders. This risk assessment will be reviewed with a view to moving others into the low risk category which will result in less officer time focusing on these cost centres.
- Time taken to respond to lower priority queries will increase. Where a query is time pressured, for example, figures required for a grant claim return, these will continue to be prioritised.
- Within the treasury function, there is a planned review of the current processes, paperwork and authorisations with a view to streamlining the function. This review will be accelerated to deliver the required savings. There should be no service impact as the review is focused on creating efficiencies.
- Through digital transformation activity the social work finance team will implement efficiencies over the next year digitising the team's paper records, reducing the effort involved in manual filing and sharing paper based documents.

**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
(b) Removal of 1FTE LGE5 local tax assistant post	16	1.0	1	22	1.0	1
(c) Removal of 0.5FTE LGE9 Internal Audit post	17	0.5	1	17	0.5	1
(d) – (g) Removal of 3.6FTE Accounting and Budgeting Staff	150	3.6	5	150	3.6	5
<b>TOTAL</b>	<b>183</b>	<b>5.1</b>	<b>7</b>	<b>189</b>	<b>5.1</b>	<b>7</b>

These posts are all vacant

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate**

EqSEIA Required	No	
EqSEIA complete	No	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	No	

Head of Commercial Services			Ref:CS01			
Name of service delivery area		Estates & Property Development				
Responsible 3 <sup>rd</sup> Tier manager		David Allan				
Proposed Savings:		£57,000				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Remodel Estates Staff Structure</b>						
<b>Background</b>						
Following appointment of current Estates Manger to Head of Commercial Service there is opportunity to remodel team. Estates is an income led service and transforming in culture over recent years to deliver meaningful new capital and revenue streams for the Council to invest in other priorities. Having a strong and commercially minded Estates manager is hugely important to capitalising on future income opportunities, savings and delivering property development.						
<b>Saving Option</b>						
Undertake an internal recruitment process to fill vacant Estates and Property Manager post (LGE14) – completed 18 <sup>th</sup> September 2019. Now that the Manager post has been filled it is the intention NOT to backfill the vacant LGE 11 post.						
<b>Lead in time</b>						
Can commence and be implemented immediately.						
<b>Impact of delivering saving</b>						
Loss of 1 FTE Surveyor would reduce capacity and resilience within team to deliver income, rent reviews, asset valuations, One Council corporate landlord approach, new lettings, sales, property development and insurance valuations. Timescales to conclude sales or rents (ie generate new income) are likely to be increase and projects will need to be prioritised if staff structure is reduced.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
CS01 – Remodel Estates Staff Structure	57	1	1	57	1	1
<b>TOTAL</b>	<b>57</b>	<b>1</b>	<b>1</b>	<b>57</b>	<b>1</b>	<b>1</b>
This is a vacant post						
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required		Yes				
EqSEIA complete		Yes				
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>		Yes				

Head of Commercial Services			Ref:CS02			
Name of service delivery area		Estates, Programme Management & Property Services				
Responsible 3 <sup>rd</sup> Tier manager		Craig Houston, John Gordon, David Allan				
Proposed Savings:		£54,000				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Remodel Business &amp; Clerical Support in Estates, Programme Management &amp; Property Services</b>						
<b><u>Background</u></b>						
<p>Commercial Services is a new department from 1<sup>st</sup> July 2019 and brings together 3 teams who have previously not worked together but all share a property related focus – Estates, Programme Management (CHORD + HWD Projects and Property Management.</p> <p>All teams carry an admin / business support resource and function (sometimes called Clerical Support, Admin Support, Administrative Assistant or other similar job title). There are currently 9 business support or admin personnel equating to 8.6 FTE. Some staff are also involved with secondments to capital projects or are temporary posts. Depending on nature of duties there can also be peaks in demand at times – during contracts, school holidays or end of projects. Staff range from LGE 4 to LGE 7.</p> <p>Existing duties include 24h access to property help desk, responding to routine enquiries via phone and email, general business support, general financial control, project specific financial monitoring and reporting to external funders (e.g. ERDF, RECGF, HLF etc) and project support depending on team.</p>						
<b><u>Saving Option</u></b>						
<p>Move to shared and virtual business support team – work moved around teams, calls and emails routed via SKYPE and shared inbox. Removal of 2x LGE6 (or thereby equivalent) from current structure. Undertake a business admin review based on current and future demands, skills and priorities.</p>						
<b><u>Lead in time</u></b>						
<p>Requires review of Business Support to be undertaken in new Commercial Services dept. Delivery within 2020 as likely to require competitive selection, redundancy consultation and review of job descriptions.</p>						
<b><u>Impact of delivering saving</u></b>						
<p>Reduction of resources likely to increase response times for dealing with enquiries or responding to business support tasks. Increase time in completing projects, completing sales / leases and requiring professional officers to undertake administrative functions.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
CS02 – Remodel Business Support in Estates	54	2	2	54	2	2
<b>TOTAL</b>	<b>54</b>	<b>2</b>	<b>2</b>	<b>54</b>	<b>2</b>	<b>2</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

<b>Head of Commercial Services</b>		<b>Ref:CS03</b>
<b>Name of service delivery area</b>	Property Maintenance	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Craig Houston	
<b>Savings Target:</b>	£79,000	
<b>Summary of Savings Proposals for Consideration</b>		
<b>Remodel Property Officer Team</b>		
<b><u>Background</u></b>		
Property Maintenance Team currently consists of a 1xManager and 4x Property Officers supported by Business Admin team including property helpdesk.		
<p>4 X Property Officers (all LGE 9) aligned to each administration area although priority work will be moved around between areas. Core role of Property Officers is to provide technical input to emergency property incidents (including being 'on call'), deliver planned property maintenance, undertake property condition surveys and review deliver of work by contractors, ensuring workplace environment complying with H&amp;S. The team are also commercial and income generating returning around £50,000 last year from inspection of insulation projects and Clerk of Works at NPDO schools.</p>		
<b><u>Saving Option</u></b>		
Remodel team from 4 to 2 FTE Property Officers.		
Move to priority based service. Role of the remaining officers would need to be revised as the provision of service on a like-for-like basis could not be sustained.		
<b><u>Lead in time</u></b>		
Saving can be realised from 2020/21 following a competitive selection process and evaluation of new JDPS for new role based on priorities and responsibilities.		
<b><u>Impact of delivering saving</u></b>		
Reducing the number of posts and asking remaining Property Officers to cover larger geographies will reduced service to client departments and property users. Activities and projects will need to be prioritised across both planned and reactive maintenance. Central Repairs Account work would be significantly impacted and ensuring works are programmed, monitored and controlled to match the budget together with client and service priorities could not be guaranteed. Routine or inspection visit's based on risk to properties or general contact with building users (for example regular meetings with Head Teacher's or follow ups) will be significantly reduced or stopped leading to a more re-active than pro-active service.		
The staff involved provide an on-call service to cover a 24 hour emergency repair call line. Reducing the numbers of staff who can provide the service would mean that staff are on-call more frequently and that would impact on their current work-life balance and ability to deliver 'on site' response is removed.		
Require higher graded staff in Property Services and Estates to be available to assist Property Help Desk.		
The planned and reactive works required to keep the Council's operational buildings functioning are delivered by Term Contractors. A reduction in the number of Property Officers would mean that audit and scrutiny of Term Contractor performance would need to be reduced and possibly stopped.		
The Council's asset management procedures require condition surveys to be undertaken at a rate of approximately 100 per annum. In addition the Scottish Government have introduced new requirements on the collection of core fact condition and suitability data associated with the School		



Estate throughout Scotland. The reduction in staff combined with the new requirements means that additional external resource would be required and therefore must be understood and accounted for in any decisions in moving forward.

Reduced ability to create commercial income or sell services from this team.

**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
CS03 – Remodel Property Officer Team	79	2	2	79	2	2
<b>TOTAL</b>	<b>79</b>	<b>2</b>	<b>2</b>	<b>79</b>	<b>2</b>	<b>2</b>

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal.**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

Head of Education			Ref: ED01			
Name of service delivery area		PE Facilities				
Responsible 3 <sup>rd</sup> Tier manager		Susan Tyre				
Proposed Saving:		£73,001				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
Education has a centrally held budget against which schools can put in bids for additional funding. Additional activities often supported through this budget include; travel costs to take pupils swimming, hire of local halls by small primary schools where delivery of PE within the school is very limited.						
<b>Saving Option</b>						
Removal of this centrally held budget						
<b>Lead in time</b>						
Due to current commitment the saving could be made from academic session 20-21.						
<b>Impact of delivering saving</b>						
Many of our schools do not have space to carry out quality PE and have to hire local halls and the additional costs involved has come from this central budget.						
Schools have been able historically to put in bids for additional funding to carry out PE activities that include requests for funding towards swimming costs/transport as well as other innovative PE developments that they wish to introduce to schools – without this budget schools will have to deliver their core PE activities from within existing devolved budgets, which will put additional pressure on other activities.						
There are 22 smaller schools that don't have the facilities to deliver core PE and this budget covers the cost of hiring village halls where pupils can receive quality indoor PE.						
Where schools offer swimming as part of the curriculum and can do so only by having this budget available to them, alternative provision will have to be made to deliver the 2 hours.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Additional PE budget	73	0	0	73	0	0
<b>TOTAL</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>73</b>	<b>0</b>	<b>0</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required		Yes				
EqSEIA complete		Yes				
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>		Yes				

## 020-21 BUDGET PREPARATION – SAVINGS TEMPLATE

Head of Education			Ref:ED02 – Removal of Enterprise Budget			
Name of service delivery area		Education				
Responsible 3 <sup>rd</sup> Tier manager		Martin Turnbull				
Proposed Saving:		£25,000				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
This budget has been used to support the development and delivery of youth enterprise provision in secondary schools, specifically –						
<ul style="list-style-type: none"> <li>• Personal Protective Equipment (PPE) for pupils attending college courses or work placements.</li> <li>• Additional funding devolved to schools to enhance teacher posts to Principal Teacher grade to lead on enterprise provision. This funding has already been phased out and withdrawn from 6 schools as staff have moved on, however 4 schools (Tarbert, Campbeltown, Islay and Tiree) still receive the enhancement.</li> </ul>						
<b>Saving Option</b>						
The full budget allocation will be removed.						
<b>Lead in time</b>						
Can commence and be implemented immediately.						
<b>Impact of delivering saving</b>						
The cost of funding pupil PPE and travel will require to be met by school budgets.						
The promoted element of the Principal Teacher posts will have a conservation period of 3 years and the 4 schools (Tarbert, Campbeltown, Islay and Tiree) will require to meet this cost within school budgets.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
PPE Equipment	6.2	0	0	10	0	0
Removal of PT enhancement	9.4	0	0	15	0	0
<b>TOTAL</b>	<b>15.6</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>0</b>	<b>0</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required		Yes				
EqSEIA complete		Yes				
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>		Yes				

<b>Head of Education</b>	<b>Ref: ED03</b>
<b>Name of service delivery area</b>	Psychological Services
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Roslyn Redpath
<b>Proposed Saving:</b>	£124,906
<b>Summary of Savings Proposals for Consideration</b>	
<p><b><u>Background</u></b></p> <p>The Psychological Service is established as statutory services within the Education (Scotland) Act 1980 (as amended). The service supports the council's compliance with the requirements of the Education (Additional Support for Learning) (Scotland) Acts 2004 and 2009 and the Standards in Scotland's Schools etc. Act 2000 particularly in relation to the presumption of mainstream education. The service also supports compliance with the requirements of the Scottish Schools (Parental Involvement) Act 2006. The Educational Psychology Service provides significant support for the effective implementation of the Children and Young People Act 2014.</p> <p>Increasing numbers of children and young people are being identified as having additional support both nationally and locally, including mental health difficulties and autism spectrum disorders. If the saving is taken, service redesign will be required to ensure that the needs of vulnerable children and young people continue to be addressed.</p> <p><b><u>Saving option</u></b></p> <p>Reduced of 1.8 full time equivalent (FTE) educational psychologists from a team of 6.8 FTE educational psychologists.</p> <p><b><u>Lead in Time</u></b></p> <p>To allow fulfilment of current commitments saving would be achieved from 1 July 2020 at the end of the school session.</p> <p><b><u>Impact of delivering savings</u></b></p> <p>Reduction in the very specialist training, expertise and experience of educational psychologists directed at supporting staff, implementing early interventions strategies and intervening directly with children at an early stage, potentially leading to:</p> <ul style="list-style-type: none"> <li>• an inability to provide regular, planned visits to schools to meet the needs of children and young people, families and staff within their local community.</li> <li>• reduction in the capacity to provide professional learning interventions for school staff and partners.</li> <li>• an increased risk of disruptive behaviour, truancy and exclusion from school</li> <li>• increased incidences of self-harm and mental health difficulties resulting in onward referrals to CAMHS and other specialist services which already have long waiting lists</li> <li>• inability to contribute to the local multiagency Autism diagnostic teams with the potential impact of these teams being unable to operate.</li> <li>• possible reduction in attainment levels as a result of reduced support to teachers around the most effective methodologies for addressing underachievement.</li> <li>• increased demand for ASN assistant support for individual pupils</li> <li>• increased parental complaints</li> <li>• increased references to the Additional Support Needs Tribunal for Scotland, from a very low level at present</li> <li>• reduction in the capacity to contribute to strategic groups such as Adoption and Fostering Panel, Joint Resource Group, ACEs strategic planning group.</li> <li>• increased demand for specialist provision leading to poorer outcomes for children and young people and an associated financial risk in providing costs of external day and residential placements.</li> </ul>	

- reduced ability to ensure social and educational inclusion for pupils with identified needs through the provision of local services.
- potential failure to meet statutory requirements.

### Service Redesign

To minimise impact of would need to be carefully considered including consultation with key stakeholders however, a potential model may include the following features:

- Psychologists could be allocated to areas rather than directly to schools.
- A pre-assessment protocol could operate on a regular basis to consider school requests for intervention.
- Requests would be prioritised directing service provision only to the greatest need.
- Telephone consultation would be available to schools rather than engagement with educational psychologists in person where the knowledge of the school environment is developed.
- Service delivery is likely to be weighted towards a consultative approach rather than allowing more direct and sustained intervention around children and families.

Time spent on strategic planning will have to be protected, further reducing time available for school level interventions.

**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Reduction of 0.8 Psychologist	78	1.8	2	125	1.8	2
<b>TOTAL</b>	<b>78</b>	<b>1.8</b>	<b>2</b>	<b>125</b>	<b>1.8</b>	<b>2</b>

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

<b>Head of Education</b>			<b>Ref: ED06</b>			
<b>Name of service delivery area</b>		Quality Assurance and Moderation				
<b>Responsible 3<sup>rd</sup> Tier manager</b>		Susan Tyre				
<b>Proposed Savings:</b>		£43,500				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
This budget was established for session 2018/19 to support schools in relation to moderation. Budget was mainly used to fund a temporary secondment to support schools with assessment and moderation.						
<b>Saving Option</b>						
To remove budget in relation to Quality Assurance and Moderation						
<b>Lead in time</b>						
Saving would be made from August 2020						
<b>Impact of delivering saving</b>						
There has been a National drive to meet a shared understanding of the standards required in each of the levels of Curriculum for Excellence. To develop the shared understanding there has been a considerable focus at National and Local Authority level of bringing teachers together to assess and moderate pieces of work eg written work to establish a common understanding of each of the levels and establish a consistent standard.						
This budget has supported work with teacher groups across each of the areas within Argyll and Bute.						
The risk in removing this budget would be that schools will no longer have central support to develop quality moderation as part of the assessment in learning. Assessment and Moderation Facilitators already in place in most schools would be required to take this agenda forward.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Remove funding for Assessment and Moderation post	27.1	1.0	1.0	43.5	1.0	1.0
<b>TOTAL</b>	<b>27.1</b>	<b>1.0</b>	<b>1.0</b>	<b>43.5</b>	<b>1.0</b>	<b>1.0</b>
This is a vacant post						
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required		Yes				
EqSEIA complete		Yes				
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>		Yes				

<b>Head of Education</b>		<b>Ref: ED07</b>				
<b>Name of service delivery area</b>	Admin and Finance Assistants					
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Susan Tyre					
<b>Proposed Savings:</b>	£15,633					
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
<p>The Admin and Finance Assistants (AFAs) work in each cluster within the Authority to advise and assist school management in relation to budgets and administration. At present there are 8 AFAs (6fte) with 3 working full time (Helensburgh, Mid Argyll/CGS and Oban). AFAs are based in the main Secondary School in each cluster.</p>						
<b>Saving Option</b>						
To make the remaining 3 full time AFAs term time from August 2020						
<b>Lead in time</b>						
Saving would be made from August 2020						
<b>Impact of delivering saving</b>						
<p>The full time AFAs work with the School Service Support Manager on Corporate initiatives during holiday periods which have included: redesign of School Fund; Invigilator Fees; Management Circulars. They also process any timesheets that are required to be actioned for all areas of the Authority.</p> <p>The 3 full time AFAs operate within the 3 largest secondary schools and as such operate a supervisory roll with a number of other LGE staff who work within these establishments full time (clerical assistants, technicians)</p> <p>Removal of these posts at full time status will have an impact on school support team.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
3 remaining full time AFAs moving to term time	11.7	3	3	15.6	3	3
<b>TOTAL</b>	<b>11.7</b>	<b>3</b>	<b>3</b>	<b>15.6</b>	<b>3</b>	<b>3</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required	Yes					
EqSEIA complete	Yes					
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes					

<b>Head of Education</b>			<b>Ref: ED11</b>			
<b>Name of service delivery area</b>		16+ learning Choices				
<b>Responsible 3<sup>rd</sup> Tier manager</b>		Martin Turnbull				
<b>Proposed Saving:</b>		£6,136				
<b>Summary of Savings Proposals for Consideration</b>						
<b><u>Background</u></b>						
This budget was previously utilised as the Argyll and Bute Council contribution (0.1) towards a Scottish Government grant funded (0.9) post of 16+ Lead Officer. The funding has ended and the post no longer exists.						
<b><u>Saving Option</u></b>						
The full budget allocation of £6,136 will be removed.						
<b><u>Lead in time</u></b>						
Can commence and be implemented immediately.						
<b><u>Impact of delivering saving</u></b>						
There are no staffing implications and the remaining duties of the post have been dispersed within the department.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Removal of 0.1 of 16+ Lead Officer Post	6.1	0.1	0	6.1	0.1	0
<b>TOTAL</b>	<b>6.1</b>	<b>0.1</b>	<b>0</b>	<b>6.1</b>	<b>0.1</b>	<b>0</b>
This is a vacant post						
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required	Yes					
EqSEIA complete	Yes					
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes					



<b>Head of Education</b>			<b>Ref: ED14</b>			
<b>Name of service delivery area</b>		Swimming Pool Subsidies (Islay & Jura and Mid Argyll)				
<b>Responsible 3<sup>rd</sup> Tier manager</b>		Susan Tyre				
<b>Proposed Saving:</b>		£19,300				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
<p>This is a subsidy payment made to two local community swimming pools within the Authority that enables the provision of swimming to be made in that area. The swimming pools are based in Islay and Mid Argyll and are run by Islay &amp; Jura Community Enterprise Ltd and Mid Argyll Community Enterprise Company.</p> <p>Islay and Jura - Schools get use of swimming pool in the mornings as part of the subsidy. Mid Argyll – Schools in the local area get use of swimming pool at a subsidised rate in light of this payment although they do still continue to pay over and above the subsidy.</p> <p>In addition there are 3 year Service Level Agreements between the Council and the 2 Community Enterprises which involve annual payments of:-</p> <ul style="list-style-type: none"> <li>• Islay and Jura £82K</li> <li>• Mid Argyll £59K</li> </ul>						
<b>Saving Option</b>						
Removal of subsidy payment by Education						
<b>Lead in time</b>						
Can commence and be implemented immediately						
<b>Impact of delivering saving</b>						
Reputational risk to the council not supporting local Enterprise Companies. Would also impact on the ability of schools to continue with swimming lessons on Jura and Islay, particularly if decision is made to remove PE budget at the same time.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Islay & Jura Subsidy	10.5	0	0	10.5	0	0
Mid-Argyll Community Enterprise Subsidy	8.8	0	0	8.8	0	
<b>Total</b>	<b>19.3</b>	<b>0</b>	<b>0</b>	<b>19.3</b>	<b>0</b>	<b>0</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required		Yes				
EqSEIA complete		Yes				
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>		Yes				

Head of Education		Ref: ED15				
Name of service delivery area	Additional Support Needs (activities)					
Responsible 3 <sup>rd</sup> Tier manager	Susan Tyre					
Proposed Saving:	£5,410					
<b>Summary of Savings Proposals for Consideration</b>						
<p><b><u>Background</u></b> This budget is allocated to schools to be used by pupils with additional support needs to access extra-curricular activities.</p> <p><b><u>Saving Option</u></b> Removal of budget.</p> <p><b><u>Lead in time</u></b> Can commence and be implemented immediately.</p> <p><b><u>Impact of delivering saving</u></b> Schools would require to fund these additional activities directly.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
ASN (activities)	5.4	0	0	5.4	0	0
<b>TOTAL</b>	<b>5.4</b>	<b>0</b>	<b>0</b>	<b>5.4</b>	<b>0</b>	<b>0</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required	Yes					
EqSEIA complete	Yes					
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes					

<b>Head of Education</b>		<b>Ref: ED16</b>				
<b>Name of service delivery area</b>		Clerical Assistants (Learning Centres) Primary and Secondary				
<b>Responsible 3<sup>rd</sup> Tier manager</b>		Susan Tyre				
<b>Proposed Saving:</b>		£16,700				
<b>Summary of Savings Proposals for Consideration</b>						
<p><b><u>Background</u></b> Historically there was a learning centre in Oban which had staffing allocated to it. There was a decision to relocate the pupils within the centre into Oban High and Rockfield Primary. The clerical hours were split between the two schools and have remained in place ever since. Now that the pupils are educated within mainstream the clerical allocation takes account of these pupils and the historical hours allocated should be removed to maintain parity with other schools across the Authority.</p> <p><b><u>Saving Option</u></b> Removal of budget</p> <p><b><u>Lead in time</u></b> This would take effect from the new school term in August 2020</p> <p><b><u>Impact of delivering saving</u></b> There would be an impact on the 2 schools involved adjusting to the new hours, however it will bring them in line with all other establishments as the hours are allocated on a formula basis.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Learning Centre Primary	4.3	0.38	1	6.9	0.38	1
Learning Centre Secondary	6.1	0.51	1	9.8	0.51	1
<b>TOTAL</b>	<b>10.4</b>	<b>0.89</b>	<b>2</b>	<b>16.7</b>	<b>0.89</b>	<b>2</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required		Yes				
EqSEIA complete		Yes				
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>		Yes				

<b>Head of Education</b>		<b>Ref: ED18</b>
<b>Name of service delivery area</b>	Reduction of Education Central Team	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Anne Paterson/Louise Connor	
<b>Proposed Saving:</b>	£150,639	
<b>Summary of Savings Proposals for Consideration</b>		
<p><b><u>Background</u></b></p> <p>The Education Service employ number of centrally based staff (both teaching and non-teaching) to support the service and ensure compliance with the legislation laid down by Scottish Government in relation to the delivery of Education across the Authority. The central Education team currently has a permanent establishment of 3 Education Managers, 9 Education Officers and 1 Education Support Officer.</p> <p><b><u>Saving Option</u></b></p> <p>Reduce the number of centrally based staff by 2 fte. It is proposed that 1 Education Officer post and the Support Officer post will be removed.</p> <p><b><u>Lead in time</u></b></p> <p>Due to academic year, post would be removed from August.</p> <p><b><u>Impact of delivering saving</u></b></p> <p>This will greatly reduce central team support to schools and will reduce the capacity to meet the challenge of the national, regional and empowerment of schools agenda. The fewer officers there would be the more schools those officers would have to support, this would result in fewer visits being made to schools and therefore less engagement with head teachers to support the learning agenda to ensure the high quality learning and teaching of our young people.</p> <p>A summary of the risks aligned to this proposal are:</p> <ul style="list-style-type: none"> <li>• Reduced capacity to support schools</li> <li>• Reduced support for learning and teaching agenda</li> <li>• Reduced support for improvement agenda</li> <li>• Reduced support for parental engagement</li> <li>• Reduced capacity to report on schools and educational improvement</li> <li>• Reduced capacity to build capacity in teachers and support staff</li> <li>• School visits reduced</li> </ul> <p>The redeployment process for registered teaching staff will mitigate against the risks for individual postholders. There is the potential for staff to be redeployed to vacant school posts as they are GTCS registered. There would be an element of conservation in this proposal ie they would be employed in schools but remain on their current salary for 3 years.</p> <p>The Education Central Team provides challenge and scrutiny of the Education budget to ensure best value, currently £79.307m (32.78% of the Council budget)</p>		
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>		

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
EMT	113	2	2	151	2	2
<b>TOTAL</b>	<b>113</b>	<b>2</b>	<b>2</b>	<b>151</b>	<b>2</b>	<b>2</b>

These two posts are currently vacant

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

<b>Head of Education</b>		<b>Ref:ED19 – Community Learning Service</b>
<b>Name of service delivery area</b>	Education	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Martin Turnbull	
<b>Proposed Saving:</b>	£245,720	
<b>Summary of Savings Proposals for Consideration</b>		
<p><b><u>Background</u></b></p> <p>The Community Learning Service delivers community based learning activities for young people and adults. The service works extensively with the most vulnerable and disadvantaged members of our communities to create learning opportunities and address issues around employability, mental health and wellbeing, learner voice, digital skills, family learning and financial literacy. The Community Learning team work in partnership with a number of agencies and support the progress and success of a wide range of local and National strategies and policies.</p> <p>The service was subject to a 29% budget reduction in financial year 19/20 with a reduction in staffing of 17.1FTE posts and a major service redesign which was implemented in July 19.</p> <p>The Education (Scotland) Act 1980 requires each local authority in Scotland to ‘secure adequate and efficient provision’ of Community Learning and Development (CLD) in their area which includes Adult Learning, Youth Work and Community Development. Community Learning and Development (Scotland) Regulations 2013 requires each local authority in Scotland to ‘maintain and facilitate a process’ of assessing needs and priorities for CLD and whether these are being met, and to publish a plan every three years detailing what the council itself and other providers are doing to provide CLD.</p> <p><b><u>Saving Option</u></b></p> <p>The largest part of the Community Learning Budget is staffing costs so further reductions in budget will impact on the staffing compliment. Successful Community Learning activities are built on engagement with learners, knowing and understanding the area you work in and building networks with partners. Consequently, priority will be given to preserving frontline staff.</p> <p>To achieve the saving target it is anticipated that 10 posts (7FTE) will be removed from the Community Learning staff complement –</p> <p>1 x LGE11 FT Team Leader  3 x LGE9 FT Community Learning Workers  6 x LGE8 0.5 Literacies Development Workers</p> <p>Operational budgets will also be reduced by £38k and the service delivery model adapted to address the reduction in staffing.</p> <p><b><u>Lead in time</u></b></p> <p>Will be subject to Argyll and Bute redundancy procedures and statutory notice period.</p> <p><b><u>Impact of delivering saving</u></b></p> <p>The reduction in staff and the resulting drop in capacity means that it will not be feasible to continue to deliver a generic service across Argyll and Bute. The structure will require to be targeted and clearly define who the service works with focusing staff time and resources on the people and areas it can make the greatest impact. Community Learning will focus on working with young people aged 11 to 25 and specifically to raise educational attainment and achievement and to develop youth empowerment.</p>		

There will be a substantial reduction in Adult Learning provision and the only adult provision offered will focus on employability skills that equip people to secure and sustain positive destinations.

The proposed saving will and reduction in staff will directly impact on vulnerable and disadvantaged groups with a significant reduction in the following areas of Community Learning provision –

- Adult Literacies.
- ESOL.
- Classes or groups for vulnerable adults (physical/ mental health).
- Course provision including digital skills for adults over 25 years who are retired semi- retired not seeking employability.
- Upcycling and craft groups.
- Commercial certificated courses including Food Hygiene, First Aid, CSS, REHIS, and Driving Theory etc.
- Partnership working with agencies not involved in employability provision.
- Leisure based adult learning classes
- Certificated classes including First AID, Driving Theory, and Digital skills.
- DofE
- Youth Achievement Awards/Dynamic Youth Awards

**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
<b>Ref:ED19 – Community Learning Service</b>	184.3	7	10	246	7	10
<b>TOTAL</b>	<b>184.3</b>	<b>7</b>	<b>10</b>	<b>246</b>	<b>7</b>	<b>10</b>

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

Head of Education			Ref: ED20			
Name of service delivery area		Pupil Support Assistants				
Responsible 3 <sup>rd</sup> Tier manager		Susan Tyre				
Proposed Saving:		£317,559				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
These posts were introduced to support teachers within early level classes in larger primary schools with literacy and numeracy.						
<b>Saving Option</b>						
To remove all pupil support assistant posts.						
<b>Lead in time</b>						
Due to academic year, post would be removed from August.						
<b>Impact of delivering saving</b>						
Removal of these posts will add additional pressure to class teachers to improve literacy and numeracy and 'closing the gap'.						
Pupil Support Assistants help to identify early level pupils who would benefit from support in personal and social development and in developing numeracy, literacy and communication skills on an individual or small group setting in the classroom. Without these posts in place greater strain would be placed on teaching staff.						
The support given by the pupil support assistants is targeted at those pupils who struggle within their early years in primary school with numeracy and literacy.						
Pupil Support Assistants play a role in supporting Head Teachers to ensure that appropriate quality, performance and benchmarking criteria are developed and applied as a means of managing and monitoring young persons' behavioural plans. They also contribute to the assessment of identified pupils' achievement and attainment by assisting in the established procedures for assessing, recording and tracking pupil progress in early level classes.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Pupil Support Assistants	198.5	14.7	45	317.5	14.7	45
<b>TOTAL</b>	<b>198.5</b>	<b>14.7</b>	<b>45</b>	<b>317.5</b>	<b>14.7</b>	<b>45</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required	Yes					
EqSEIA complete	Yes					
ent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes					





	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
(a) Third Sector Grant removal	100	0	0	100	0	0
(b) Review of EY Staffing	6.5	0.4	1	10.4	0.4	1
<b>TOTAL</b>	<b>106.5</b>	<b>0.4</b>	<b>1</b>	<b>110.4</b>	<b>0.4</b>	<b>1</b>

Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

Head of Legal and Regulatory Services			Ref:LR01(a)			
Name of service delivery area		Procurement & Contract Management				
Responsible 3 <sup>rd</sup> Tier manager		Anne MacColl-Smith				
Proposed Saving:		£75,000				
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
Following the disaggregation of the NPDO and HUB contract management function to Procurement and Commissioning there is the opportunity to review the structure with the removal of a post.						
<b>Saving Option</b>						
The Procurement Team are in the process of implementing their transformational redesign to implement contract and demand management activity throughout the council (19/20 requirement). The team are currently recruiting 4 new posts that will support the alternative model of supporting and delivering contract and demand management across all council services to achieve best value, cost avoidance and budget savings (target for 19/20 is £250k revenue budget savings).						
The disaggregation of the NPDO and HUB contract management function of the Special Projects Team and its move to Procurement and Commissioning ensures that, working closely with Legal Services, transformational change is maximised and achieved and further savings (including the removal of a post from the conjoined team) means that best value is delivered over the coming years.						
Potential Savings: £ 75K (with potential for additional savings in service delivery).						
<b>Lead in Time</b>						
The transfer of function has commenced thus the saving can be implemented immediately.						
<b>Impact of delivering saving</b>						
Loss of 1 FTE Senior post could potentially reduce capacity and resilience within the original Team this will be mitigated by the implementation of redesigned processes and delivery of the alternative model of support.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Realign Team	75	1	1	75	1	1
<b>TOTAL</b>	<b>75</b>	<b>1</b>	<b>1</b>	<b>75</b>	<b>1</b>	<b>1</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal</b>						
EqSEIA Required	Yes					
EqSEIA complete	Yes					
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes					

<b>Head of Legal &amp; Regulatory Services</b>		<b>Ref: L&amp;R 03</b>
<b>Name of service delivery area</b>	Advice services	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Iain Jackson	
<b>Proposed Saving:</b>	£18,100	
<b>Summary of Savings Proposals for Consideration</b>		
<p><b><u>Background</u></b></p> <p>Following the review of advice services, which redesigned how the Council supported the provision of advice, achieving an overall budget reduction of 30%, the single remaining saving to be achieved is a reduction in 1FTE post within the Welfare Rights Team as of 31<sup>st</sup> March 2020.</p> <p>There is no ability to reduce the new contract with Argyll and Bute Citizens Advice Bureau, or reduce the Debt Counselling Team (current 1FTE). Given that staffing costs are principally the main costs associated with these budgets, the only potential saving is to reduce staff costs within the Welfare Rights Team. There is no opportunities for commercialisation.</p> <p>There are 5 core members within the Welfare Rights Team.</p> <p><b><u>Saving Option</u></b></p> <p>Removal of 0.5 FTE post within the Welfare Rights Team.</p> <p><b><u>Impact of delivering saving</u></b></p> <ol style="list-style-type: none"> <li>1. The key risk is that vulnerable clients will be adversely affected by not being able to access effective advice services, and the inability of the Council to deliver its Advice and Anti-poverty strategies. The redesign of advice services came into effect on 1<sup>st</sup> April 2019, and will take some time to “bed-in” and develop.</li> <li>2. Risks: Inadequate capacity to cope with the following: <ul style="list-style-type: none"> <li>• Increased demand as a result of the roll out of Universal Credit. Across Argyll and Bute this resulted in 118 additional enquiries between 19/09/2018 and 31/03/2019., equating to approximately 10.9% additional enquiries per annum. This additional support is required for vulnerable clients. As legacy benefits are still in place, there has been no corresponding decrease in other work</li> <li>• Any amendments or changes to the advice services model. This may include revisions to the vulnerability assessment criteria, triage systems for welfare rights and debt counselling, advice services, the capacity to cope with client demand, the contractual arrangements.</li> <li>• Contract monitoring arrangements for the new contract are more resource intensive than the previous contract</li> <li>• Money Skills Argyll Project comes to an end in 2020 and there is a potential that this may shift clients to other services, therefore creating an unmet demand</li> </ul> </li> </ol>		
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>		

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Reduction of welfare rights post	18.1	0.5	1	18.1	0.5	1
<b>TOTAL</b>	<b>18.1</b>	<b>0.5</b>	<b>1</b>	<b>18.1</b>	<b>0.5</b>	<b>1</b>

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

Head of Customer Support Services			Ref: CSS01			
Name of service delivery area		Communications				
Responsible 3 <sup>rd</sup> Tier manager		Jane Jarvie				
Proposed Savings:			£16,200			
<b>Summary of Savings Proposals for Consideration</b>						
<p><b>Background</b></p> <p>The Communications Team budget comprises staff and associated costs, a budget for Citizen’s Panel and licensing for the Vuelio communications software. There is no budget for promoting the area as a place to live and work, although this has become an increasing part of the team’s role. There is no budget either for promotion of council initiatives or marketing materials such as conference banners. The team used the 0.6FTE admin post to employ a digital marketing Apprentice who has now completed their qualification and moved to a permanent post.</p> <p><b>Proposal</b></p> <p>Remove the vacant 0.6FTE LGE6 admin post £16,200.</p> <p><b>Impact</b></p> <p>There will be no budget available for the employment of admin support for Comms or to employ future Modern Apprentices.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Remove 0.6 LGE6	16.2	0.6	1	16.2	0.6	1
<b>TOTAL</b>	<b>16.2</b>	<b>0.6</b>	<b>1</b>	<b>16.2</b>	<b>0.6</b>	<b>1</b>
This is a vacant post						
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required			No			
EqSEIA complete			No			
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>			No			

<b>Head of Customer Support Services</b>		<b>Ref: CSS02</b>
<b>Name of service delivery area</b>	Customer Service Centre & Registration Services	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Robert Miller	
<b>Proposed Saving:</b>	£48,968 over 2 years	
<b>Summary of Savings Proposals for Consideration</b>		
<p><b>POLICY SAVINGS</b></p> <p><b>Background</b> The Customer Service Centre continues to improve customer satisfaction by increasing digital automation and self-service access to Council Services and information online. This means that over time the posts required in the team will change both in numbers and in the type of skills required. The team is made up of Customer Service Centre staff based in Campbeltown, Customer Service Point and Registration staff based in area offices, the Web Team and a small Customer Service Digital Team.</p> <p><b>Proposal</b> Reduce Dunoon Service Point by 0.5FTE LGE6 post saving £13,529. This post used to do Parking Fine contacts but that has been assimilated into mainstream customer contact management.</p> <p>Convert 2 Customer Service Centre posts to Digital Engagement Agents. This will have an initial additional cost (-£5148). Then in Autumn 20/21, following the expected resultant fall in call volumes, remove 1 LGE 6FTE Customer Service Centre post. This will achieve a saving of 13,529 in 20/21 and 27,058 in 21/22. Reduce a further CSC agent post by 0.5 FTE – this to be achieved by cutting hours voluntarily in two posts, therefore no reduced headcount. This can take place from April 2020 due to existing falls in mediated contacts.</p> <p><b>Impact</b> The removal of 0.5FTE Customer Service Point post in Dunoon can be supported without impact on service delivery as the work has been assimilated by the Customer Service Centre.</p> <p>Converting 2 CSC posts to Digital Engagement posts is an enabler to achieve the other savings and continue the Council's Channel Shift journey in Customer engagement. They will be pro-active digital agents servicing new Artificial Intelligence and outreach technologies that are being introduced. This model then reduces mediated contact volumes from customers by giving more pro-active information and allowing automated agents to deal with more enquiries 24/7. The analytical nature of the posts will mean they have been regrade to LGE7. This will cost £5148 more in 2020/21 (difference between LGE 6 and LGE7 for two agents), but will allow the CSC to lose 1.5 agent (0.5 immediately through reduced hours of 2 agent posts (requested by them) and 1.0 from October 2020 as contact volumes fall. This will be achieved through voluntary means.</p>		
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>		

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Remove 2 CSC LGE6 Agent Posts	0 (see below)	2	2	0	2	2
Convert 2 CSC posts above to LGE7 Digital Agent posts (cost of regrade LGE6 to LGE7)	-5.1	-2	-2	-5.1	-2	-2
Remove 1.5 CSC Agent post (one from October 2020)	27.1	1.5	1 (the rest is reduction in hours)	40.6	1.5	1
Remove 0.5 CSC Agent Post Dunoon	13.5	0.5	1	13.5	0.5	1
<b>TOTAL</b>	<b>35.5</b>	<b>2.0</b>	<b>2</b>	<b>49.0</b>	<b>2.0</b>	<b>2</b>

There is currently 1 FTE post vacant.

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	



Head of Customer Support Services			Ref: CSS03			
Name of service delivery area		ICT				
Responsible 3 <sup>rd</sup> Tier manager		Gerry Wilson				
Proposed Saving:			£38,000			
<b>Summary of Savings Proposals for Consideration</b>						
<p><b>Background</b></p> <p>There are currently 13 IT Engineers (Desktop) across Argyll and Bute, and this proposal would see that number reduce to 12 posts. The service keeps records on Time to Fix dating back 4 years. These show the average time to fix is 3.38 hours against a target time of 5 hours. The service recently ran with 12 desktop engineers for a 12 month period during which time the Time to Fix statistics remained well within target and with no concerns expressed by any of the desktop team regarding their workload.</p> <p><b>Saving Option</b></p> <p>Remove 1 x Desktop Engineer from the ICT Establishment, post based in Campbeltown.</p> <p>Achieved by redundancy process engagement for desktop engineer post and subsequent removal of post from establishment from 1st April 2020.</p> <p><b>Lead in Time</b></p> <p>There will be a 1 month lead in time to allow for redundancy notice.</p> <p><b>Impact of delivering saving</b></p> <p>Loss of this post will impact upon ICT support and service delivery in Campbeltown/Kintyre and Islay/Gigha area but 1 x Desktop Engineer will continue to cover the area. Whilst this means that service users in Campbeltown/Kintyre/Islay/Gigha may experience slightly longer response times than they do at present, this is not expected to be any longer than the average response time for Argyll and Bute as a whole. Additional support could be drafted from Lochgilphead based Desktop engineers if needed. Management believe the saving could be achieved without any adverse impact on the workload of the staff who remain in post.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Desktop Engineer	35	1	1	38	1	1
<b>TOTAL</b>	<b>35</b>	<b>1</b>	<b>1</b>	<b>38</b>	<b>1</b>	<b>1</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required				No		
EqSEIA complete				No		
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>				No		

Head of Development and Economic Growth			Ref: DEG01			
Name of service delivery area		Economic Growth				
Responsible 3 <sup>rd</sup> Tier manager		Ishabel Bremner				
Proposed Saving:			£51,584			
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
This post is required to undertake the financial due diligence and compliance of all European funded projects and programmes delivered by Argyll and Bute Council, which will undoubtedly be subject to Scottish Government and European audits particularly as the UK is due to leave the EU on 31 <sup>st</sup> January 2020.						
<b>Saving Option</b>						
It is proposed that a saving of £51,584 will be made in 2020/21 with the removal of the revenue funding for the LGE11 post in the European and External Policy Team. The loss of the post will be deferred by one year by using budget the department has available to them to allow compliance work on EU funding to be undertaken.						
<b>Lead-in Time</b>						
A one-off sacrifice of Economic Growth service discretionary budget to the value of £51,584 will be incurred for 2020/21, with the post taken as a saving going forward from 1 <sup>st</sup> April 2021/22.						
<b>Impact of Delivering Saving</b>						
This approach will mitigate the significant risk to the council if the post was removed for the year 2020/21. For example, as the council is the Accountable Body for the Argyll and the Islands LEADER programme, failure to meet European funding audit requirements (includes the necessity for separation of duties under the project claims process which needs to be concluded by December 2020) could incur extrapolated fines which could potentially exceed the original funding awarded (£4.9m). The loss of service budget for a one year period will impact on the services ability to undertake feasibility projects and support one off funding requests by organisations involved in economic activities.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Removal of revenue funding for 2020/21 for LGE11 post and removal of LGE11 post 2021/22.	51.6	0	0	51.6	1.0	1
<b>TOTAL</b>	<b>51.6</b>	<b>0</b>	<b>0</b>	<b>51.6</b>	<b>1.0</b>	<b>1</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required				Yes		
EqSEIA complete				Yes		
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>				Yes		

Head of Development and Economic Growth			Ref: DEG04			
Name of service delivery area		Transformation Projects and Regeneration				
Responsible 3 <sup>rd</sup> Tier manager		Audrey Martin				
Proposed Saving:			£51,584			
<b>Summary of Savings Proposals for Consideration</b>						
<b>Background</b>						
The proposal is to remove an LGE11 development officer post from the Transformation Projects and Regeneration team. The post provides support to the delivery of the work of the team including securing external funding (CARS, RCGF) and the delivery of strategic economic regeneration projects both council and third party and this would include the town centre fund projects.						
<b>Saving Options</b>						
A saving of £51,584 will be made in 2020/21 with the removal of a permanent LGE11 development officer post from the Transformation Projects and Regeneration Teams. This post provides support to the delivery of the work of the team including securing external funding (CARS, RCGF) and the delivery of strategic economic regeneration projects both council and third party and this would include the town centre fund projects.						
<b>Lead in time</b>						
The post will be removed from the hierarchy from 1st April.						
<b>Impact of delivering savings</b>						
It is proposed that an equivalent post will be created to undertake the Lochgilphead CARs initiative which is fully funded as a capital project for a five year period starting on the 1 <sup>st</sup> of april 2020. That said, the impact of the reduction of one post will be a reduced ability to support the future development and delivery of existing place based economic regeneration focused projects and working pro-actively with communities wishing to take forward new place based projects.						
In addition, the capacity of the projects team will ultimately be reduced which will make it increasingly difficult to take forward new regeneration activities, or respond to new funding opportunities such as the Government's Town Centre Fund or place based projects concerning the Rural Growth Deal.						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Sub saving description	51.6	1	1	51.6	1	1
<b>TOTAL</b>	<b>51.6</b>	<b>1</b>	<b>1</b>	<b>51.6</b>	<b>1</b>	<b>1</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required				Yes		
EqSEIA complete				Yes		
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>				Yes		

Head of Development and Economic Growth			Ref: DEG05 (a)			
Name of service delivery area		Building Standards				
Responsible 3 <sup>rd</sup> Tier manager		Martin Matheson				
Proposed Saving:			£50,000			
<b>Summary of Savings Proposals for Consideration</b>						
<p>Building Standards will raise additional fees by adopting the current Building Cost Information Service (BCIS) guide for the cost of building work when assessing the fees paid for Building Warrants. To support the local building industry and aid development we have continued to use the 2013 BCIS guide. Moving to the current version will generate an additional £50k in fee income on an annual basis based on the number and type of Building Warrants being received as each building warrant will now be more expensive. This will be implemented from immediate effect and will have no risk to the council and regular service users have been informed of this change via our newsletter.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Using updated BCIS cost guide	50	0	0	50	0	0
<b>TOTAL</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>50</b>	<b>0</b>	<b>0</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required			No			
EqSEIA complete			No			
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>			No			

Head of Development and Economic Growth			Ref: DEG07			
Name of service delivery area		Development & Economic Growth : Removal of Building Standards Manager following 3 <sup>rd</sup> Tier Management Review in Development and Economic Growth service				
Responsible 3 <sup>rd</sup> Tier manager		N/A				
Proposed Saving:			£69,200			
<b>Summary of Savings Proposals for Consideration</b>						
<p><b><u>Background</u></b> Following the merger of the Planning, Housing and Regulatory Services portfolio of services with Economic Development and Strategic Services a review of middle management is being taken forward. The merged service currently has seven service managers covering specific professional disciplines.</p> <p><b><u>Saving Option</u></b> There is an opportunity to reduce this number in a phased manner that takes account in the reduced capacity of senior management following the loss of the Head of Planning, Housing and Regulatory Services. The first phase involves the removal of the Building Standards Service Manager post from the 1<sup>st</sup> April 2020 through a voluntary redundancy. It is intended that Building Standards service will be placed under the management of the current Regulatory Services Service Manager with specialised oversight of the service undertaken by a 4<sup>th</sup> tier officer in Building Standards.</p> <p><b><u>Lead-in-time</u></b> This will be implemented from the 1<sup>st</sup> of April 2021.</p> <p><b><u>Impact of Delivering Saving</u></b> As with all reduction in management activity there are risks associated with having less capacity within the service. It should be noted that Building Standards have been successful in raising income through their commercial activity which has helped supplement income through their fee generation in Argyll and Bute. It is also anticipated that this commercial activity will have to continue to meet previous agreed saving targets which will require development of existing building standards staff to continue to generate income.</p> <p>Building Standards is however a good fit with regulatory services and the current Regulatory Services Service Manager now has some additional capacity following the transfer of trading standards and advice services.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Removal of Building Standards Manager	69.2	1	1	69.2	1	1
<b>TOTAL</b>	<b>69.2</b>	<b>1</b>	<b>1</b>	<b>69.2</b>	<b>1</b>	<b>1</b>

Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

Head of Roads and Infrastructure			Ref: RAIS 02			
Name of service delivery area		School Crossing Patrollers				
Responsible 3 <sup>rd</sup> Tier manager		Hugh O'Neill				
Proposed Saving:			£151,000 over 2 years			
<b>Summary of Savings Proposals for Consideration</b>						
<p>Remove all of the service from the 25 crossing points operated by the council. This equates to 28 individual posts (three currently vacant), three locations have two crossers due to road layout. In total this is equivalent to 6.6 FTEs.</p> <p>Argyll and Bute Council provides dedicated School Crossing Patrollers (SCP) to primary schools throughout the full area. This is not a Statutory Requirement for the Local Authority. There is no statutory duty placed on the local authority but it is a parental/carer responsibility to ensure their children get to school safely. At the point of last survey, based on pedestrian/vehicle volumes, no sites in the area reached the criteria trigger for the provision of a controller.</p> <p>School Crossing Patrols have previously been reviewed and this has resulted in Lunchtime Crossing cover being removed as well as the removal of school crossing patrollers in various areas where controlled crossing facilities (such as pelican crossings) are located, meaning cover is only provided in the morning and at school closing times.</p> <p>A 3 month lead-in time has been allowed to deliver the saving.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Remove school crossing service	113	6.6	28	151	6.6	28
<b>TOTAL</b>	<b>113</b>	<b>6.6</b>	<b>28</b>	<b>151</b>	<b>6.6</b>	<b>28</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required				Yes		
EqSEIA complete				Yes		
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>				Yes		

<b>Head of Roads and Infrastructure</b>		<b>Ref: RAIS 03</b>
<b>Name of service delivery area</b>	Burials and Cremations	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Tom Murphy	
<b>Proposed Saving:</b>	20% and 15% increase and total additional income £140k (£80k burials and £60k cremations)	

### Summary of Savings Proposals for Consideration

#### **Background**

We have benchmarked burial and cremation charges across all Scottish Councils. For burials the range is £351 to £1,107, the average is £783 with ABC charging £693. For cremation the range is £365 to £1,070, the average is £792 with ABC charging £685.

#### **Saving Option**

Increase burial charges by 20% and increase cremation fees by 15%. Argyll and Bute Council are in the lower quartile for charges. This increase in cost brings ABC prices nearer to other neighbouring authorities whilst still providing a competitive rate.

The table below outlines the price comparison with neighbouring authorities based on current fees and charges. Note this saving option is proposing to implement above inflation increases to both coffin interments and cremations. Coffin lairs has been included in the table below for comparative purposes only – there is no proposal to increase these charges other than with the standard inflationary charge that the Council may consider. It can be seen that we currently charge less for both coffin interment and cremation than our neighbouring authorities.

	Coffin Interment	Cremation	Coffin Lair
Argyll & Bute	£693.00	£685.00	£818.00
Inverclyde	£892.00	£701.00	£961.00
WDC	£731.00	£695.00	£952.00
Highland	£931.00	£931.00	£582.00

#### **Impact of delivering savings**

Price comparisons with neighbouring authorities against a proposed increase of 20% for burials and 15% for cremations are noted in the table below. Discussions with other authorities have indicated an inflationary increase of between 3% and 5% may apply in 2020-21, therefore the figures in the table below, compare our revised fees to fees with an assumed 4% increase for the neighbouring authorities: the actual increase for the neighbouring authorities will not be confirmed until they set their budget.

	Coffin Interment	Cremation
Argyll & Bute (proposed)	£832.00	£788.00
Inverclyde (assumed 4% increase)	£927.68	£729.04
WDC (assumed 4% increase)	£760.24	£722.80
Highland (assumed 4% increase)	£968.24	£968.24



**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Increase burial fees	80	0	0	80	0	0
Increase cremation fees	60	0	0	60	0	0
<b>TOTAL</b>	<b>140</b>	<b>0</b>	<b>0</b>	<b>140</b>	<b>0</b>	<b>0</b>

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

Head of Roads and Infrastructure Services			Ref: RAIS 04			
Name of service delivery area		Parking charges on and off street				
Responsible 3 <sup>rd</sup> Tier manager		Hugh O'Neill				
Proposed Saving:			£138,000			
<b>Summary of Savings Proposals for Consideration</b>						
<p><b>Parking charges to increase by 20%</b> for both on and off street: this increase to apply to all charges including permits and long stay tickets. These increases are proposed to existing charging car parks.</p> <p><b>Note: 2019-20 approved budget will not be fully achieved due to TROs not being progressed. Revised income stream has been based on 2018-19 outturn adding on the 20% increase.</b></p> <p>Increasing an existing charge is achieved by notice which does not require a Traffic Regulation Order (TRO). This process is relatively straightforward.</p> <p>Any TRO will be driven on a road safety and demand led basis. Any new TRO to be considered on their individual merit with a business case produced for each setting out all costs (Non-Domestic Rates, utility costs, upkeep and maintenance based on an asset management approach of whole life costs, associated enforcement and management costs etc.).</p> <p>As an alternative, if charges were increased by 10% there would be an increase in income of £69,000.</p>						
<b>Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.</b>						
	<b>2020-21</b>			<b>2021-22</b>		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Increase parking charges by 20%	138			138		
<b>TOTAL</b>	<b>138</b>	<b>0</b>	<b>0</b>	<b>138</b>	<b>0</b>	<b>0</b>
<b>Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate</b>						
EqSEIA Required				No		
EqSEIA complete				No		
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>				No		

Head of Roads and Infrastructure Service		Ref: RAIS 09
Name of service delivery area	Public Conveniences	
Responsible 3 <sup>rd</sup> Tier manager	Tom Murphy	
Proposed Income Generation:	£12,000 over 2 years	

### Summary of Savings Proposals for Consideration

#### Background

A review of public conveniences was carried out and the toilets split into 3 main categories reflecting estimated footfall.

	HIGH	MEDIUM	LOW
<b>Mid-Argyll</b>	Inveraray; Lochgilphead; Tarbert	Ardrishaig; Tayvallich; Kilmartin	Crinan
<b>Kintyre</b>		Machrihanish; Southend; Bolgam Street	Clonaig
<b>Islay</b>	Bowmore; Bridgend; Port Ellen		Portnahaven
<b>Lorn</b>	Ganavan Oban North Pier*	Pulpit Hill	Taynuilt
<b>Mull</b>	Fionnphort*	Bunessan; Calgary	Salen; Ulva
<b>Tiree</b>		Scaranish	
<b>Bute</b>	Chapel Hill; Port Bannatyne	High Street	Kilchattan Bay
<b>Cowal</b>	Colintraive; Glenmorag; Sandbank; Tighnabruaich	Innellan; Kames; Lochgoilhead; Sandy Beach	Carrick; Glendaruel
<b>Helensburgh and Lomond</b>	Helensburgh Pier		Rhu
<b>TOTAL</b>	<b>16</b>	<b>15</b>	<b>10</b>

\*part of Piers and Harbours

The proposals within this template follow on from the decision of the Environment Development and Infrastructure Committee (EDI) on 6 December 2018 at which time they agreed to the principle of charging. <https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?Cid=546&Mid=8506&Ver=4>

It also takes account of the current budget position.

This proposal is to charge at the 16 high footfall facilities detailed in the table above via paddle door systems. It is proposed that the charge be increased from 30p to 50p for these facilities. A 50p charge appears to be becoming the standard charge for use of PCs.

The investment in charging infrastructure is estimated to be in the region of £110,000 and this will be met from existing capital budget within Roads and Infrastructure.

The 15 facilities marked as medium use in the table above will be retained, continuing with the use of honesty boxes as means of generating income

The 10 facilities marked low use in the table above will be closed by 31 October 2020. These buildings will be mothballed. The saving in relation to these is delivered from reductions in operating costs such as water, energy etc. Servicing of these facilities is undertaken by operatives engaged in a range of duties so there will be no cashable staff saving. Officers will develop a programme to promote these for community ownership through existing asset transfer mechanisms and report this back to committee

It is estimated that we should be able to generate £78,000 income annually for PCs. It is possible that we could generate substantially more within the high footfall PCs, however, we have assumed 60% income rate as per the industry recommendation for door access control. Currently £6,000 is already generated, giving rise to additional income of £72,000.

The income budget for public toilets is currently £74,000 per annum. The estimated income for the full financial year 2019-20 is £6,000, giving rise to a shortfall in income of £68,000. This is primarily due to not currently charging in most PCs due to the legal advice around turnstiles. Any saving proposal needs will need to firstly meet the shortfall of income, before a saving can be realised. The savings figure therefore reflects the additional income over and above £68k.

It is unlikely that the full year income will be achieved within 2020-21 but on the basis that the service are currently absorbing an under-recovery of income, the saving option assumes that they continue to do this in 2020-21 until all the infrastructure to allow for charging is in place.

### **Implications**

If this saving is not approved, there will be an ongoing cost pressure of £68,000 relating to under recovery of income.

**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Current Budget Shortfall	(68)	0	0	(68)	0	0
Proposal 1 – High useage PCs increase to income and Medium useage honesty boxes	72	0	0	72	0	0
Proposal 2 – closure of 10 PCs	4	0	0	8	0	0
<b>TOTAL</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>0</b>

The investment in charging infrastructure is estimated to be in the region of £110,000 and this will be met from existing capital budget within Roads and Infrastructure.

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate**

EqSEIA Required	Yes	
EqSEIA complete	Yes	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	Yes	

<b>Head of Roads and Infrastructure</b>		<b>Ref: RAIS 01 – Council Run Ferries</b>
<b>Name of service delivery area</b>	Ferries Transfer as per Council Decision March 2012  Note - this is out with the council's control, the transfer requires action from Scottish Government to transfer the service. There is a risk to other council services should the transfer not take place by 1 <sup>st</sup> April 2020.	
<b>Responsible 3<sup>rd</sup> Tier manager</b>	Stewart Clark	
<b>Proposed Saving:</b>	£454,000 (outwith our control)	
<b>Summary of Savings Proposals for Consideration</b>		
<p><b><u>Background</u></b></p> <p>The Council agreed a policy position seeking to transfer ferries to Transport Scotland providing that this could be done at no detriment to the Council in March 2012; at that time, the Council approved the proposal to undertake the Routes and Services Needs Assessment and subsequent Business Case Process that would allow the Council and Transport Scotland to consider the transfer of responsibilities for the four council-operated ferry services.</p> <p>This was further considered by the The Policy and Resources Committee in May 2019 which:</p> <ol style="list-style-type: none"> <li>1. Agreed that the Council continue to pursue the transfer of ferries to Transport Scotland.</li> <li>2. Agreed that the transfer should be on the basis of no transfer of revenue funding.</li> </ol> <p><b><u>Saving Option</u></b></p> <p>The savings are based on a transferring the 4 Council run ferries to Transport Scotland, this is in line with the Council's policy position on council run ferries. The Council has the power to run ferries, which it is exercising - but has no duty. Transferring the ferries with no financial detriment to the Council would reduce a burden of c£454k subsidy based on 2020-21 forecast. The Council submitted documentation in line with the six stages requested from Transport Scotland in 2017 – of late, discussions between the Council and Transport Scotland have resumed in earnest, with CMAL now carrying out a survey of Council assets. The latest advice from Transport Scotland is that they are basing plans on completing the overall decision-making process by the end of this financial year i.e. both the Council and Transport Scotland will have reached a decision on whether the transfer should take place and the terms of the arrangement – both legal and financial.</p> <p>When this saving was reported to Council in October the saving was estimated at £1m. This was the subsidy paid by the Council in 2017-18. Through a combination of estimated increased GAE, removal of contract payments to ASP and ferry fare income for the Islay-Jura service now coming directly to the Council (as part of previous savings initiatives) the predicted subsidy for 2020-21 is circa £454,000.</p> <p>Discussions between the Council and Transport Scotland have now been ongoing for a number of years. Orkney and Shetland Councils have also been involved in similar discussions. If, for whatever reason, the transfer of Council ferries does not proceed, then the Council may have to consider diminution of service in order to reduce overall losses. Future options for consideration would be raising ferry fares, time-tabling i.e. reducing the frequency of scheduled services and, indeed, the complete withdrawal of services in the case of Lismore Island which has an alternative Calmac service. Ultimately, the provision of ferry services to the islands of Jura, Luing, Easdale and Lismore (passenger service) may be at increased risk, due to lack of a sustainable funding model.</p> <p>The council is waiting for Scottish Government to respond before we consider firming up any alternative options if these are required. It should be noted that there is a risk to other council services</p>		

should the transfer not take place by 1<sup>st</sup> April 2020. The risk has a current value of circa £454k subsidy based on 2020-21 forecast.

Note – the savings detailed in this template are dependent on Scottish Government.

**Profile of delivery of savings, taking into consideration any lead in time. The estimated reduction in FTE/Headcount should also be noted.**

	2020-21			2021-22		
	£000	FTE	H/count	Cumulative £000	FTE	H/count
Transfer of Ferries to Transport Scotland	454	TUPE Transfer		454	TUPE Transfer	
<b>TOTAL</b>	<b>454</b>	TUPE Transfer		<b>454</b>	TUPE Transfer	

**Please confirm whether an Equality and Socio Economic Impact Assessment (EqSEIA) is (a) required and (b) if it has been completed in respect of this proposal – tick as appropriate**

EqSEIA Required	No	
EqSEIA complete	No	
Sent to <a href="mailto:equality@argyll-bute.gov.uk">equality@argyll-bute.gov.uk</a>	No	

APPENDIX 7  
SERVICE SUMMARY OF BUDGET POSITION 2020-21

Department	Service	2019-20 Budget £000	Other Base Budget Adjustments £000	Settlement Commitments £000	Updated Base Budget £000	Employee Budget Changes £000	Non-Pay Inflation - Inescapable £000	Cost and Demand Pressures £000	Live Argyll Management Fee Increase £000	Measures to Balance the Budget £000	Adjustment to HSCP Allocation £000	Social Work Pressures Absorbed by HSCP £000	2020-21 Draft Budget £000
<b>Council Departments:</b>													
Chief Executive's Unit	Chief Executive	985	(8)	0	977	(35)	0	0	0	(66)	0	0	876
Chief Executive's Unit	Head of Financial Services	4,187	0	122	4,309	155	0	60	0	(307)	0	0	4,217
Executive Director (Douglas Hendry)	Executive Director (Douglas Hendry)	(255)	0	0	(255)	6	0	0	0	0	0	0	(249)
Executive Director (Douglas Hendry)	Head of Commercial Services	8,592	0	0	8,592	367	262	111	96	(521)	0	0	8,907
Executive Director (Douglas Hendry)	Head of Education	78,918	3,030	342	82,290	2,728	138	38	0	(1,077)	0	0	84,117
Executive Director (Douglas Hendry)	Head of Legal and Regulatory Support	18,990	0	0	18,990	2	274	0	0	(289)	0	0	18,977
Executive Director (Pippa Milne)	Executive Director (Pippa Milne)	(229)	0	0	(229)	14	0	0	0	0	0	0	(215)
Executive Director (Pippa Milne)	Head of Customer Support Services	8,028	0	0	8,028	218	68	143	0	(405)	0	0	8,052
Executive Director (Pippa Milne)	Head of Development and Economic Growth	8,534	(135)	107	8,506	140	3	61	0	(1,079)	0	0	7,631
Executive Director (Pippa Milne)	Head of Roads and Infrastructure Services	29,266	273	0	29,539	602	383	11	0	(2,537)	0	0	27,998
		0	0	0		0	0	0	0	0	0	0	
		0	0	0		0	0	0	0	0	0	0	
<b>Non Departmental:</b>													
Joint Boards	Joint Boards	1,436	0	36	1,472	0	0	0	0	0	0	0	1,472
Other Operating Income & Expenditure	Elected Members	1,141	0	0	1,141	28	0	0	0	0	0	0	1,169
Other Operating Income & Expenditure	Sundry Services	1,165	(667)	(25)	473	509	35	11	0	(125)	0	0	903
Other Operating Income & Expenditure	Unfunded Pensions	1,554	0	0	1,554	0	0	0	0	0	0	0	1,554
		0	0	0		0	0	0	0	0	0	0	
		0	0	0		0	0	0	0	0	0	0	
<b>Non Controllable Costs:</b>													
Insurances		1,101	0	0	1,101	0	0	0	0	0	0	0	1,101
Non Domestic Rates		4,600	0	0	4,600	0	129	0	0	0	0	0	4,729
Apprenticeship Levy (Council)		465	0	0	465	0	0	0	0	0	0	0	465
Capital Charges (loans charges)		15,756	162	0	15,918	0	0	0	0	(2,191)	0	0	13,727
<b>COUNCIL TOTALS</b>		<b>184,234</b>	<b>2,655</b>	<b>582</b>	<b>187,471</b>	<b>4,734</b>	<b>1,292</b>	<b>435</b>	<b>96</b>	<b>(8,597)</b>	<b>0</b>	<b>0</b>	<b>185,431</b>
<b>Health and Social Care Partnership:</b>													
Integration Services	Chief Officer	372	0	1,527	1,899	(24)	(175)	1,474	0	0	0	(4,071)	(897)
Integration Services	Adult Care	44,043	3	225	44,271	711	1,203	326	0	0	0	0	46,511
Integration Services	Children & Families	13,979	8	0	13,987	404	137	0	0	0	0	0	14,528
Integration Services	Head of Strategic Planning and Performance	420	0	0	420	15	0	0	0	0	0	0	435
<b>SOCIAL WORK TOTAL</b>		<b>58,814</b>	<b>11</b>	<b>1,752</b>	<b>60,577</b>	<b>1,106</b>	<b>1,165</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(4,071)</b>	<b>60,577</b>
Rounding					0	(1)							4
<b>TOTAL</b>		<b>243,048</b>	<b>2,666</b>	<b>2,334</b>	<b>248,048</b>	<b>5,839</b>	<b>2,457</b>	<b>2,235</b>	<b>96</b>	<b>(8,597)</b>	<b>0</b>	<b>(4,071)</b>	<b>246,012</b>
<b>Funding:</b>													
Scottish Government Funding													195,364
Council Tax Income													50,583
Council Tax - Saving Options													1,517
General Fund Reserves													118
<b>OVERALL FUNDING SURPLUS / (GAP)</b>													<b>1,570</b>

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**ARGYLL AND BUTE COUNCIL**  
**FINANCIAL SERVICES**

**COUNCIL**  
**27 FEBRUARY 2020**

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**REVENUE BUDGET 2020-21**  
**FEES AND CHARGES**

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**1 EXECUTIVE SUMMARY**

- 1.1 This report provides Members with information in relation to fees and charges for 2020-21.
- 1.2 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.
- 1.3 The general increase to fees and charges is proposed at 3% for 2020-21. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17 and 3% applied each year between 2017-18 and 2019-20.
- 1.4 There are some exceptions to the general inflationary increase which are outlined within the report at paragraph 3.2.2. There are also charges where no inflationary increase has been applied, noted in paragraph 3.5 and charges where the rate is set by others, noted in paragraph 3.6. All fees and charges are included within the attached schedule of charges. The total of the general inflationary increase plus the exceptions would equate to additional income of £0.309m.
- 1.5 The 5% additional increase over and above general inflation on piers and harbours is estimated to generate additional income of £0.309m which is ring fenced to fund asset improvements.
- 1.6 In addition to the inflationary increases totalling £0.309m as per paragraphs 1.3 and 1.4 there are also potential fee increases which are policy saving proposals which require member approval. Within the budget outlook, this additional income has been accounted for as part of the service package policy options.
- 1.7 All fees and charges are included within the attached schedule of charges.

**REVENUE BUDGET 2020-21**  
**FEES AND CHARGES**

**2. INTRODUCTION**

2.1 This report provides Members with information in relation to fees and charges for 2020-21.

**3. DETAIL**

3.1 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. The appendix to this report contains the full list of fees and charges for each service and the following paragraphs summarise the main changes.

**3.2 General Inflationary Increase**

3.2.1 The general inflationary increase to fees and charges is proposed at 3% for 2020-21. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17 and 3% applied each year between 2017-18 and 2019-20. In some cases fees and charges are rounded up or down and that gives a variation from the simple 3%. This especially applies in parking where the parking meters cannot accommodate 5p coins therefore the increase has been rounded up to the nearest 10p. For some smaller charges, the rounding effect may mean that the charge remains the same.

3.2.2 There are a few exceptions to the standard inflationary increases and these are noted in the table below:

<b>Description</b>	<b>Increase</b>	<b>Reason for Increase</b>
Recycling Charges	13%	Requesting increase of 13% in line with benchmarking data but with no landfill tax element because recycles do not go to landfill.
Commercial Refuse Collection	14%	In line with benchmarking data plus landfill tax which is set by the Scottish Government.
Commercial wood from contractors at island sites	232%	Increase of charge from £30.14 to £100.00 to reflect the haulage cost for taking wood off the islands.
Local Authority Residential Care Provision (Community Care) Weekly Charge	6%	Increase exceeds 3% as charge has been right-sized to reflect budgeted costs.
Non - Residential	4%	Rate increase reflects change in base to

Services -Sleepover Service - per night		match Scottish Living Wage which is a Scottish Government requirement from 2018/19 onwards.
Children & Families - Local Authority Residential Care Provision: Shellach View (weekly Charge)	6%	Increase exceeds 3% as charge has been right-sized to reflect budgeted costs.
Children & Families - Local Authority Residential Care Provision: Helensburgh (weekly Charge)	4%	Increase exceeds 3% as charge has been right-sized to reflect budgeted costs.
Helensburgh & Lomond Civic Centre	Various	New concession/commercial rate pricing schedule has been introduced.
Registrars - Printing a copy certificate and delivering outwith the UK	6%	Rounded up to nearest £
Photocopying and fax	Various	Charges increased by 5p to reflect the fact that no increase has been made in last 7 years.
Commercial Bin Pull out Service	207%	Increase of charge to £100 from £32.55. The charge applied has been reviewed to cover the cost of providing this service. The cost has traditionally been increased on an annual basis by the standard 3%, which has seen the cost of providing the service exceed the charge. The service includes the waste collection teams entering the appropriate premises and bringing the wheeled bin to the vehicle for emptying, thereafter returning the wheeled bin to the appropriate point.
Sale of Meals to Pupils - Per meal (Primary-without milk)	5%	The increase above 3% is due to keeping the fee at a rounded figure. Note that there was no increase in this fee in 2019-20.
Sale of Meals to Pupils - Per meal (Secondary)	9%	The increase above 3% is due to keeping the fee at a rounded figure. Note that there was no increase in this fee in 2019-20.

3.2.3 The total impact of the general inflationary increases and those in the table above equates to a increase in income of £0.309m.

3.2.4 Officers are reviewing the charge for Export Certificates with a view to introducing a change to the small quantities level and information will be brought to a future EDI Committee.

- 3.2.5 In addition there are some fee increases which are Policy Savings Options which have still to be agreed by Council. Note these percentage increases include the normal 3% inflationary increase. Additional income from these proposed increases will only be achieved if the policy savings are agreed. These are set out in the table below.

<b>Description</b>	<b>Increase</b>	<b>Reason for Increase</b>
Burial Charges	20%	In line with benchmarking data includes 3% inflationary increase
Extract/search of Lair Register on Islands	19%	Same increase as applied to burial charges and rounded to nearest £
Cremation Charges	15%	In line with benchmarking data includes 3% inflationary increase
Parking	20%	Road safety is of paramount importance to the Council and there has been an increase in complaints regarding on-street parking in an around the Oban area particularly. In planning for the future management and demand this increase will assist the Council to look at other potential parking areas or allow redevelopment of the current parking footprint to improve traffic management in and around our towns.

### **3.3 Piers and Harbours**

- 3.3.1 Harbour Fees have been increased by a total of 8%. This 8% increase is split between a 3% general inflationary increase and 5% of additional income which is ring fenced to fund asset improvement and sustainability within the piers and harbours. This is estimated to generate additional income of £0.309m.
- 3.3.2 Currently fees and charges for CalMac ferry vessels berthing at Craignure Pier are applied using the established fees and charges approved by Council. Vessels are charged per tonne together with an additional charge per passenger, vehicle, livestock, goods etc. This process requires a significant amount of reconciliation to enable invoices and payments to be issued and made. Officers are to explore options with CMAL/CalMac about moving to an annual flat fee per facility. Whilst this would still require records of passengers, vehicles, livestock, goods it would mean that monthly invoicing and payment processing could be streamlined thereby producing some form of efficiency. This would also support additional sailings by CalMac should they be in a position to introduce them. There would be no detriment to the Council and this would only apply to CalMac berthing. Members are asked agree that any revision to how the charge is levied is delegated to the Council's Executive Director as long as this is of no financial detriment to the Council.

### **3.4 Social Work Charges**

- 3.4.1 The 2020/21 Social Work Fees and Charges schedule was presented to the IJB

for review and discussion at its meeting on 29 January 2020. The IJB endorsed the submission of the proposed schedule to the Council for final approval with no changes to the rates. There are no other changes proposed to the Social Work charging policies for 2020/21.

### **3.5 No Inflationary Increase**

3.5.1 There are a number of fees where no inflationary increase has been applied. These are:

- Homeless Temporary Accommodation – only the service charge is subject to inflation because the rate is linked to the Local Housing Allowance to keep them affordable.
- Naming Ceremonies and Renewal of Vows - these charges were only introduced in September 2019.
- Public Convenience entrance fee due to the refurbishment of the turnstiles.
- Blue Badges - currently charge is the maximum allowed.
- Customer Services Licences – fees set for 3 years as of June 2018.
- Sale of Milk in schools - Fee not inflated due to recognition of cost pressures on parents and to encourage uptake.

### **3.6 Fees set by Others**

3.6.1 There are also a number of services where the charges are advised by others and therefore, at present, have not been inflated or an estimated inflation rate has been applied:

- Registrars Fees - these are set by the Registrar General and the last fees were set in January 2011. We have received notification that the marriage notice fee will be increased from £30 to £45 as of 1<sup>st</sup> April 2020.
- Removal of abandoned car – this charge is set by legislation.
- Petrol Storage Certificate
- Explosives/Fireworks License and Registration
- Private Landlord registration
- Private Water Supplies
- Dog Fees
- Planning & Pre Application fees
- Landfill Tax
- Approved Rate for Residential/Nursing Care – rate not advised by COSLA yet.
- Roads Inspection charges, set by Roads Authority and Utility Committee (Scotland).
- Penalty Charges notices set by the Scottish Government.

### **3.7 New/Changed Fees and Charges**

3.7.1 There are new fees and charges being introduced in 2020-21 for Direct Cremations in line with the Scottish Governments funeral poverty guidance. They are as follows;

Direct Cremations (no use of chapel)	£540.00
Direct Cremations (no use of chapel) – Saturday	£598.00
Direct Cremations (no use of chapel) - Additional Charge Public Holiday	£281.00

### 3.7.2 **Pest Control**

Pest control charges have been changed to reflect the services actually provided but also an increase in the overall charges applied so as to recover the full cost of providing this non-statutory service. This is a small area of council business and the changes are not expected to materially alter the income generated.

## 4. **CONCLUSION**

4.1 The general inflationary increase would equate to additional income of £0.309m within 2020-21. All other fee increases agreed as part of the 2018-19 & 2019-20 budget or during 2019-20 that impact on 2020-21 have been accounted for within the base budget or as part of the previously agreed savings amount.

4.2 The additional increase applied to fees and charges in respect of Piers & Harbours to fund the Asset Management plan would equate to an additional £0.309m.

## 5. **IMPLICATIONS**

5.1 Policy – Outlines the proposed increases to fees and charges for 2020-21.

5.2 Financial - Outlines the increased income as a result of changes to fees and charges.

5.3 Legal – None.

5.4 HR – None.

5.5 Fairer Scotland Duty – See below

5.5.1 Equalities – Mainly inflationary increases therefore limited equalities impact.

5.5.2 Socio Economic Duty – Equality and Socio-Economic Impact Assessments have been carried out on savings options which have created new fees. Otherwise mainly inflationary increases therefore limited socio-economic impact.

5.5.3 Islands Duty – Equality and Socio-Economic Impact Assessments have been carried out on savings options which have created new fees. This includes consideration of Islands Duties Otherwise mainly inflationary increases therefore limited socio-economic impact.



5.6 Risk – Minimal risk.

5.7 Customer Service - Minimal risk in respect of the inflationary increases.

**Kirsty Flanagan**  
**Section 95 Officer**  
**13 February 2020**

**Policy Lead for Financial Services and Major Projects - Councillor Gary Mulvaney**

Appendix 1 – Schedule of Fees and Charges

## Fees and Charges for 2020-21

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Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>SOCIAL WORK</b>												
Local Authority Residential Care Provision (Community Care) Weekly Charge		1,313.73	Outwith the Scope	0.00	1,313.73	1,391.34	Outwith the Scope	0.00	1,391.34	77.61	6%	Increase exceeds 3% as charge has been right-sized to reflect budgeted costs for 2020/21.
Non - Residential Services - Lunch Clubs - per meal		4.40	Outwith the Scope	0.00	4.40	4.50	Outwith the Scope	0.00	4.50	0.10	2%	
Non - Residential Services - Telecare - Community Alarms - per week		5.30	Outwith the Scope	0.00	5.30	5.46	Outwith the Scope	0.00	5.46	0.16	3%	
Non - Residential Services - Telecare - Care Assist System - per week		4.50	Outwith the Scope	0.00	4.50	4.63	Outwith the Scope	0.00	4.63	0.13	3%	
Non - Residential Services - Telecare - Mobile Devices and Monitoring - per week		2.50	Outwith the Scope	0.00	2.50	2.58	Outwith the Scope	0.00	2.58	0.08	3%	
Non - Residential Services - Telecare - Canary System - per week		2.00	Outwith the Scope	0.00	2.00	2.06	Outwith the Scope	0.00	2.06	0.06	3%	
Non - Residential Services - Home Help - hourly rate		17.96	Outwith the Scope	0.00	17.96	18.48	Outwith the Scope	0.00	18.48	0.52	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services - Housing Support - hourly rate		17.96	Outwith the Scope	0.00	17.96	18.48	Outwith the Scope	0.00	18.48	0.52	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services - Employment Support - hourly rate		17.96	Outwith the Scope	0.00	17.96	18.48	Outwith the Scope	0.00	18.48	0.52	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services -Sleepover Service - per night		100.44	Outwith the Scope	0.00	100.44	104.04	Outwith the Scope	0.00	104.04	3.60	4%	Rate increase reflects change in base to match Scottish Living Wage which is a Scottish Government requirement from 2018/19 onwards.
Non - Residential Services -Transport - per day		2.78	Outwith the Scope	0.00	2.78	2.86	Outwith the Scope	0.00	2.86	0.08	3%	Adjusted to be divisible by 2 to enable one-way charging
Non - Residential Services -Elderly Day Care - hourly rate		8.80	Outwith the Scope	0.00	8.80	9.08	Outwith the Scope	0.00	9.08	0.28	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services -Learning Disability Resource Centre Service - hourly rate		23.32	Outwith the Scope	0.00	23.32	24.00	Outwith the Scope	0.00	24.00	0.68	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Provision of Occupational Therapy Consultation - Per assessment/consultation		244.55	Outwith the Scope	0.00	244.55	251.89	Outwith the Scope	0.00	251.89	7.34	3%	
Provision of Professional Services - Per Community Care Assessment/ Consultation		613.00	Outwith the Scope	0.00	613.00	631.39	Outwith the Scope	0.00	631.39	18.39	3%	
Provision of Professional Services - Full needs assessment only		465.40	Outwith the Scope	0.00	465.40	479.36	Outwith the Scope	0.00	479.36	13.96	3%	
Provision of Professional Services - Needs Review only		170.20	Outwith the Scope	0.00	170.20	175.31	Outwith the Scope	0.00	175.31	5.11	3%	
Children & Families - Local Authority Residential Care Provision: Duncultha (weekly charge)		2,079.96	Outwith the Scope	0.00	2,079.96	2,146.89	Outwith the Scope	0.00	2,146.89	66.93	3%	Charge levied to other HSCPs/Councils buying places from Argyll and Bute.
Children & Families - Local Authority Residential Care Provision: Shellach View (weekly Charge)		1,886.96	Outwith the Scope	0.00	1,886.96	2,000.69	Outwith the Scope	0.00	2,000.69	113.73	6%	Charge levied to other HSCPs/Councils buying places from Argyll and Bute.
Children & Families - Local Authority Residential Care Provision: Helensburgh (weekly Charge)		1,898.39	Outwith the Scope	0.00	1,898.39	1,972.27	Outwith the Scope	0.00	1,972.27	73.88	4%	Charge levied to other HSCPs/Councils buying places from Argyll and Bute.
Children & Families - Other Charges - Inter Country Adoptions		6,425.55	Outwith the Scope	0.00	6,425.55	6,618.32	Outwith the Scope	0.00	6,618.32	192.77	3%	
Inter-Authority Substitute Family Care Placements: Within Scotland	In line with British Association of Adoption and Fostering (BAAF) recommended figures		Outwith the Scope				Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Inter-Authority Substitute Family Care Placements: Elsewhere - 1 child	In line with British Association of Adoption and Fostering (BAAF) recommended figures		Outwith the Scope				Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Inter-Authority Substitute Family Care Placements: Elsewhere - 2 children (siblings placed together)	In line with British Association of Adoption and Fostering (BAAF) recommended figures		Outwith the Scope				Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Inter-Authority Substitute Family Care Placements: Elsewhere - 3 children (siblings placed together)	In line with British Association of Adoption and Fostering (BAAF) recommended figures		Outwith the Scope				Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Hostel Charges - Room hire - children's hearing - half day		21.95	Exempt	0.00	21.95	22.60	Exempt	0.00	22.60	0.65	3%	
Hostel Charges - Room hire - children's hearing - Full day		36.65	Exempt	0.00	36.65	37.75	Exempt	0.00	37.75	1.10	3%	
Hostel Charges - Room hire - half day		36.65	Exempt	0.00	36.65	37.75	Exempt	0.00	37.75	1.10	3%	
Hostel Charges - Room hire - full day		65.90	Exempt	0.00	65.90	67.90	Exempt	0.00	67.90	2.00	3%	
Hostel Charges - Catering: Tea, Coffee and Biscuits		2.67	Standard	0.53	3.20	2.75	Standard	0.55	3.30	0.10	3%	
Hostel Charges - Catering: Soup and Sandwiches		5.21	Standard	1.04	6.25	5.38	Standard	1.08	6.45	0.20	3%	
Hostel Charges - Catering: Lunch (2 course with coffee)		7.96	Standard	1.59	9.55	8.21	Standard	1.64	9.85	0.30	3%	
Hostel Charges - accommodation - Argyll & Bute Council - Bed & Breakfast		30.54	Standard	6.11	36.65	31.46	Standard	6.29	37.75	1.10	3%	
Hostel Charges - accommodation - Argyll & Bute Council - Half Board		42.83	Standard	8.57	51.40	44.13	Standard	8.83	52.95	1.55	3%	
Hostel Charges - accommodation - Other Groups - Bed & Breakfast		30.54	Standard	6.11	36.65	31.46	Standard	6.29	37.75	1.10	3%	
Hostel Charges - accommodation - Other Groups - Half Board		42.83	Standard	8.57	51.40	44.13	Standard	8.83	52.95	1.55	3%	
Hostel Charges - accommodation - Other Groups - Full Board		48.92	Standard	9.78	58.70	50.38	Standard	10.08	60.45	1.75	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>EDUCATION CHARGES</b>												
Primary School Letting Charges per hour - Non-Profit Organisations (room let)		11.60	Exempt	0.00	11.60	11.95	Exempt	0.00	11.95	0.35	3%	
Primary School Letting Charges per hour - Commercial Rate (room let)		32.10	Exempt	0.00	32.10	33.05	Exempt	0.00	33.05	0.95	3%	
Primary School Letting Charges per hour - Non-Profit Organisations (sports facilities)		11.96	Standard	2.39	14.35	12.33	Standard	2.47	14.80	0.45	3%	
Primary School Letting Charges per hour - Commercial Rate (sports facilities)		32.67	Standard	6.53	39.20	33.67	Standard	6.73	40.40	1.20	3%	
Primary School Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - MAKI		47.21	Standard	9.44	56.65	48.63	Standard	9.73	58.35	1.70	3%	
Primary School Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - OLI		47.21	Standard	9.44	56.65	48.63	Standard	9.73	58.35	1.70	3%	
Primary School Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - BUTE		47.21	Standard	9.44	56.65	48.63	Standard	9.73	58.35	1.70	3%	
Primary School Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - COWAL		47.21	Standard	9.44	56.65	48.63	Standard	9.73	58.35	1.70	3%	
Primary School Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - H&L		47.21	Standard	9.44	56.65	48.63	Standard	9.73	58.35	1.70	3%	
Primary School Synthetic All Weather Pitch charge per hour - Commercial Rate		80.42	Standard	16.08	96.50	82.83	Standard	16.57	99.40	2.90	3%	
Adult Education Course Fees - Vocational 40 Hour Courses		90.25	Exempt	0.00	90.25	92.95	Exempt	0.00	92.95	2.70	3%	
Adult Education Course Fees - Non Vocational 20 Hour Courses		37.63	Standard	7.53	45.15	38.75	Standard	7.75	46.50	1.35	3%	
Sale of Meals to Pupils - Per meal (Primary-without milk)		2.20	Exempt	0.00	2.20	2.30	Exempt	0.00	2.30	0.10	5%	
Sale of Meals to Pupils - Per meal (Secondary)		2.20	Exempt	0.00	2.20	2.40	Exempt	0.00	2.40	0.20	9%	
Sale of Milk		0.10	Exempt	0.00	0.10	0.10	Exempt	0.00	0.10	0.00	0%	No inflation applied.
Section 23 Charges per annum - Parklands		43,297.00	Exempt	0.00	43,297.00	44,595.90	Exempt	0.00	44,595.90	1,298.90	3%	
Inveraray Primary - Room hire - half day		37.75	Exempt	0.00	37.75	38.90	Exempt	0.00	38.90	1.15	3%	
Inveraray Primary - Room hire - full day		67.90	Exempt	0.00	67.90	69.95	Exempt	0.00	69.95	2.05	3%	
Inveraray Primary - Catering: Tea, Coffee and Scones		2.75	Standard	0.55	3.30	2.83	Standard	0.57	3.40	0.10	3%	
Inveraray Primary - Catering: Soup and Sandwiches		5.38	Standard	1.08	6.45	5.54	Standard	1.11	6.65	0.20	3%	
Inveraray Primary Charges - Catering: Lunch (2 course with coffee)		8.21	Standard	1.64	9.85	8.46	Standard	1.69	10.15	0.30	3%	
Instrumental Instruction charges - Per Annum		247.17	Exempt	0.00	247.17	254.60	Exempt	0.00	254.60	7.43	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>LEGAL AND REGULATORY / COMMERCIAL SERVICES</b>												
Solicitors Property Enquiry Certificates		156.38	Standard	31.28	187.65	161.08	Standard	32.22	193.30	5.65	3%	
Taxi Car Licence		414.00	Outwith the Scope	0.00	414.00	414.00	Outwith the Scope	0.00	414.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Private Hire Car Licence		414.00	Outwith the Scope	0.00	414.00	414.00	Outwith the Scope	0.00	414.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Taxi/Private Hire Car Driver Licence		104.00	Outwith the Scope	0.00	104.00	104.00	Outwith the Scope	0.00	104.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Second Hand Dealer Licence		414.00	Outwith the Scope	0.00	414.00	414.00	Outwith the Scope	0.00	414.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Second Hand Motor Dealer Licence		480.00	Outwith the Scope	0.00	480.00	480.00	Outwith the Scope	0.00	480.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Metal Dealer Licence		480.00	Outwith the Scope	0.00	480.00	480.00	Outwith the Scope	0.00	480.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Temporary exemption warrant - Metal Dealers		137.00	Outwith the Scope	0.00	137.00	137.00	Outwith the Scope	0.00	137.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Boat Hire Licence		251.00	Outwith the Scope	0.00	251.00	251.00	Outwith the Scope	0.00	251.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Street Trader Licence		251.00	Outwith the Scope	0.00	251.00	251.00	Outwith the Scope	0.00	251.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Street Trader - Charity/Temporary		82.00	Outwith the Scope	0.00	82.00	82.00	Outwith the Scope	0.00	82.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Market Operator Licence		480.00	Outwith the Scope	0.00	480.00	480.00	Outwith the Scope	0.00	480.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Market Operator - voluntary/charitable organisation holding one event per year		158.00	Outwith the Scope	0.00	158.00	158.00	Outwith the Scope	0.00	158.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Public Entertainment Licence		480.00	Outwith the Scope	0.00	480.00	480.00	Outwith the Scope	0.00	480.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Public Entertainment temporary Licence		137.00	Outwith the Scope	0.00	137.00	137.00	Outwith the Scope	0.00	137.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Late hours catering licence		480.00	Outwith the Scope	0.00	480.00	480.00	Outwith the Scope	0.00	480.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Window Cleaner Licence		251.00	Outwith the Scope	0.00	251.00	251.00	Outwith the Scope	0.00	251.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Substitution of vehicle (taxi/private hire) - same day		82.00	Outwith the Scope	0.00	82.00	82.00	Outwith the Scope	0.00	82.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Substitution of vehicle (taxi/private hire) - within 5 days		60.00	Outwith the Scope	0.00	60.00	60.00	Outwith the Scope	0.00	60.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Certified copy of a licence		38.00	Outwith the Scope	0.00	38.00	38.00	Outwith the Scope	0.00	38.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Re-issue of a badge		38.00	Outwith the Scope	0.00	38.00	38.00	Outwith the Scope	0.00	38.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Re-issue of taxi/private hire car plate		38.00	Outwith the Scope	0.00	38.00	38.00	Outwith the Scope	0.00	38.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Extract of Civic Government Register		33.00	Outwith the Scope	0.00	33.00	33.00	Outwith the Scope	0.00	33.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Copy of Civic Government Register		82.00	Outwith the Scope	0.00	82.00	82.00	Outwith the Scope	0.00	82.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Taxi Booking Office Licence		114.00	Outwith the Scope	0.00	114.00	114.00	Outwith the Scope	0.00	114.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Amendment to Civic Govt Licence		71.00	Outwith the Scope	0.00	71.00	71.00	Outwith the Scope	0.00	71.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Knife Dealers Licence		480.00	Outwith the Scope	0.00	480.00	480.00	Outwith the Scope	0.00	480.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Skin piercing & tattoo operator Licence (premises occupied by them)		284.00	Outwith the Scope	0.00	284.00	284.00	Outwith the Scope	0.00	284.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Skin piercing & tattoo operator Licence (premises under control of others)		229.00	Outwith the Scope	0.00	229.00	229.00	Outwith the Scope	0.00	229.00	0.00	0%	As a result of the Triennial Review these fees and charges are effective from 1st June 2018
Mini Bus Hire - up to 4 hours		35.83	Standard	7.17	43.00	36.92	Standard	7.38	44.30	1.30	3%	
Mini Bus Hire - per Day		71.75	Standard	14.35	86.10	73.92	Standard	14.78	88.70	2.60	3%	
Privilege rides within school transport (cost per child per term)		80.75	Zero Rated	0.00	80.75	83.15	Zero Rated	0.00	83.15	2.40	3%	
Privilege rides within school transport (where there are 2 or more children, cost per child)		67.70	Zero Rated	0.00	67.70	69.75	Zero Rated	0.00	69.75	2.05	3%	
Letting of Kitchen Accommodation - Monday to Friday (charge per hour)		21.13	Standard	4.23	25.35	21.75	Standard	4.35	26.10	0.75	3%	
Letting of Kitchen Accommodation - Saturday & Sunday (charge per hour)		23.88	Standard	4.78	28.65	24.58	Standard	4.92	29.50	0.85	3%	
Letting of Kitchen Accommodation - Public Holiday (charge per hour)		28.17	Standard	5.63	33.80	29.00	Standard	5.80	34.80	1.00	3%	
Letting of Kitchen Accommodation - Failure to Reinstate		59.63	Standard	11.93	71.55	61.42	Standard	12.28	73.70	2.15	3%	
Helensburgh & Lomond Civic Centre - Hire of Community Room - up to 20 persons (Concession rate per hour Monday - Friday 09:00 to 20:00)		19.63	Standard	3.93	23.55	17.917	Standard	3.58	21.50	-2.05	-9%	New concession/commercial rate pricing schedule
Helensburgh & Lomond Civic Centre - Hire of Community Room - up to 20 persons (Concession rate per hour Saturday - Sunday & Monday - Friday after 20:00)		19.63	Standard	3.93	23.55	22.917	Standard	4.58	27.50	3.95	17%	New concession/commercial rate pricing schedule
Helensburgh & Lomond Civic Centre - Hire of Community Room - up to 20 persons (Commercial rate per hour Monday - Friday 09:00 to 20:00)		19.63	Standard	3.93	23.55	23.292	Standard	4.658	27.95	4.40	19%	New concession/commercial rate pricing schedule
Helensburgh & Lomond Civic Centre - Hire of Community Room - up to 20 persons (Commercial rate per hour Saturday - Sunday & Monday - Friday after 20:00)		19.63	Standard	3.93	23.55	29.792	Standard	5.958	35.75	12.20	52%	New concession/commercial rate pricing schedule
Helensburgh & Lomond Civic Centre - Hire of Assembly Hall - up to 100 persons (Concession rate per hour Monday - Friday 09:00 to 20:00)		30.21	Standard	6.04	36.25	25.00	Standard	5.00	30.00	-6.25	-17%	Monday - Friday available after 17:00
Helensburgh & Lomond Civic Centre - Hire of Assembly Hall - up to 100 persons (Concession rate per hour Saturday - Sunday & Monday - Friday after 20:00)		30.21	Standard	6.04	36.25	30.00	Standard	6.00	36.00	-0.25	-1%	
Helensburgh & Lomond Civic Centre - Hire of Assembly Hall - up to 100 persons (Commercial rate per hour Monday - Friday 09:00 to 20:00)		30.21	Standard	6.04	36.25	32.50	Standard	6.50	39.00	2.75	8%	Monday - Friday available after 17:00
Helensburgh & Lomond Civic Centre - Hire of Assembly - up to 100 persons (Commercial rate per hour Saturday - Sunday & Monday - Friday after 20:00)		30.21	Standard	6.04	36.25	39.00	Standard	7.80	46.80	10.55	29%	
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 up to 30 persons (Concession rate per hour Monday - Friday 09:00 to 20:00)		21.21	Standard	4.24	25.45	16.25	Standard	3.25	19.50	-5.95	-23%	New concession/commercial rate pricing schedule
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 up to 30 persons (Concession rate per hour Saturday - Sunday & Monday - Friday after 20:00)		21.21	Standard	4.24	25.45	21.250	Standard	4.25	25.50	0.05	0%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 up to 30 persons (Commercial rate per hour Monday - Friday 09:00 to 20:00)		21.21	Standard	4.24	25.45	21.125	Standard	4.225	25.35	-0.10	0%	
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 up to 30 persons (Commercial rate per hour Saturday - Sunday & Monday - Friday after 20:00)		21.21	Standard	4.24	25.45	27.625	Standard	5.525	33.15	7.70	30%	
Helensburgh & Lomond Civic Centre - Hire of Annex Room 2 up to 20 persons (Concession rate per hour Monday - Friday 09:00 to 20:00)		18.00	Standard	3.60	21.60	12.917	Standard	2.58	15.50	-6.10	-28%	Annex Room 2 will be offered half price if booked in combination with Annex Room 1 For concessions either £7.75 or £10.75 or Commercial either £10.00 or £14.00
Helensburgh & Lomond Civic Centre - Hire of Annex Room 2 up to 20 persons (Concession rate per hour Saturday -Sunday & Monday - Friday after 20:00)		18.00	Standard	3.60	21.60	17.917	Standard	3.583	21.50	-0.10	0%	Annex Room 2 will be offered half price if booked in combination with Annex Room 1 For concessions either £7.75 or £10.75 or Commercial either £10.00 or £14.01
Helensburgh & Lomond Civic Centre - Hire of Annex Room 2 up to 20 persons (Commercial rate per hour Monday - Friday 09:00 to 20:00)		18.00	Standard	3.60	21.60	16.792	Standard	3.358	20.15	-1.45	-7%	Annex Room 2 will be offered half price if booked in combination with Annex Room 1 For concessions either £7.75 or £10.75 or Commercial either £10.00 or £14.02
Helensburgh & Lomond Civic Centre - Hire of Annex Room 2 up to 20 persons (Commercial rate per hour Saturday - Sunday & Monday - Friday after 20:00)		18.00	Standard	3.60	21.60	23.292	Standard	4.658	27.95	6.35	29%	Annex Room 2 will be offered half price if booked in combination with Annex Room 1 For concessions either £7.75 or £10.75 or Commercial either £10.00 or £14.03
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 and 2 (Concession rate per hour Monday - Friday 09:00 to 20:00)		22.708	standard	4.542	27.25	22.708	standard	4.542	27.25	0.00	0%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 and 2 (Concession rate per hour Saturday -Sunday & Monday - Friday after 20:00)		30.208	standard	6.041	36.25	30.208	standard	6.041	36.25	0.00	0%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 and 2 (Commercial rate per hour Monday - Friday 09:00 to 20:00)		29.458	standard	5.891	35.35	29.458	standard	5.891	35.35	0.00	0%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 and 2 (Commercial rate per hour Saturday -Sunday & Monday - Friday after 20:00)		39.292	standard	7.858	27.15	39.292	standard	7.858	47.15	20.00	74%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Marriage Suite/Function Room(Concession rate per hour Monday - Friday 09:00 to 20:00)		22.50	standard	4.50	27.00	22.50	standard	4.50	27.00	0.00	0%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Marriage Suite/Function Room (Concession rate per hour Saturday - Sunday & Monday - Friday after 20:00)		27.50	standard	5.50	33.00	27.50	standard	5.50	33.00	0.00	0%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Marriage Suite/Function Room (Commercial rate per hour Monday - Friday 09:00 to 20:00)		29.25	standard	5.85	35.10	29.25	standard	5.85	35.10	0.00	0%	New room rate implemented mid 19-20
Helensburgh & Lomond Civic Centre - Hire of Marriage Suite/Function Room (Commercial rate per hour Saturday - Sunday & Monday - Friday after 20:00)		35.75	standard	7.15	42.90	35.75	standard	7.15	42.90	0.00	0%	New room rate implemented mid 19-20

TRADING STANDARDS												
Explosives/Fireworks- Issue of Store Licence (i.e. when separation distances apply)	STATUTORY CHARGE	178.00	Outwith the Scope	0.00	178.00	178.00	Outwith the Scope	0.00	178.00	0.00	0%	
Explosives/Fireworks - renewal of store licence (i.e. when separation distances apply)	STATUTORY CHARGE	83.00	Outwith the Scope	0.00	83.00	83.00	Outwith the Scope	0.00	83.00	0.00	0%	
Explosives- registration for keeping explosives (i.e. when no separation distances apply)	STATUTORY CHARGE	105.00	Outwith the Scope	0.00	105.00	105.00	Outwith the Scope	0.00	105.00	0.00	0%	
Explosives/Fireworks - Renewal of registration for keeping Explosives	STATUTORY CHARGE	52.00	Outwith the Scope	0.00	52.00	52.00	Outwith the Scope	0.00	52.00	0.00	0%	
Explosives/Fireworks - Renewal of registration for keeping Explosives (i.e. when no separation distances apply)	STATUTORY CHARGE	35.00	Outwith the Scope	0.00	35.00	35.00	Outwith the Scope	0.00	35.00	0.00	0%	
Licence to Manufacture explosives	STATUTORY CHARGE	52-178	Outwith the Scope	0.00	52-178	52-178	Outwith the Scope	0.00	52-178			£52-£178 per year depending on individual circumstances Note that fee consolidates 2 previous "Blasting Operations" fees
Petrol Storage Certificate or Licence to keep petroleum spirit of a quantity <2500 litres	STATUTORY CHARGE	42.00	Outwith the Scope	0.00	42.00	42.00	Outwith the Scope	0.00	42.00	0.00	0%	
Petrol Storage Certificate or Licence to keep petroleum spirit of a quantity between 2500 and 50000 litres	STATUTORY CHARGE	58.00	Outwith the Scope	0.00	58.00	58.00	Outwith the Scope	0.00	58.00	0.00	0%	



Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Petrol Storage Certificate or Licence to keep petroleum spirit of a quantity > 50000 litres	STATUTORY CHARGE	120.00	Outwith the Scope	0.00	120.00	120.00	Outwith the Scope	0.00	120.00	0.00	0%	
Trading Standards Charge for Officer time (per hour) where appropriate ( out of hours or weekend work incurs a 50% surcharge on the hourly rate).		86.30	Outwith the Scope	0.00	86.30	88.90	Outwith the Scope	0.00	88.90	2.60	3%	
Weights and measures: special weighing equipment-measuring, testing, verifying, certification etc. .	Office cost per hour	89.46	Standard	17.89	107.35	92.13	Standard	18.43	110.55	3.20	3%	
Weights: Weights exceeding 5kg or not exceeding 500 mg, 2 CM		9.00	Standard	1.80	10.80	9.25	Standard	1.85	11.10	0.30	3%	
Weights: other weights		6.88	Standard	1.38	8.25	7.08	Standard	1.42	8.50	0.25	3%	
Measures: Capacity measures, without divisions, not exceeding 1 litre		7.71	Standard	1.54	9.25	7.96	Standard	1.59	9.55	0.30	3%	
Measures: Liquid capacity measures for making up and checking average quantity packages		28.33	Standard	5.67	34.00	29.17	Standard	5.83	35.00	1.00	3%	
Weighing Instruments Non NAWI: less than 1 tonne		70.67	Standard	14.13	84.80	72.79	Standard	14.56	87.35	2.55	3%	
Weighing Instruments Non NAWI: 1-10 tonnes		114.54	Standard	22.91	137.45	117.96	Standard	23.59	141.55	4.10	3%	
Weighing Instruments Non NAWI: greater than 10 tonnes		239.21	Standard	47.84	287.05	246.38	Standard	49.28	295.65	8.60	3%	
Weighing Instruments NAWI: less than 1 tonne		117.67	Standard	23.53	141.20	121.21	Standard	24.24	145.45	4.25	3%	
Weighing Instruments NAWI: 1-10 tonnes		182.17	Standard	36.43	218.60	187.63	Standard	37.53	225.15	6.55	3%	
Weighing Instruments NAWI: greater than 10 tonnes		398.75	Standard	79.75	478.50	410.71	Standard	82.14	492.85	14.35	3%	
<b>NOTE: All weighing instruments: When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged</b>	50% surcharge on base cost if applicable											
Measures: Instruments for Intoxicating Liquor not exceeding 150 ml		17.67	Standard	3.53	21.20	18.21	Standard	3.64	21.85	0.65	3%	
Measures: Instruments for Intoxicating Liquor exceeding 150 ml		20.38	Standard	4.08	24.45	21.00	Standard	4.20	25.20	0.75	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Container type (not sub-divided)		19.42	Standard	3.88	23.30	20.00	Standard	4.00	24.00	0.70	3%	
Measuring Instruments for Liquid Fuel and Lubricants: First nozzle tested, per site		132.63	Standard	26.53	159.15	136.58	Standard	27.32	163.90	4.75	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Each additional nozzle tested		81.46	Standard	16.29	97.75	83.92	Standard	16.78	100.70	2.95	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Other visits (e.g. Testing of peripheral electronic equipment/ credit card acceptor etc.)		89.46	Standard	17.89	107.35	92.13	Standard	18.43	110.55	3.20	3%	
Road Tanker Fuel : Meter measuring equipment: Wet hose with two testing liquids		284.63	Standard	56.93	341.55	293.17	Standard	58.63	351.80	10.25	3%	
Road Tanker Fuel : Meter measuring equipment: Wet hose with three testing liquids		332.04	Standard	66.41	398.45	342.00	Standard	68.40	410.40	11.95	3%	
Road Tanker Fuel : Meter measuring equipment: Dry hose with two testing liquids		316.25	Standard	63.25	379.50	325.75	Standard	65.15	390.90	11.40	3%	
Road Tanker Fuel : Meter measuring equipment: Dry hose with three testing liquids		363.83	Standard	72.77	436.60	374.75	Standard	74.95	449.70	13.10	3%	
Road Tanker Fuel : Meter measuring equipment: Wet/dry hose with two testing liquids		442.71	Standard	88.54	531.25	456.00	Standard	91.20	547.20	15.95	3%	
Road Tanker Fuel : Meter measuring equipment: Wet/dry hose with three testing liquids		474.38	Standard	94.88	569.25	488.63	Standard	97.73	586.35	17.10	3%	
Certificate of Errors: Request for certificate		45.08	Standard	9.02	54.10	46.42	Standard	9.28	55.70	1.60	3%	
<b>Note: When supplying specialist equipment (including but not limited to weighbridge test unit, van and test weights, etc.) an additional fee may be charged hourly, daily or per appointment, according to circumstance</b>	Prices on application											
<b>Notes to Weights &amp; Measures Charges</b>												
1. The 2020/21 guidance is based on a chargeable rate of £88.90 per officer per hour, designed to facilitate full cost recovery for metrological activity.												
2. For any work not covered by this guidance, or which varies significantly or is carried out in exceptional circumstances, an appropriate charge may be calculated as a surcharge to the hourly rate.												
3. When a visit is made by a Trading Standards Officer to any premises for the purpose of carrying out any of the functions or activities listed below, each visit may be subject to a minimum charge of £88.90 per Officer per visit regardless of the nature or amount of work requested or completed. Warning: At present, LACORS has not established the legal position regarding the charging of a minimum fee in the case of cancellation or curtailment of the work to be carried out (i.e. a 'call-out' or cancellation charge). If such a fee is charged, it may be subject to a legal challenge.												
4. Visits carried out partly or entirely outside of normal office hours may incur a surcharge of 50% of the standard fee or of the standard hourly rate per Officer per hour.												
5. The guidance relates to the cost of testing single items. Inspectors should not be inhibited from departing from the quoted fee in locally determined circumstances. Discounted fees may be appropriate, for example, in the following circumstances:												
a. Where more than a single item is submitted on one occasion and particularly where large quantities are involved;												
b. Where facilities, equipment or assistance are provided by the submitter by prior arrangement;												

VAT rate applies unless work undertaken under the Measuring Instruments (EEC Requirements) Regs 1988

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>CUSTOMER SUPPORT SERVICES</b>												
Commission on trade union deductions		2.50%	Standard		2.50%	2.50%	Standard		2.50%			Percentage charge - same as previous year
Arrestment handling charge per item		0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	This is a Statutory Charge. The maximum that can be charged is £1
Info to Banks etc. - Handling Charge		22.50	Standard	4.50	27.00	23.17	Standard	4.63	27.80	0.80	3%	
Registrars Fees and Charges (Extracts at time of registration)		10.00	Outwith the Scope	0.00	10.00	10.00	Outwith the Scope	0.00	10.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate not yet known.
Registrars Fees and Charges (Extracts outwith a calendar month of registration)		15.00	Outwith the Scope	0.00	15.00	15.00	Outwith the Scope	0.00	15.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate not yet known.
Registrars Search & Genealogy - Particular Search		5.00	Outwith the Scope	0.00	5.00	5.00	Outwith the Scope	0.00	5.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate not yet known.
Registrars Search & Genealogy - General Search		15.00	Outwith the Scope	0.00	15.00	15.00	Outwith the Scope	0.00	15.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate not yet known.
Registrars - Recording of name, or change of name or surname or alternative name		40.00	Outwith the Scope	0.00	40.00	40.00	Outwith the Scope	0.00	40.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate not yet known.
Registrars - Printing a copy certificate and delivering within the UK		15.50	Outwith the Scope	0.00	15.50	16.00	Outwith the Scope	0.00	16.00	0.50	3%	
Registrars - Printing a copy certificate and delivering outwith the UK		17.00	Outwith the Scope	0.00	17.00	18.00	Outwith the Scope	0.00	18.00	1.00	6%	
Marriage Notices (Per Person)		30.00	Outwith the Scope	0.00	30.00	45.00	Outwith the Scope	0.00	45.00	15.00	50%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate of £45 to be introduced from 1st April 2020.
Civil Marriage/Partnership Solemnisation		55.00	Outwith the Scope	0.00	55.00	55.00	Outwith the Scope	0.00	55.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011 but expected to increase in Jan 2020. New rate not yet known.
Registrars Rental Income - Registrars Office Wedding		100.40	Outwith the Scope	0.00	100.40	103.40	Outwith the Scope	0.00	103.40	3.00	3%	
Registrars Rental Income - Registrars Office Wedding - Saturday		202.10	Outwith the Scope	0.00	202.10	208.15	Outwith the Scope	0.00	208.15	6.05	3%	
Admin charges, approved venue weekday		264.60	Outwith the Scope	0.00	264.60	272.55	Outwith the Scope	0.00	272.55	7.95	3%	
Admin charges, approved venue Saturday		314.10	Outwith the Scope	0.00	314.10	323.50	Outwith the Scope	0.00	323.50	9.40	3%	
Admin charges, evenings after 6pm		357.15	Outwith the Scope	0.00	357.15	367.85	Outwith the Scope	0.00	367.85	10.70	3%	
Admin charges, Sundays & Public Holidays (excl. Easter & Christmas)		398.90	Outwith the Scope	0.00	398.90	410.85	Outwith the Scope	0.00	410.85	11.95	3%	
Blue Badges		20.00	Outwith the Scope	0.00	20.00	20.00	Outwith the Scope	0.00	20.00	0.00	0%	
Registrars Travel Fees - rate per mile		0.60	Zero Rated	0.00	0.60	0.60	Zero Rated	0.00	0.60	0.00	0%	
Customer Service Point Room Hire - Non Profit Organisations (room let)		11.60	Exempt	0.00	11.60	11.95	Exempt	0.00	11.95	0.35	3%	
Customer Service Point Room Hire - Non Profit Organisations (room let) - Half day		37.75	Exempt	0.00	37.75	38.90	Exempt	0.00	38.90	1.15	3%	
Customer Service Point Room Hire - Non Profit Organisations (room let) - Full day		67.90	Exempt	0.00	67.90	69.95	Exempt	0.00	69.95	2.05	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>CUSTOMER SUPPORT SERVICES</b>												
Customer Service Point Room Hire - Commercial Rate (room let)		32.10	Exempt	0.00	32.10	33.05	Exempt	0.00	33.05	0.95	3%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies at Registration Office - Monday - Friday		75.00	Standard	15.00	90.00	75.00	Standard	15.00	90.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies at Registration Office - Saturday		100.00	Standard	20.00	120.00	100.00	Standard	20.00	120.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies at a Venue or Location - Monday - Friday		108.33	Standard	21.67	130.00	108.33	Standard	21.67	130.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies at a Venue or Location - Saturday		133.33	Standard	26.67	160.00	133.33	Standard	26.67	160.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies - Additional charge if a second registration escort is required for a large ceremony		41.67	Standard	8.33	50.00	41.67	Standard	8.33	50.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies - Additional charge for each child of the same family		8.33	Standard	1.67	10.00	8.33	Standard	1.67	10.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Naming Ceremonies - Additional charge if held as part of a civil marriage/partnership		41.67	Standard	8.33	50.00	41.67	Standard	8.33	50.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Renewal of Vows Ceremony at Registration Office - Monday - Friday		125.00	Standard	25.00	150.00	125.00	Standard	25.00	150.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Renewal of Vows Ceremony at Registration Office - Saturday		166.67	Standard	33.33	200.00	166.67	Standard	33.33	200.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Renewal of Vows Ceremony at a Venue or Location - Monday - Friday		183.33	Standard	36.67	220.00	183.33	Standard	36.67	220.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Renewal of Vows Ceremony at a Venue or Location - Saturday		183.33	Standard	36.67	220.00	183.33	Standard	36.67	220.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Renewal of Vows - Additional charge if a second registration escort is required for a large ceremony		41.67	Standard	8.33	50.00	41.67	Standard	8.33	50.00	0.00	0%	No inflation applied this year as New Charge only introduced 1st September 2019
Extract/Search of Lair Register on Islands		26.00	Outwith the scope	0.00	26.00	31.00	Outwith the Scope	0.00	31.00	5.00	19%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>LOCAL DEVELOPMENT PLAN &amp; PRINTING</b>												
Local Development Plan (Incl of P&P) - Proposals Maps Book		54.65	Outwith the Scope	0.00	54.65	56.30	Outwith the Scope	0.00	56.30	1.65	3%	Replacing all Local Plans. Community Councils 50% reduction
Local Development Plan (Incl of P&P) - Written Statement		27.30	Outwith the Scope	0.00	27.30	28.10	Outwith the Scope	0.00	28.10	0.80	3%	
Landscape Capacity Study (Incl P&P) - Bute & Cowal		25.20	Outwith the Scope	0.00	25.20	25.95	Outwith the Scope	0.00	25.95	0.75	3%	Replacing all Local Plans. Community Councils 50% reduction
Landscape Capacity Study (Incl P&P) - Mull		12.00	Outwith the Scope	0.00	12.00	12.35	Outwith the Scope	0.00	12.35	0.35	3%	
Landscape Capacity Study (Incl P&P) - North & South Kintyre		14.45	Outwith the Scope	0.00	14.45	14.90	Outwith the Scope	0.00	14.90	0.45	3%	
Landscape Capacity Study (Incl P&P) - Lorn		28.70	Outwith the Scope	0.00	28.70	29.55	Outwith the Scope	0.00	29.55	0.85	3%	
Landscape Capacity Study (Incl P&P) - Mid Argyll & Inveraray		18.25	Outwith the Scope	0.00	18.25	18.80	Outwith the Scope	0.00	18.80	0.55	3%	
Landscape Capacity Study (Incl P&P) - Islay		9.50	Outwith the Scope	0.00	9.50	9.80	Outwith the Scope	0.00	9.80	0.30	3%	
Location Plans (10 Copies)		29.10	Outwith the Scope	0.00	29.10	29.95	Outwith the Scope	0.00	29.95	0.85	3%	
Printing - Internal Service Only - A2 Prints each		9.20	Outwith the Scope	0.00	9.20	9.50	Outwith the Scope	0.00	9.50	0.30	3%	
Printing - Internal Service Only - A2 Prints (+11) each		6.60	Outwith the Scope	0.00	6.60	6.80	Outwith the Scope	0.00	6.80	0.20	3%	
Printing - Internal Service Only - A1 Prints (1-10 copies) each		13.15	Outwith the Scope	0.00	13.15	13.55	Outwith the Scope	0.00	13.55	0.40	3%	
Printing - Internal Service Only - A1 Prints (+11 copies) each		10.50	Outwith the Scope	0.00	10.50	10.80	Outwith the Scope	0.00	10.80	0.30	3%	
Printing - Internal Service Only - A0 Prints (1-10 copies) each		19.70	Outwith the Scope	0.00	19.70	20.30	Outwith the Scope	0.00	20.30	0.60	3%	
Printing - Internal Service Only - A0 Prints (+11 copies) each		17.15	Outwith the Scope	0.00	17.15	17.65	Outwith the Scope	0.00	17.65	0.50	3%	
Statutory Street Naming and/or numbering of one property		89.90	Outwith the Scope	0.00	89.90	92.60	Outwith the Scope	0.00	92.60	2.70	3%	
Statutory Street Naming and/or numbering for the 2nd and each additional property		44.95	Outwith the Scope	0.00	44.95	46.30	Outwith the Scope	0.00	46.30	1.35	3%	Renaming or renumbering a street - pricing as for new properties
Statutory Street Naming a new street		196.65	Outwith the Scope	0.00	196.65	202.55	Outwith the Scope	0.00	202.55	5.90	3%	
Changing a property name or adding to the Royal Mail database		86.80	Outwith the Scope	0.00	86.80	89.40	Outwith the Scope	0.00	89.40	2.60	3%	
Confirming an address to a solicitor, property owner or any organisation - per letter		57.90	Outwith the Scope	0.00	57.90	59.65	Outwith the Scope	0.00	59.65	1.75	3%	
Phase 1 Habitat Surveys		382.45	Outwith the Scope	0.00	382.45	393.90	Outwith the Scope	0.00	393.90	11.45	3%	Travel to be charged at Council Rate 34.1p/mile Possible overnight stay to be charged at a maximum of £50.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>ENVIRONMENTAL HEALTH</b>												
Food Examination - Export of Food/Fish Certificates	Per Certificate	93.75	Outwith the Scope	0.00	93.75	96.55	Outwith the Scope	0.00	96.55	2.80	3%	
Food Examination - Export of Food/Fish Certificates - less than 5kg in weight	Per Certificate	18.00	Outwith the Scope	0.00	18.00	18.55	Outwith the Scope	0.00	18.55	0.55	3%	
Food Examination - Condemnation Certificate (Voluntary Surrender)		211.04	Standard	42.21	253.25	217.38	Standard	43.48	260.85	7.60	3%	
Licences/Registration - Riding Establishment Act 1964/70	Vets Fees to be added	422.30	Outwith the Scope	0.00	422.30	434.95	Outwith the Scope	0.00	434.95	12.65	3%	
Licences/Registration - Dangerous Wild Animals Act 1976	Vets Fees to be added	332.70	Outwith the Scope	0.00	332.70	342.70	Outwith the Scope	0.00	342.70	10.00	3%	
Licences/Registration - Pet Animals Act 1963		169.95	Outwith the Scope	0.00	169.95	175.05	Outwith the Scope	0.00	175.05	5.10	3%	
Licences/Registration - Animal Boarding Establishments Act 1963	Vets Fees to be added	180.25	Outwith the Scope	0.00	180.25	185.65	Outwith the Scope	0.00	185.65	5.40	3%	
Licences/Registration - Animal Boarding Establishments Act 1963 (Home boarding)	Vets Fees to be added	125.00	Outwith the Scope	0.00	125.00	128.75	Outwith the Scope	0.00	128.75	3.75	3%	
Licences/Registration - Breeding of Dogs Act 1973	Vets Fees to be added	332.70	Outwith the Scope	0.00	332.70	342.70	Outwith the Scope	0.00	342.70	10.00	3%	
Licences/Registration - Zoo Act	Vets Fees to be added	1,004.25	Outwith the Scope	0.00	1,004.25	1,034.40	Outwith the Scope	0.00	1,034.40	30.15	3%	
Licences/Registration - Venison Dealers		172.00	Outwith the Scope	0.00	172.00	177.15	Outwith the Scope	0.00	177.15	5.15	3%	
Licences/Registration - Cinema Licence		636.55	Outwith the Scope	0.00	636.55	655.65	Outwith the Scope	0.00	655.65	19.10	3%	
Licences/Registration - Theatre Licence		162.00	Outwith the Scope	0.00	162.00	166.85	Outwith the Scope	0.00	166.85	4.85	3%	
HMO - premises of up to 10 persons		823.55	Outwith the Scope	0.00	823.55	848.25	Outwith the Scope	0.00	848.25	24.70	3%	Tri-Annual Licence
HMO - premises with more than 10 persons		1,007.70	Outwith the Scope	0.00	1,007.70	1,037.95	Outwith the Scope	0.00	1,037.95	30.25	3%	Tri-Annual Licence
HMO- Amendment to HMO licence		121.65	Outwith the Scope	0.00	121.65	125.30	Outwith the Scope	0.00	125.30	3.65	3%	Tri-Annual Licence
HMO - Refund if a new/renewal application is unsuccessful		206.00	Outwith the Scope	0.00	206.00	212.20	Outwith the Scope	0.00	212.20	6.20	3%	
Performing Animals Licence application/renewal		115.90	Outwith the Scope	0.00	115.90	119.40	Outwith the Scope	0.00	119.40	3.50	3%	Vet Fees to be added
Residential Caravan sites- first or new application						620.00	Outwith the Scope	0.00	620.00	620.00	0%	5 year licence
Residential Caravan sites- renewal submitted before expiry date						500.00	Outwith the Scope	0.00	500.00	500.00	0%	5 year licence
Residential Caravan sites- renewal submitted after expiry date						620.00	Outwith the Scope	0.00	620.00	620.00	0%	5 year licence
Residential Caravan sites- recovery of costs related to enforcement action							Outwith the Scope	0.00	Full costs recovery		0%	
Environmental Health Charge for Officer time (per hour) where appropriate ( out of hours or weekend work incurs a 50% surcharge on the hourly rate).		86.30	Outwith the Scope	0.00	86.30	88.90	Outwith the Scope	0.00	88.90	2.60	3%	
Private Water Supplies - Visit charge Regulated supply	<b>STATUTORY CHARGE</b>	75.00	Outwith the Scope	0.00	75.00	75.00	Outwith the Scope	0.00	75.00	75.00	100%	
Private Water Supplies -Single visit to regulated supply with multiple commercial properties	<b>STATUTORY CHARGE</b>	75.00	Outwith the Scope	0.00	75.00	75.00	Outwith the Scope	0.00	75.00	75.00	100%	If more than one property on supply to be sampled, additional £10 per property applies as per line below.
Private Water Supplies - multiple commercial properties charge per additional property above	<b>STATUTORY CHARGE</b>	10.00	Outwith the Scope	0.00	10.00	10.00	Outwith the Scope	0.00	10.00	0.00	0%	Charge of £10 for additional commercial property sampled.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Private Water Supplies -Regulated :Analytical parameter cost	STATUTORY CHARGE	-	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%	At cost
Private Water Supplies -Zonal charge per regulated supply	STATUTORY CHARGE	15.00	Outwith the Scope	0.00	15.00	15.00	Outwith the Scope	0.00	15.00	0.00	0%	Analytical costs divided by number of regulated supplies as of 1 <sup>st</sup> January in calendar year
Private water supply-Regulated supply: Initial Risk assessment visit and report (up to 1 hour on site)	STATUTORY CHARGE	125.00	Outwith the Scope	0.00	125.00	125.00	Outwith the Scope	0.00	125.00	0.00	0%	
Private water supply - Regulated Supply: Programmed/review risk assessment visit and report (up to 1 hour on site)	STATUTORY CHARGE	125.00	Outwith the Scope	0.00	125.00	125.00	Outwith the Scope	0.00	125.00	0.00	0%	
Private water supply - Regulated risk assessments (cost per additional hour or part thereof)	STATUTORY CHARGE	50.00	Outwith the Scope	0.00	50.00	50.00	Outwith the Scope	0.00	50.00	0.00	0%	£50 per additional hour
Private Water Supplies: Regulated supplies: desktop review of risk assessment	STATUTORY CHARGE	50	Outwith the Scope	0	50	50.00	Outwith the Scope	0.00	50	0	0	
Private Water Supplies - Visit charge Type B	STATUTORY CHARGE	70.00	Outwith the Scope	0.00	70.00	70.00	Outwith the Scope	0.00	70.00	0.00	0%	Charge capped at £70.
Private Water Supplies - Type B - Monitoring & analytical cost	STATUTORY CHARGE	118.00	Outwith the Scope	0.00	118.00	118.00	Outwith the Scope	0.00	118.00	0.00	0%	Charge capped at £118.
Private Water Supplies - Type B - request sample and analytical cost	STATUTORY CHARGE	145.00	Outwith the Scope	0.00	145.00	145.00	Outwith the Scope	0.00	145.00	0.00	0%	Charge capped at £145.
Private water supply- Initial risk assessment visit (TypeB) and report	STATUTORY CHARGE	120.00	Outwith the Scope	0.00	120.00	120.00	Outwith the Scope	0.00	120.00			Capped
Private waters (Regulated and Type B) - Other Parameters may be sampled if there is a specific need. Those charges will directly reflect those passed to us by the testing laboratory	At Cost	-	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%	At Cost
Private Landlord Registration - principal fee for registration as landlord	STATUTORY CHARGE	55.00	Outwith the Scope	0.00	55.00	55.00	Outwith the Scope	0.00	55.00	0.00	0%	
Private Landlord Registration - property fee per property	STATUTORY CHARGE	11.00	Outwith the Scope	0.00	11.00	11.00	Outwith the Scope	0.00	11.00	0.00	0%	
Private Landlord Registration- late application fee	STATUTORY CHARGE	110.00	Outwith the Scope	0.00	110.00	110.00	Outwith the Scope	0.00	110.00	0.00	0%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PLANNING SERVICES</b>												
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		159.17	Standard	31.83	191.00	164.17	Standard	32.83	197.00	6.00	3%	
Planning Section 50 Licence Certificate		136.00	Outwith the Scope	0.00	136.00	140.00	Outwith the Scope	0.00	140.00	4.00	3%	
Pre Application advice for major planning applications		833.33	Standard	166.67	1,000.00	833.33	Standard	166.67	1,000.00	0.00	0%	
Pre Application advice for local planning applications	Maximum £800	666.67	Standard	133.33	800.00	666.67	Standard	133.33	800.00	0.00	0%	a charge (Inc. VAT) equivalent to 25% of the statutory planning fee (see fee guidance below) for the development, capped at a maximum of £800.00 (Inc. VAT).
Pre-Application Initiation & follow up 30min meeting		30.00	Standard	6.00	36.00	30.00	Standard	6.00	36.00	0.00	0%	includes 20min prep and 10 mins follow up
Pre-Application Initiation & follow up 1hour meeting		60.00	Standard	12.00	72.00	60.00	Standard	12.00	72.00	0.00	0%	includes 40min prep and 20 mins follow up
Pre-Application Initiation & follow up 2hour meeting		91.67	Standard	18.33	110.00	91.67	Standard	18.33	110.00	0.00	0%	includes 40min prep and 20 mins follow up
High Hedge complaint						450.00	Outwith the Scope	0.00	450.00	450.00	0%	£50 charge if investigated but not classed as a hedge
Planning Statutory Fees												<a href="https://www.argyll-bute.gov.uk/sites/default/files/planning_fee_guidance_note_5_1.pdf">https://www.argyll-bute.gov.uk/sites/default/files/planning_fee_guidance_note_5_1.pdf</a>

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>BUILDING STANDARDS</b>												
Property Inspection		340.00	Outwith the Scope	0.00	340.00	350.00	Outwith the Scope	0.00	350.00	10.00	3%	
Re - Inspection Fee Property Inspection Applications		170.00	Outwith the Scope	0.00	170.00	175.00	Outwith the Scope	0.00	175.00	5.00	3%	
Confirmation of completion Applications		272.00	Outwith the Scope	0.00	272.00	280.00	Outwith the Scope	0.00	280.00	8.00	3%	
Re - Inspection Fee Confirmation of Completion Applications		155.00	Outwith the Scope	0.00	155.00	160.00	Outwith the Scope	0.00	160.00	5.00	3%	
Confirmation of Exempt class of works		69.00	Outwith the Scope	0.00	69.00	71.00	Outwith the Scope	0.00	71.00	2.00	3%	
Building Standards Section 50 Licence Certificate		136.00	Outwith the Scope	0.00	136.00	140.00	Outwith the Scope	0.00	140.00	4.00	3%	
Property Enquiries (if Application Number known)		40.00	Outwith the Scope	0.00	40.00	41.00	Outwith the Scope	0.00	41.00	1.00	3%	
Property Enquiries (if Application Number not known)		98.00	Outwith the Scope	0.00	98.00	101.00	Scope	0.00	101.00	3.00	3%	



Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>HOUSING</b>												
Housing - Homeless Temporary Accommodation - Bedsit/1 Bed - per week		57.06	Outwith the Scope	0.00	57.06	57.06	Outwith the Scope	0.00	57.06	0.00	0.00	Not subject to inflation - only the service charge is inflated.
Housing - Homeless Temporary Accommodation - 2 Bed Flat/House - per week		64.62	Outwith the Scope	0.00	64.62	64.62	Outwith the Scope	0.00	64.62	0.00	0.00	
Housing - Homeless Temporary Accommodation - 3 Bed Flat/House - per week		71.37	Outwith the Scope	0.00	71.37	71.37	Outwith the Scope	0.00	71.37	0.00	0.00	
Housing - Homeless Temporary Accommodation - 4 Bed House - per week		76.67	Outwith the Scope	0.00	76.67	76.67	Outwith the Scope	0.00	76.67	0.00	0.00	
Housing - Homeless Tenants Service Charge per week		46.10	Outwith the Scope	0.00	46.10	47.50	Outwith the Scope	0.00	47.50	1.40	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>WASTE COLLECTION</b>												
Supply of Sacks for Commercial Use (pack of 50)		244.80	Outwith the Scope	0.00	244.80	279.10	Outwith the Scope	0.00	279.10	34.30	14%	Indicative Landfill Tax increase applied only subject to Scottish Government rate increase .
Confidential Sacks - Includes Uplift, Shredding and disposal	<b>Internal Use Only</b> - Minimum of 8 sacks per order	14.90	Outwith the Scope	0.00	14.90	15.50	Outwith the Scope	0.00	15.50	0.60	4%	
Domestic Use Only 140 Litre Bins		33.95	Outwith the Scope	0.00	33.95	35.30	Outwith the Scope	0.00	35.30	1.35	4%	
Domestic Use Only 240 Litre Bins		33.95	Outwith the Scope	0.00	33.95	35.30	Outwith the Scope	0.00	35.30	1.35	4%	
Commercial Use Only 240 Litre Bins		86.79	Standard	17.36	104.15	90.29	Standard	18.06	108.35	4.20	4%	
Commercial Use Only 360 Litre Bins		126.25	Standard	25.25	151.50	131.33	Standard	26.27	157.60	6.10	4%	
Commercial Use Only 660 Litre Bins		318.46	Standard	63.69	382.15	331.25	Standard	66.25	397.50	15.35	4%	
Commercial Use Only 1100 Litre Bins		387.92	Standard	77.58	465.50	403.50	Standard	80.70	484.20	18.70	4%	
Commercial Use Only 1280 Litre Bins		399.50	Standard	79.90	479.40	415.54	Standard	83.11	498.65	19.25	4%	
Householder Special Refuse Collection	Minimum Charge covers work of two men and vehicle up to ten minutes.	65.25	Outwith the Scope	0.00	65.25	67.85	Outwith the Scope	0.00	67.85	2.60	4%	
Householder Special Refuse Collection Extra Charge	Charged per 10 minutes over minimum charge	40.60	Outwith the Scope	0.00	40.60	42.25	Outwith the Scope	0.00	42.25	1.65	4%	
Commercial Special Uplift (Industrial Waste)	(Charge Per Hour - Minimum Charge 1 hour)	143.54	Standard	28.71	172.25	149.29	Standard	29.86	179.15	6.90	4%	
Commercial Special Uplift (Non-industrial Waste)	Minimum Charge 1 hour) - <b>Housing Associations should be charged at this</b>	143.55	Outwith the Scope	0.00	143.55	149.30	Outwith the Scope	0.00	149.30	5.75	4%	Provided not Industrial waste as per Environmental Protection Act 1990. <b>For commercial fridge/freezer disposal, contact the Waste Team for advice.</b>
Return of Supermarket trolleys (each)		40.04	Standard	8.01	48.05	41.67	Standard	8.33	50.00	1.95	4%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>COMMERCIAL REFUSE</b>												
Wheeled Bins - 140/240 ltr	Based on 1 uplift per week	291.95	Outwith the Scope	0.00	291.95	332.90	Outwith the Scope	0.00	332.90	40.95	14%	<p><b>Minimum Charge 2019/20 - £332.20</b> Equivalent to the 140/240 litre bin charge for collection and landfill tax uplifted once a week.</p> <p>For premises whereby a less than weekly mixed waste service is available only, the minimum charge will be adjusted accordingly.</p> <p>Agreements are issued Annually from Manse Brae to all commercial/front end loader customers. Payments are either made in advance or by direct debit.</p> <p>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.</p>
Wheeled Bins - 340 ltr	Based on 1 uplift per week	413.55	Outwith the Scope	0.00	413.55	471.55	Outwith the Scope	0.00	471.55	58.00	14%	
Wheeled Bins - 660 ltr	Based on 1 uplift per week	793.55	Outwith the Scope	0.00	793.55	904.80	Outwith the Scope	0.00	904.80	111.25	14%	
Wheeled Bins - 800 ltr	Based on 1 uplift per week	961.85	Outwith the Scope	0.00	961.85	1,096.70	Outwith the Scope	0.00	1,096.70	134.85	14%	
Wheeled Bins - 1100 ltr	Based on 1 uplift per week	1,322.00	Outwith the Scope	0.00	1,322.00	1,507.35	Outwith the Scope	0.00	1,507.35	185.35	14%	
Wheeled Bins - 1280 ltr	Based on 1 uplift per week	1,538.30	Outwith the Scope	0.00	1,538.30	1,753.95	Outwith the Scope	0.00	1,753.95	215.65	14%	
Loads - Bands 1-5		709.70	Outwith the Scope	0.00	709.70	809.20	Outwith the Scope	0.00	809.20	99.50	14%	
Loads - Bands 6-10		1,599.20	Outwith the Scope	0.00	1,599.20	1,823.40	Outwith the Scope	0.00	1,823.40	224.20	14%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Yard	1,553.95	Outwith the Scope	0.00	1,553.95	1,771.80	Outwith the Scope	0.00	1,771.80	217.85	14%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Metre	1,834.45	Outwith the Scope	0.00	1,834.45	2,091.65	Outwith the Scope	0.00	2,091.65	257.20	14%	
Pull Out Charge - Commercial only		32.55	Outwith the Scope	0.00	32.55	100.00	Outwith the Scope	0.00	100.00	67.45	207%	This charge is per bin.
Commercial Service Fee		41.75	Standard	8.35	50.10							Charge to customers who request a change to their service more than once in any financial year - CHARGE NO LONGER APPLIED
<b>COMMERCIAL REFUSE (private waste contractor's with Council acting as sub-contractor)</b>												
Supply of Sacks for Commercial Use (pack of 50)		244.79	Standard	48.96	293.75	279.13	Standard	55.83	334.95	41.20	14%	<b>Minimum Charge 2019/20 - £398.65</b> Equivalent to the 140/240 litre bin charge for collection and landfill tax uplifted once a week.
Wheeled Bins - 140/240 ltr	Based on 1 uplift per week	291.96	Standard	58.39	350.35	332.88	Standard	66.58	399.45	49.10	14%	For premises whereby a less than weekly mixed waste service is available only, the minimum charge will be adjusted accordingly.
Wheeled Bins - 340 ltr	Based on 1 uplift per week	413.58	Standard	82.72	496.30	471.58	Standard	94.32	565.90	69.60	14%	Agreements are issued Annually from Manse Brae to all commercial/front end loader customers. Payments are either made in advance or by direct debit.
Wheeled Bins - 660 ltr	Based on 1 uplift per week	793.54	Standard	158.71	952.25	904.79	Standard	180.96	1,085.75	133.50	14%	
Wheeled Bins - 800 ltr	Based on 1 uplift per week	961.88	Standard	192.38	1,154.25	1,096.75	Standard	219.35	1,316.10	161.85	14%	
Wheeled Bins - 1100 ltr	Based on 1 uplift per week	1,322.00	Standard	264.40	1,586.40	1,507.33	Standard	301.47	1,808.80	222.40	14%	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.
Wheeled Bins - 1280 ltr	Based on 1 uplift per week	1,538.29	Standard	307.66	1,845.95	1,753.96	Standard	350.79	2,104.75	258.80	14%	
Loads - Bands 1-5		709.67	Standard	141.93	851.60	809.17	Standard	161.83	971.00	119.40	14%	
Loads - Bands 6-10		1,599.17	Standard	319.83	1,919.00	1,823.38	Standard	364.68	2,188.05	269.05	14%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Yard	1,553.96	Standard	310.79	1,864.75	1,771.83	Standard	354.37	2,126.20	261.45	14%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Metre	1,834.50	Standard	366.90	2,201.40	2,091.71	Standard	418.34	2,510.05	308.65	14%	
Pull Out Charge - Commercial only		32.58	Standard	6.52	39.10	100.00	Standard	20.00	120.00	80.90	207%	This charge is per bin.
Commercial Service Fee		41.75	Standard	8.35	50.10							Charge to customers who request a change to their service more than once in any financial year - CHARGE NO LONGER APPLIED

Description	Other	2019/20				2020/21				Increase		Notes/Comments	
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%		
<b>RECYCLING CHARGES</b>													
Office Paper - Large Bag / 1 x week		120.45	Outwith the Scope	0.00	120.45	136.10	Outwith the Scope	0.00	136.10	15.65	13%	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.	
Paper, Cardboard, Plastic and Cans - 240 litre Bins and Minimum Charge for Year		79.85	Outwith the Scope	0.00	79.85	90.25	Outwith the Scope	0.00	90.25	10.40	13%		
Paper, Cardboard, Plastic and Cans - 340 litre Bin	Fortnightly Charge - Weekly services shall be charged accordingly at fortnightly rate x 2	112.55	Outwith the Scope	0.00	112.55	127.20	Outwith the Scope	0.00	127.20	14.65	13%		
Paper, Cardboard, Plastic and Cans - 660 litre Bin		215.35	Outwith the Scope	0.00	215.35	243.35	Outwith the Scope	0.00	243.35	28.00	13%		
Paper, Cardboard, Plastic and Cans - 800 litre Bin		261.05	Outwith the Scope	0.00	261.05	295.00	Outwith the Scope	0.00	295.00	33.95	13%		
Paper, Cardboard, Plastic and Cans - 1100/1280 litre Bin		358.15	Outwith the Scope	0.00	358.15	404.70	Outwith the Scope	0.00	404.70	46.55	13%		
Commercial Sacks for Recyclable Waste		Charge Per Sack. Service available in Kintyre and Bute.	1.19	Outwith the Scope	0.00	1.19	1.35	Outwith the Scope	0.00	1.35	0.16		13%
Recyclable Waste Brought to Civic Amenity/Recycling Facilities	Purchase of Punch Card - Price per card	34.95	Outwith the Scope	0.00	34.95	39.50	Outwith the Scope	0.00	39.50	4.55	13%		At Waste Disposal Sites and Civic Amenity/Recycling Sites, use by the commercial sector (if permitted by the license conditions) should only be allowed in return for the payment of the appropriate rate, equivalent to the disposal charge excluding landfill tax. A pre-paid punch card system is available. There are some exceptions to this e.g. commercial wood from Council operated island waste disposal sites, where high haulage costs are incurred and an appropriate charge is levied to cover this.
Cooking Oil Collection (per 20/24ltr container)	Service available in Mull, Iona, Tiree, Islay and Jura	2.90	Outwith the Scope	0.00	2.90	3.30	Outwith the Scope	0.00	3.30	0.40	14%		
Commercial Wood Delivered by Contractors	Island waste disposal sites on Mull, Islay and Tiree £100 per tonne	30.14	Outwith the Scope	0.00	30.14	100.00	Outwith the Scope	0.00	100.00	69.86	232%		
Segregated Glass Collection - 240 litre bin 1 x weekly	Minimum Charge same as for Mixed Glass	50.25	Outwith the Scope	0.00	50.25	56.80	Outwith the Scope	0.00	56.80	6.55	13%		
Segregated Glass Collection - 330/360 litre bin 1 x weekly		69.25	Outwith the Scope	0.00	69.25	78.25	Outwith the Scope	0.00	78.25	9.00	13%		
Segregated Glass Collection - 660 litre bin 1 x weekly		136.25	Outwith the Scope	0.00	136.25	153.95	Outwith the Scope	0.00	153.95	17.70	13%		
Segregated Glass Collection - 1100/1280 litre bin 1 x weekly		205.40	Outwith the Scope	0.00	205.40	232.10	Outwith the Scope	0.00	232.10	26.70	13%		
Mixed Glass Collection - 240 litre bin and Minimum Charge	Fortnightly Charge - Weekly services shall be charged accordingly at fortnightly rate x2	76.15	Outwith the Scope	0.00	76.15	86.05	Outwith the Scope	0.00	86.05	9.90	13%		
Mixed Glass Collection - 660 litre bin		205.40	Outwith the Scope	0.00	205.40	232.10	Outwith the Scope	0.00	232.10	26.70	13%		
Mixed Glass Collection - 1100 litre bin		348.17	Outwith the Scope	0.00	348.15								
Commercial Food Waste Composting Service - Weekly Service of 140ltr Wheeled Bin	Service only available in Lomond - Bin and 160 Bags per annum supplied by Council	131.45	Outwith the Scope	0.00	131.45	148.55	Outwith the Scope	0.00	148.55	17.10	13%		

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Commercial Food Waste Composting Service - Weekly Service of 240ltr Wheeled Bin	Service only available in Lomond - Bin and 160 Bags per annum supplied by Council	225.30	Outwith the Scope	0.00	225.30	254.60	Outwith the Scope	0.00	254.60	29.30	13%	
Commercial Food Waste Composting Service - Weekly Service of 500ltr Wheeled Bin	Service only available in Lomond - Bin and 570 Bags per annum supplied by Council	469.85	Outwith the Scope	0.00	469.85	530.95	Outwith the Scope	0.00	530.95	61.10	13%	
<b>RECYCLING CHARGES (private waste contractor's with Council acting as sub-contractor)</b>												
Office Paper - Large Bag / 1 x week		120.46	Standard	24.09	144.55	136.13	Standard	27.23	163.35	18.80	13%	
Paper, Cardboard, Plastic and Cans - 240 litre Bins and Minimum Charge for Year		79.88	Standard	15.98	95.85	90.25	Standard	18.05	108.30	12.45	13%	
Paper, Cardboard, Plastic and Cans - 340 litre Bin	Fortnightly Charge - Weekly services shall be charged accordingly at fortnightly rate x 2	112.54	Standard	22.51	135.05	127.17	Standard	25.43	152.60	17.55	13%	
Paper, Cardboard, Plastic and Cans - 660 litre Bin		215.33	Standard	43.07	258.40	243.33	Standard	48.67	292.00	33.60	13%	
Paper, Cardboard, Plastic and Cans - 800 litre Bin		261.04	Standard	52.21	313.25	294.96	Standard	58.99	353.95	40.70	13%	
Paper, Cardboard, Plastic and Cans - 1100/1280 litre Bin		358.17	Standard	71.63	429.80	404.71	Standard	80.94	485.65	55.85	13%	
Commercial Sacks for Recyclable Waste		Charge Per Sack. Service available in Kintyre and Bute.	1.21	Standard	0.24	1.45	1.38	Standard	0.28	1.65	0.20	14%
Segregated Glass Collection - 240 litre bin 1 x weekly	Minimum Charge same as for Mixed Glass	50.29	Standard	10.06	60.35	56.83	Standard	11.37	68.20	7.85	13%	
Segregated Glass Collection - 330/360 litre bin 1 x weekly		69.25	Standard	13.85	83.10	78.25	Standard	15.65	93.90	10.80	13%	
Segregated Glass Collection - 660 litre bin 1 x weekly		136.25	Standard	27.25	163.50	153.96	Standard	30.79	184.75	21.25	13%	
Segregated Glass Collection - 1100/1280 litre bin 1 x weekly		205.38	Standard	41.08	246.45	232.08	Standard	46.42	278.50	32.05	13%	
Mixed Glass Collection - 240 litre bin and Minimum Charge		76.17	Standard	15.23	91.40	86.08	Standard	17.22	103.30	11.90	13%	
Mixed Glass Collection - 660 litre bin	Fortnightly Charge - Weekly services shall be charged accordingly at fortnightly rate x2	205.38	Standard	41.08	246.45	232.08	Standard	46.42	278.50	32.05	13%	
Mixed Glass Collection - 1100 litre bin						348.17	Standard	69.63	417.80			
Commercial Food Waste Composting Service - Weekly Service of 140ltr Wheeled Bin	Service only available in Lomond - Bin and 160 Bags per annum supplied by Council	131.46	Standard	26.29	157.75	148.54	Standard	29.71	178.25	20.50	13%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Commercial Food Waste Composting Service - Weekly Service of 240ltr Wheeled Bin	Service only available in Lomond - Bin and 160 Bags per annum supplied by Council	225.38	Standard	45.08	270.45	254.67	Standard	50.93	305.60	35.15	13%	
Commercial Food Waste Composting Service - Weekly Service of 500ltr Wheeled Bin	Service only available in Lomond - Bin and 570 Bags per annum supplied by Council	469.79	Standard	93.96	563.75	530.88	Standard	106.18	637.05	73.30	13%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>SKIPS</b>												
Hire (for 24 hours)	Any Ferry Journeys will be recharged at cost.	5.58	Standard	1.12	6.70	5.75	Standard	1.15	6.90	0.20	3%	Charge for skip hire if not part of commercial waste collection contract.
Commercial - Service of Skip - Up to 10 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	73.00	Outwith the Scope	0.00	73.00	75.20	Outwith the Scope	0.00	75.20	2.20	3%	
Commercial - Service of Skip - Up to 20 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	92.65	Outwith the Scope	0.00	92.65	95.45	Outwith the Scope	0.00	95.45	2.80	3%	
Commercial - Service of Skip - Over 20 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	114.70	Outwith the Scope	0.00	114.70	118.15	Outwith the Scope	0.00	118.15	3.45	3%	
Commercial - Tipping Charge per Service, including Landfill Tax (Active)	Tiree Only - See notes	330.50	Outwith the Scope	0.00	330.50	340.45	Outwith the Scope	0.00	340.45	9.95	3%	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.
Commercial - Tipping Charge per Service, including Landfill Tax (Inactive)	Tiree Only - See notes	0.00	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%	Tipping Charges - Tiree, no weighbridge, charge has not yet been set by Revenue Scotland and will be updated when known. Tipping Charges - Islay and Mull - charge based on weighbridge - see Waste Disposal Charges.



Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>HOUSEHOLDER SCRAP CAR REMOVAL AND DISPOSAL SERVICE (Service not available to Commercial Customers they should make their own arrangements with appropriate vehicle dismantlers)</b>												
Scrap Car Deposit Voucher - per car	The voucher service is <b>not</b> available in Helensburgh and Lomond, where advice can be sought from your local area office.	81.04	Standard	16.21	97.25	83.46	Standard	16.69	100.15	2.90	3%	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		133.17	Standard	26.63	159.80	137.17	Standard	27.43	164.60	4.80	3%	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	Outwith the Scope	0.00	300.00	300.00	Outwith the Scope	0.00	300.00	0.00	0%	Charge set by Legislation. 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		159.80	Outwith the Scope	0.00	159.80	164.60	Outwith the Scope	0.00	164.60	4.80	3%	A 24 hour notice on the car must be served prior to removal and disposal.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>WASTE DISPOSAL</b>												
Ordinary Waste - Landfill Tax Element of Charges per tonne (Fee set by Government - based on estimate)	Charge includes Landfill Tax	91.35	Outwith the Scope	0.00	91.35	94.15	Outwith the Scope	0.00	94.15	2.80	3%	
Ordinary Waste - Waste Disposal Cost per tonne	Charge includes Landfill Tax	122.40	Outwith the Scope	0.00	122.40	126.10	Outwith the Scope	0.00	126.10	3.70	3%	
Inactive Waste - Landfill Tax Element of Charges per tonne	Charge includes Landfill Tax	2.90	Outwith the Scope	0.00	2.90	3.00	Outwith the Scope	0.00	3.00	0.10	3%	
Inactive Waste - Waste Disposal Cost per tonne	Charge includes Landfill Tax	0.00	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%	
Assumed Loads per vehicle type - Small Van/pick up (Escort size)	0.4 tonnes	50.05	Outwith the Scope	0.00	50.05	51.60	Outwith the Scope	0.00	51.60	1.55	3%	
Assumed Loads per vehicle type - Medium Van/pick up (Transit size)	0.8 tonnes	100.00	Outwith the Scope	0.00	100.00	103.05	Outwith the Scope	0.00	103.05	3.05	3%	
Assumed Loads per vehicle type - Large Van/pick up (twin wheeled)	1.2 tonnes	150.00	Outwith the Scope	0.00	150.00	154.55	Outwith the Scope	0.00	154.55	4.55	3%	
Assumed Loads per vehicle type - Tipper/Large Box Van (over 3.5 tonnes and less than 7.5 tonnes)	3 tonnes	375.00	Outwith the Scope	0.00	375.00	386.45	Outwith the Scope	0.00	386.45	11.45	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PUBLIC CONVENIENCES</b>												
Entrance Fee (where turnstile fitted)		0.30	Outwith the Scope	0.00	0.30	0.30	Outwith the Scope	0.00	0.30	0.00	0%	
Radar Keys		4.00	Outwith the Scope	0.00	4.00	4.10	Outwith the Scope	0.00	4.10	0.10	3%	Purchased at Area Offices.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PEST CONTROL</b>												
DOMESTIC HOUSES - Eradication of Rodent or Insect Pests. This covers all individual dwelling premises either private or rented from Housing Associations/Social Landlords/Private Landlords.		69.54	Standard	13.91	83.45	71.63	Standard	14.33	85.95	2.50	3%	Payment must be made in Advance. Further charges may be necessary where eradication requires more than one visit. Advice on the total charge for eradication can be provided by officer during initial treatment.
Non refundable Survey Charge		23.13	Standard	4.63	27.75	23.83	Standard	4.77	28.60	0.85	3%	
No Treatment Required - Maximum Refund		46.29	Standard	9.26	55.55	47.67	Standard	9.53	57.20	1.65	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Survey and/or Treatment up to 30 minutes		74.13	Standard	14.83	88.95	76.33	Standard	15.27	91.60	2.65	3%	In treatments where several visits are required for completion of a treatment or the use of additional expensive poisons are required such as for mole, rabbit, bedbug and cockroach treatments, supplementary charges may be levied. Where this is the case the client will be advised of the extra cost accordingly. This is relevant for domestic, commercial and council properties.
COMMERCIAL- Eradication of Rodent or Insect Pests - Subsequent Treatment per 20 minutes		45.79	Standard	9.16	54.95	47.17	Standard	9.43	56.60	1.65	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Issue of Rodent Control Certificate		136.75	Standard	27.35	164.10	140.83	Standard	28.17	169.00	4.90	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Annual Agreement - Commercial	By negotiation		Standard				Standard					
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Survey and/or Treatment up to 30 minutes		74.15	Outwith the Scope	0.00	74.15	76.35	Outwith the Scope	0.00	76.35	2.20	3%	Council Departments to receive same treatment options as Commercial Customers.
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Subsequent Treatment per 20 minutes		45.70	Outwith the Scope	0.00	45.70	47.05	Outwith the Scope	0.00	47.05	1.35	3%	
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Annual Agreement - Commercial	By negotiation		Outwith the Scope			0.00	Outwith the Scope	0.00	0.00	0.00	0%	
<b>PEST CONTROL (new charging policy 2020-21)</b>												
Eradication of rats and mice, this covers all individual dwelling premises either private or rented from Housing Associations, Social Landlords, Private Landlords or Commercial premises.						126.42	Standard	25.28	151.70			Payment must be made in advance. The charge includes 2 visits. Further charges during the initial treatment may be necessary where eradication requires more than 2 visits. Advice on the total charge for eradication can be provided by officers.
Eradication of rats and mice. Charge for third visit (if required) for individual dwelling premises either private or rented from Housing Associations, Social Landlords, Private Landlords or Commercial premises.						63.21	Standard	12.64	75.85			
Eradication of rats and mice for Council owned properties.						126.45	Outwith the Scope	0.00	126.45			
Eradication of rate and mice. Charge for third visit (if required) Council owned properties.						63.20	Outwith the Scope	0.00	63.20			
Eradication of wasps and ants, this covers all individual dwelling premises either private or rented from Housing Associations, Social Landlords, Private Landlords or Commercial premises.						97.00	Standard	19.40	116.40			Payment must be made in advance. The charge includes 1 visit. Further charges may be necessary where eradication requires additional visits. Advice on the total charge for eradication can be provided by officers during the initial treatment.
Eradication of wasps and ants for Council owned properties.						97.00	Outwith the Scope	0.00	97.00			
Eradication of fleas and bed bugs, this covers all individual dwelling premises either private or rented from Housing Associations, Social Landlords, Private Landlords or Commercial premises.	Minimum fee listed only					475.00	Standard	95.00	570.00			The cost of this service would be agreed with the customer at the time of the survey.
Eradication of fleas and bed bugs for Council owned properties.	Minimum fee listed only					475.00	Outwith the Scope	0.00	475.00			
Eradication of moles for Council owned land only						475.00		0.00	475.00			Works to be carried out only on Council owned land due to nature of control.
Non refundable survey charge						40.70	Standard	8.14	48.84			If works progress to a contract/work agreement, the survey fee can be discounted from the costs of the works.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>DOG FEES</b>												
Standard Fee (Statutory Fee)	STATUTORY CHARGE	25.00	Outwith the Scope	0.00	25.00	25.00	Outwith the Scope	0.00	25.00	0.00	0%	Payment in advance. Proof of identity must be shown at the Area Office when payment is made. A receipt will be issued to allow the owner to collect their dog from the kennels. In order for Kennel Operators to accept dogs there is a requirement that they are inoculated.  First 24 hour period, statutory charge applied plus boarding fee. The boarding fee only, will be applied for each subsequent day the dog is in boarding.  Dog microchipping will be required by law from April 2016. Dogs (when not already microchipped) will be microchipped before returning to the owner.
Boarding fee		17.10	Outwith the Scope	0.00	17.10	17.60	Outwith the Scope	0.00	17.60	0.50	3%	
Kennel Inoculation Fee		40.29	Standard	8.06	48.35	41.50	Standard	8.30	49.80	1.45	3%	
Dog microchipping		35.50	Standard	7.10	42.60	36.58	Standard	7.32	43.90	1.30	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PLAYING FIELDS</b>												
Hire of lined Pitch with Changing Facilities including attendant required for changing facilities (2.5 hours)	18 and over	69.54	Standard	13.91	83.45	71.63	Standard	14.33	85.95	2.50	3%	All hire must be paid for in advance. Block Bookings (10 consecutive bookings) booked in advance is VAT exempt.
	Under 18's	34.71	Standard	6.94	41.65	35.75	Standard	7.15	42.90	1.25	3%	
Hire of lined Pitch only (2.5 hours)	18 and over	34.71	Standard	6.94	41.65	35.75	Standard	7.15	42.90	1.25	3%	Minimum of 48 hours notice is required if the pitch requires to be lined. 48 hours notice of cancellation required in order to be reimbursed.
	Under 18's	17.38	Standard	3.48	20.85	17.92	Standard	3.58	21.50	0.65	3%	
Hire of Pitch for Training (2 hours)	All ages	17.38	Standard	3.48	20.85	17.92	Standard	3.58	21.50	0.65	3%	Hire of Howie Pavilion - standard VAT should be applied if Council staff are involved in setting up the hall.
Hire of Pitch for Training with changing facilities (2 hours)	18 and over	21.08	Standard	4.22	25.30	21.71	Standard	4.34	26.05	0.75	3%	
	Under 18's	10.50	Standard	2.10	12.60	10.83	Standard	2.17	13.00	0.40	3%	
Hire of Pony Park - Bute	Concession	35.42	Standard	7.08	42.50	36.46	Standard	7.29	43.75	1.25	3%	
Hire of Howie Pavilion, Lomond		9.25	Exempt	0.00	9.25	9.55	Exempt	0.00	9.55	0.30	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>OUTDOOR RECREATION</b>												
Putting and Crazy Golf	Adult	3.05	Standard		3.05	3.15	Standard		3.15	0.10	3%	The stadium fee is the daily rate applied and is for use of the stadium hire only, including the spectator area/pavilion and toilet block. Any other service requirements are outwith this charge, and will be charged separately.
	Concession	1.33	Standard	0.27	1.60	1.38	Standard	0.28	1.65	0.05	3%	
Tennis - Per Session	Adult	2.54	Standard	0.51	3.05	2.63	Standard	0.53	3.15	0.10	3%	
	Concession	1.33	Standard	0.27	1.60	1.38	Standard	0.28	1.65	0.05	3%	
Tennis - Season Ticket	Adult	47.96	Standard	9.59	57.55	49.42	Standard	9.88	59.30	1.75	3%	
	Concession	23.63	Standard	4.73	28.35	24.33	Standard	4.87	29.20	0.85	3%	
Tennis - Hire of Racquet and Balls	Adult	2.54	Standard	0.51	3.05	2.63	Standard	0.53	3.15	0.10	3%	
	Concession	1.33	Standard	0.27	1.60	1.38	Standard	0.28	1.65	0.05	3%	
Bowling - Per Session	Adult	2.54	Standard	0.51	3.05	2.63	Standard	0.53	3.15	0.10	3%	
	Concession	1.33	Standard	0.27	1.60	1.38	Standard	0.28	1.65	0.05	3%	
Bowling - Season Ticket	Adult	57.88	Standard	11.58	69.45	59.63	Standard	11.93	71.55	2.10	3%	
	Concession	29.04	Standard	5.81	34.85	29.92	Standard	5.98	35.90	1.05	3%	
Cricket Wicket (unprepared)	Adult	32.04	Standard	6.41	38.45	33.00	Standard	6.60	39.60	1.15	3%	
Cricket Wicket (prepared)	Adult	57.88	Standard	11.58	69.45	59.63	Standard	11.93	71.55	2.10	3%	
Hire of McCaigs Tower (Weddings)		289.58	Standard	57.92	347.50	298.29	Standard	59.66	357.95	10.45	3%	
Hire of Stadium (Mosfield, Dunoan and Rothesay) for a major event - MINIMUM CHARGE		694.88	Standard	138.98	833.85	715.71	Standard	143.14	858.85	25.00	3%	
Dunoan Stadium - Hire of running Track-without marking		11.63	Standard	2.33	13.95	11.96	Standard	2.39	14.35	0.40	3%	
Dunoan Stadium - Hire of Running Track-with marking		52.08	Standard	10.42	62.50	53.67	Standard	10.73	64.40	1.90	3%	
Grass Tracks - Hire of Running Track (without marking)		11.63	Standard	2.33	13.95	11.96	Standard	2.39	14.35	0.40	3%	
Grass Tracks - Hire of Running Track (with marking)		157.50	Standard	31.50	189.00	162.21	Standard	32.44	194.65	5.65	3%	
Grandstand (Public Restricted)		221.25	Standard	44.25	265.50	227.88	Standard	45.58	273.45	7.95	3%	
Rental of Stall - Per Linear Metre		58.17	Standard	11.63	69.80	59.92	Standard	11.98	71.90	2.10	3%	
Rental of Stall - by Registered Charity - by Stall		27.83	Standard	5.57	33.40	28.67	Standard	5.73	34.40	1.00	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>FAIRS</b>												Charges for commercial refuse/tidy up will be over and above the charges noted.
Hire of ground for 1 week (7 days) With total frontage of all rides/stalls, less than 49 linear metres		353.90	Exempt	0.00	353.90	364.50	Exempt	0.00	364.50	10.60	3%	
Hire of Ground for 1 week (7 days). With total frontage of all rides/stalls, over 49 linear metres - per linear metre		7.30	Exempt	0.00	7.30	7.50	Exempt	0.00	7.50	0.20	3%	
Food Vans/Stalls - Hire of Ground per week (7days) - per linear metre		5.45	Exempt	0.00	5.45	5.60	Exempt	0.00	5.60	0.15	3%	
Charitable Organisations - Hire of Ground up to 7 days - per linear metre		3.70	Exempt	0.00	3.70	3.80	Exempt	0.00	3.80	0.10	3%	



Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>FLORAL DECORATIONS</b>												
Hire of Round or Half Baskets (each)		17.79	Standard	3.56	21.35	18.33	Standard	3.67	22.00	0.65	3%	Loss or damage to containers will be charged to hirer at replacement value.
Troughs 1 Metre Long (each)		21.63	Standard	4.33	25.95	22.29	Standard	4.46	26.75	0.80	3%	
Tubs to 16" diameter (each)		25.54	Standard	5.11	30.65	26.29	Standard	5.26	31.55	0.90	3%	
Tubs over 16" diameter (each)		37.00	Standard	7.40	44.40	38.13	Standard	7.63	45.75	1.35	3%	
Handling Charge												
At cost price with prior notice												

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>BURIAL CHARGES</b>												
*Interment/Re Opening Lair		693.00	Outwith the Scope	0.00	693.00	832.00	Outwith the Scope	0.00	832.00	139.00	20%	<p>* 100% to be added to interment/lair charges (except for the transfer of title deed) for non residents of Argyll &amp; Bute with the following exemptions:</p> <p>1. Clear proof that deceased lived permanently in Argyll &amp; Bute within 10 years of death.</p> <p>2. If the deceased person has been in long term residential care outwith the boundaries of Argyll &amp; Bute Council, but was previously a resident of Argyll &amp; Bute and was moved to such residential care at the behest of this, or a previous Local Authority.</p> <p>3. Any resident or former resident of Argyll &amp; Bute who has died in the service of their country.</p>
Interment (Child under 18)	No charge											
Additional Charge - Interment on Saturday/Sunday or Public Holiday will incur this additional charge		258.00	Outwith the Scope	0.00	258.00	310.00	Outwith the Scope	0.00	310.00	52.00	20%	
Additional Charge - Burial of ashes on Saturday/Sunday or Public Holiday will incur this additional charge		73.00	Outwith the Scope	0.00	73.00	88.00	Outwith the Scope	0.00	88.00	15.00	21%	
*Burial of Cremated Remains		156.00	Outwith the Scope	0.00	156.00	187.00	Outwith the Scope	0.00	187.00	31.00	20%	
*Scattering of Ashes		121.00	Outwith the Scope	0.00	121.00	145.00	Outwith the Scope	0.00	145.00	24.00	20%	
Purchase of Lair - exclusive right of burial (Child under 18)												
*Purchase of Single Lair, incl maintenance		818.00	Outwith the Scope	0.00	818.00	982.00	Exempt	0.00	982.00	164.00	20%	
*Purchase of Double Lair, incl maintenance		1,637.00	Outwith the Scope	0.00	1,637.00	1,964.00	Exempt	0.00	1,964.00	327.00	20%	
*Purchase of Treble Lair, incl maintenance		2,456.00	Outwith the Scope	0.00	2,456.00	2,947.00	Exempt	0.00	2,947.00	491.00	20%	
*Lair for Casket only		168.00	Outwith the Scope	0.00	168.00	202.00	Exempt	0.00	202.00	34.00	20%	
*Woodland and Green Burial Service Burial Charge		693.00	Outwith the Scope	0.00	693.00	832.00	Outwith the Scope	0.00	832.00	139.00	20%	
*Woodland and Green Burial Service Standard Lair		1,638.00	Outwith the Scope	0.00	1,638.00	1,966.00	Exempt	0.00	1,966.00	328.00	20%	
Transfer of Title Deeds		44.00	Outwith the Scope	0.00	44.00	53.00	Outwith the Scope	0.00	53.00	9.00	20%	
Extract/Search Register (£13.20 to be paid in Advance for work up to half an hour)		26.00	Outwith the Scope	0.00	26.00	31.00	Outwith the Scope	0.00	31.00	5.00	19%	
Administration Fee for Return of Lair	10% of purchase price (90% returned)		Standard		0.00		Standard		0.00			
Permission to erect Standard Memorial or one off design		135.00	Outwith the Scope	0.00	135.00	162.00	Exempt	0.00	162.00	27.00	20%	
Permission to erect semi recumbent book type memorial		67.00	Outwith the Scope	0.00	67.00	80.00	Exempt	0.00	80.00	13.00	19%	
Erection of plaques at Cemeteries (where consent granted)		67.00	Outwith the Scope	0.00	67.00	80.00	Outwith the Scope	0.00	80.00	13.00	19%	
Erection of inscribed memorial plaque (for previously unmarked graves)		226.00	Outwith the Scope	0.00	226.00	271.00	Outwith the Scope	0.00	271.00	45.00	20%	
Erection of Headstone (Tiree ONLY)		174.00	Outwith the Scope	0.00	174.00	209.00	Outwith the Scope	0.00	209.00	35.00	20%	
Exhumations (not including re interment)		742.00	Outwith the Scope	0.00	742.00	890.00	Exempt	0.00	890.00	148.00	20%	
Exhumations of Caskets (hourly rate)		48.00	Outwith the Scope	0.00	48.00	58.00	Exempt	0.00	58.00	10.00	21%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>CREMATORIUM CHARGES</b>												
Child (under 18)						No charge						
Adults 18 years and over		685.00	Exempt	0.00	685.00	788.00	Exempt	0.00	788.00	103.00	15%	
Adults 18 years and over - Saturday		759.00	Exempt	0.00	759.00	873.00	Exempt	0.00	873.00	114.00	15%	
Additional Charge - Public Holiday		244.00	Exempt	0.00	244.00	281.00	Exempt	0.00	281.00	37.00	15%	
Direct Cremations (no use of chapel)						540.00	Exempt	0.00	540.00			
Direct Cremations (no use of chapel) - Saturday						598.00	Exempt	0.00	598.00			This complies with the Scottish Governments funeral poverty guidance.
Direct Cremations (no use of chapel) - Additional Charge Public Holiday						281.00	Exempt	0.00	281.00			
Clergy		69.17	Standard	13.83	83.00	79.17	Standard	15.83	95.00	12.00	14%	
Dispersal of Ashes		27.00	Zero Rated	0.00	27.00	31.00	Exempt	0.00	31.00	4.00	15%	
Casket - Purchase		49.17	Standard	9.83	59.00	56.67	Standard	11.33	68.00	9.00	15%	
Urn (plus carrier) - Purchase		22.50	Standard	4.50	27.00	25.83	Standard	5.17	31.00	4.00	15%	
Book of Remembrance (per line)		30.83	Standard	6.17	37.00	35.83	Standard	7.17	43.00	6.00	16%	
Small Book of Remembrance (2 Lines)		97.50	Standard	19.50	117.00	112.50	Standard	22.50	135.00	18.00	15%	
Small Book of Remembrance (5 Lines)		181.67	Standard	36.33	218.00	209.17	Standard	41.83	251.00	33.00	15%	
Small Book of Remembrance (8 Lines)		268.33	Standard	53.67	322.00	308.33	Standard	61.67	370.00	48.00	15%	
Small Book of Remembrance (Gilded Motif)		65.00	Standard	13.00	78.00	75.00	Standard	15.00	90.00	12.00	15%	
Badges		50.83	Standard	10.17	61.00	58.33	Standard	11.67	70.00	9.00	15%	
Coat of Arms and Floral Motif		68.33	Standard	13.67	82.00	78.33	Standard	15.67	94.00	12.00	15%	
Retention of Ashes - per month		12.50	Outwith the Scope	0.00	12.50	14.00	Exempt	0.00	14.00	1.50	12%	
Chapel of Rest		36.67	Standard	7.33	44.00	42.50	Standard	8.50	51.00	7.00	16%	
Plaque - Single with inscription (25 years)		170.83	Standard	34.17	205.00	196.67	Standard	39.33	236.00	31.00	15%	
Plaque - Single continuation of lease (25 years)		103.33	Standard	20.67	124.00	119.17	Standard	23.83	143.00	19.00	15%	
Plaque - Double with single inscriptions (25 years)		247.50	Standard	49.50	297.00	285.00	Standard	57.00	342.00	45.00	15%	
Plaque - Double with two inscriptions (25 years)		315.00	Standard	63.00	378.00	362.50	Standard	72.50	435.00	57.00	15%	
Plaque - Double continuation of lease (25 years)		205.83	Standard	41.17	247.00	236.67	Standard	47.33	284.00	37.00	15%	
Additional inscription		92.50	Standard	18.50	111.00	106.67	Standard	21.33	128.00	17.00	15%	
Use of Crematorium Chapel for a Burial Service		215.83	Standard	43.17	259.00	248.33	Standard	49.67	298.00	39.00	15%	
Memorial Kerbstone - (10 years)		211.67	Standard	42.33	254.00	243.33	Standard	48.67	292.00	38.00	15%	
Inscription for Kerbstone		7.92	Standard	1.58	9.50	9.17	Standard	1.83	11.00	1.50	16%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>FERRY FARES</b>												
SPT Concessionary Travel Scheme - Single												Statutory Charge Set by SPT
SPT Concessionary Travel Scheme - Return												
Out of hours Service - Cuan/Easdale/Lismore - up to Midnight		74.50	Zero Rated	0.00	74.50	76.70	Zero Rated	0.00	76.70	2.20	3%	
Out of hours Service - Cuan/Easdale/Lismore - After Midnight		96.20	Zero Rated	0.00	96.20	99.10	Zero Rated	0.00	99.10	2.90	3%	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
Easdale/Cuan Passenger Fares - Adult - Return		2.20	Zero Rated	0.00	2.20	2.30	Zero Rated	0.00	2.30	0.10	5%	
Easdale/Cuan Passenger Fares - Adult - 5 Return Journeys		7.40	Zero Rated	0.00	7.40	7.60	Zero Rated	0.00	7.60	0.20	3%	
Easdale/Cuan Passenger Fares - Child - Return		1.30	Zero Rated	0.00	1.30	1.30	Zero Rated	0.00	1.30	0.00	0%	
Easdale/Cuan Passenger Fares - Child - 5 Return Journeys		3.60	Zero Rated	0.00	3.60	3.70	Zero Rated	0.00	3.70	0.10	3%	
Cuan Vehicle Fares - Private Vehicles - Motor Cars 50% Disability discount - Return		4.40	Zero Rated	0.00	4.40	4.50	Zero Rated	0.00	4.50	0.10	2%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Return - Up to and Including 5m		8.80	Zero Rated	0.00	8.80	9.10	Zero Rated	0.00	9.10	0.30	3%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Up to and Including 5m - 5 Return Journeys		29.30	Zero Rated	0.00	29.30	30.20	Zero Rated	0.00	30.20	0.90	3%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Up to and including 5m - 3 Monthly Unlimited (domestic travellers only - car and driver only)		256.50	Zero Rated	0.00	256.50	264.20	Zero Rated	0.00	264.20	7.70	3%	
Cuan Vehicle Fares - Private Vehicles -Motorcycle - Return		3.70	Zero Rated	0.00	3.70	3.80	Zero Rated	0.00	3.80	0.10	3%	
Cuan Vehicle Fares - Private Vehicles -Motorcycle - 10 Journeys		11.70	Zero Rated	0.00	11.70	12.10	Zero Rated	0.00	12.10	0.40	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m - Return		13.00	Standard	2.60	15.60	13.42	Standard	2.68	16.10	0.50	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m - Return		15.08	Standard	3.02	18.10	15.50	Standard	3.10	18.60	0.50	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m - Return		17.17	Standard	3.43	20.60	17.67	Standard	3.53	21.20	0.60	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m - 5 Return Journeys		63.75	Standard	12.75	76.50	65.67	Standard	13.13	78.80	2.30	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m - 5 Return Journeys		73.75	Standard	14.75	88.50	76.00	Standard	15.20	91.20	2.70	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m -5 Return Journeys		83.67	Standard	16.73	100.40	86.17	Standard	17.23	103.40	3.00	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Lismore Passenger Fares - Adult - Single		2.00	Zero Rated	0.00	2.00	2.10	Zero Rated	0.00	2.10	0.10	5%	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
Jura Passenger Fares - Adult - Single		1.90	Zero Rated	0.00	1.90	2.00	Zero Rated	0.00	2.00	0.10	5%	
Lismore Passenger Fares - Adult - 10 Journeys		13.10	Zero Rated	0.00	13.10	13.50	Zero Rated	0.00	13.50	0.40	3%	
Jura Passenger Fares - Adult - 10 Journeys		12.50	Zero Rated	0.00	12.50	12.90	Zero Rated	0.00	12.90	0.40	3%	
Lismore Passenger Fares - Child - Single		1.20	Zero Rated	0.00	1.20	1.20	Zero Rated	0.00	1.20	0.00	0%	
Jura Passenger Fares - Child - Single		1.10	Zero Rated	0.00	1.10	1.10	Zero Rated	0.00	1.10	0.00	0%	
Lismore Passenger Fares - Child - 10 Journeys		6.30	Zero Rated	0.00	6.30	6.50	Zero Rated	0.00	6.50	0.20	3%	
Jura Passenger Fares - Child - 10 Journeys		6.00	Zero Rated	0.00	6.00	6.20	Zero Rated	0.00	6.20	0.20	3%	
Jura Vehicle Fares - Private Vehicles - Excursion Return		15.90	Zero Rated	0.00	15.90	16.40	Zero Rated	0.00	16.40	0.50	3%	
Jura Vehicle Fares - Private Vehicles - Motor Cars 50% Disability Discount - Return (Based on 50% Excursion Return)		7.80	Zero Rated	0.00	7.80	8.00	Zero Rated	0.00	8.00	0.20	3%	
Jura Vehicle Fares - all vehicles up to and including 5m - single journey (including driver)		9.90	Zero Rated	0.00	9.90	10.20	Zero Rated	0.00	10.20	0.30	3%	
Jura Vehicle Fares - all vehicles up to and including 5m - 10 Single Journeys (including driver)		64.00	Zero Rated	0.00	64.00	65.90	Zero Rated	0.00	65.90	1.90	3%	
Jura Vehicle Fares - all vehicles up to and including 5m - 50 Single Journeys (including Driver)		324.90	Zero Rated	0.00	324.90	334.60	Zero Rated	0.00	334.60	9.70	3%	
Jura Vehicle Fares - Private Vehicles - Motorcycle - Single		4.00	Zero Rated	0.00	4.00	4.10	Zero Rated	0.00	4.10	0.10	3%	
Jura Vehicle Fares - Private Vehicles - Motorcycle - 10 Journeys		25.60	Zero Rated	0.00	25.60	26.40	Zero Rated	0.00	26.40	0.80	3%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m		17.75	Standard	3.55	21.30	18.25	Standard	3.65	21.90	0.60	3%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m		20.00	Standard	4.00	24.00	20.58	Standard	4.12	24.70	0.70	3%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m		22.42	Standard	4.48	26.90	23.08	Standard	4.62	27.70	0.80	3%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - Out of Hours service - up to Midnight		90.80	Outwith the Scope	0.00	90.80	93.50	Outwith the Scope	0.00	93.50	2.70	3%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PIERS AND HARBOURS - RATES - GOODS, PASSENGERS &amp; VEHICLES</b>												<b>Rates for Goods Shipped, Transhipped or Unshipped at the Pier or Ferry Slip or within the Harbour</b>
General Goods Packaged (per tonne) Includes Fruit, Beverages, Meat, Dairy Products, General Groceries and Confectionery, Cured Fish, etc.		2.10	Zero Rated	0.00	2.10	2.25	Zero Rated	0.00	2.25	0.15	7%	In determining weights for the purpose of charging dues, the weights of the containers of any goods shall be included.
Dry Bulk Commodities (per tonne) Ores, Aggregates and Crushed Stone, Cement and Building Materials, Timber (including Logs), Salt, etc.		1.85	Zero Rated	0.00	1.85	2.00	Zero Rated	0.00	2.00	0.15	8%	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.
Liquid and Gaseous Bulk Products (per tonne)		2.30	Zero Rated	0.00	2.30	2.50	Zero Rated	0.00	2.50	0.20	9%	
Explosives (per tonne)		82.55	Zero Rated	0.00	82.55	89.15	Zero Rated	0.00	89.15	6.60	8%	
Livestock - Poultry (per bird)		0.35	Zero Rated	0.00	0.35	0.40	Zero Rated	0.00	0.40	0.05	14%	
Animals (per Animal)		0.70	Zero Rated	0.00	0.70	0.75	Zero Rated	0.00	0.75	0.05	7%	All empty boxes, barrels, sacks and packages if previously shipped or landed will be exempt.
Smolt (per thousand)		4.70	Zero Rated	0.00	4.70	5.10	Zero Rated	0.00	5.10	0.40	9%	Passengers Personal Baggage shall be free
Fish, including Shellfish - Fresh, all varieties and also fish consigned for sale at other markets - percentage of catch	2.50%		If Applicable	0.00			If Applicable	0.00				2.5% of catch
Rates on Passenger and Vehicles - Adult Passengers landing at or embarking from pier (each)		0.42	Zero Rated	0.00	0.42	0.45	Zero Rated	0.00	0.45	0.03	7%	
Rates on Passenger and Vehicles - Child Passengers landing at or embarking from pier (each)		0.27	Zero Rated	0.00	0.27	0.29	Zero Rated	0.00	0.29	0.02	7%	
Rates on Passenger and Vehicles - Private Cars, Taxis, Hearses and Agricultural Machinery (Tractors, Trailers, etc.) (each)		1.33	Zero Rated	0.00	1.33	1.44	Zero Rated	0.00	1.44	0.11	8%	
Rates on Passenger and Vehicles - Caravans or Trailers (except Commercial Trailers) (each)		2.12	Zero Rated	0.00	2.12	2.29	Zero Rated	0.00	2.29	0.17	8%	
Rates on Passenger and Vehicles - Cycles (each)		0.37	Zero Rated	0.00	0.37	0.40	Zero Rated	0.00	0.40	0.03	8%	
Rates on Passenger and Vehicles - Motorcycles including sidecar (each)		0.90	Zero Rated	0.00	0.90	0.97	Zero Rated	0.00	0.97	0.07	8%	
Rates on Passenger and Vehicles - Buses (each)		7.37	Zero Rated	0.00	7.37	7.96	Zero Rated	0.00	7.96	0.59	8%	
Rates on Passenger and Vehicles - Commercial Vehicles - Per Metre		0.90	Zero Rated	0.00	0.90	0.97	Zero Rated	0.00	0.97	0.07	8%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PIERS AND HARBOURS - RATES - MISCELLANEOUS</b>												
Mobile Cranage - for each lift		11.82	Zero Rated	0.00	11.82	12.77	Zero Rated	0.00	12.77	0.95	8%	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 leasee. The terms of such leases or lets shall be subject to individual negotiation with the Executive Director. (Note there is a minimum charge of £10.00 for some items) Cost of clearing site reflected in increase in charge.
Fresh Water - per tonne or part thereof (minimum charge £10)		3.39	Zero Rated	0.00	3.39	3.66	Zero Rated	0.00	3.66	0.27	8%	
Left Luggage - per article up to 24hours (minimum charge £10)		2.92	Standard	0.58	3.50	3.15	Standard	0.63	3.78	0.28	8%	
Parcels and Packages up to 50 kg (minimum charge £10)		0.31	Standard	0.06	0.37	0.33	Standard	0.07	0.40	0.03	8%	
Parcels and Packages- where articles can be measured - charge per cubic metre (minimum charge £10)		3.27	Standard	0.65	3.92	3.53	Standard	0.71	4.23	0.31	8%	
Parcels and Packages- where articles cannot be measured - charge per tonne (minimum charge £10)		3.27	Standard	0.65	3.92	3.53	Standard	0.71	4.23	0.31	8%	
Rope Handling - To be charged each time i.e. Arrival and departure to be charged separately <b>(NB to be charged to ferries where additional resources are required)</b>		132.65	Zero Rated	0.00	132.65	143.25	Zero Rated	0.00	143.25	10.60	8%	
Timber Debris Clearance		331.67	Standard	66.33	398.00	358.21	Standard	71.64	429.85	31.85	8%	
Use of Linkspan - <b>Commercial use</b>		318.00	Zero Rated	0.00	318.00	343.45	Zero Rated	0.00	343.45	25.45	8%	
Use of Linkspan - non-vehicular traffic		35.00	Zero Rated	0.00	37.10	35.00	Zero Rated	0.00	40.05	2.95	8%	
Operational Duties on behalf of external bodies												
Car and Pedestrian marshalling - Rothesay and Dunoon (per day)		107.75	Standard	21.55	129.30	116.38	Standard	23.28	139.65	10.35	8%	
Freight handling - Rothesay Harbour		10.58	Standard	2.12	12.70	11.42	Standard	2.28	13.70	1.00	8%	
Electricity (per unit)		0.17	Standard	0.04	0.22	0.17	Standard	0.04	0.24	0.02	9%	
Slipway Landing fee		5.30	Zero Rated	0.00	5.30	5.70	Zero Rated	0.00	5.70	0.40	8%	
Cruise calls/tenders		530.00	Zero Rated	0.00	530.00	572.40	Zero Rated	0.00	572.40	42.40	8%	
<b>Oban Transit Marina</b>												
Daily Rate (Between 11:00 and 16:00)		10.25	Standard	2.05	12.30	10.25	Standard	2.05	12.30	0.00		
Overnight Charge (per metre length)		2.58	Standard	0.52	3.10	2.58	Standard	0.52	3.10	0.00		Maximum of 3 nights stay

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PIERS AND HARBOURS - RATES - VESSELS</b>												
<b>1 - Basic Rate - all vessels to be charged at this rate unless eligible for categories 2, 3, 4 - see comment 2</b>												
Up to 5 metres in length	Per visit up to 24 hours	10.95	Zero Rated	0.00	10.95	11.85	Zero Rated	0.00	11.85	0.90	8%	COMMENTS 1. 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. 2. 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. 3. All vessels actively engaged in commercial undertaking, these would be subject to minimum payment by length as for unregistered vessels. 4. Rothesay and Campbelltown Pontoon are not managed by Argyll and Bute and are subject to their own charges. 5. 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. 6. 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. 7. Periods are: Summer period April to September inclusive, or part thereof. Winter period October to March inclusive, or part thereof.
Up to 6 metres in length	Per visit up to 24 hours	13.20	Zero Rated	0.00	13.20	14.25	Zero Rated	0.00	14.25	1.05	8%	
Up to 7 metres in length	Per visit up to 24 hours	15.20	Zero Rated	0.00	15.20	16.40	Zero Rated	0.00	16.40	1.20	8%	
Up to 8 metres in length	Per visit up to 24 hours	17.50	Zero Rated	0.00	17.50	18.90	Zero Rated	0.00	18.90	1.40	8%	
Up to 9 metres in length	Per visit up to 24 hours	19.65	Zero Rated	0.00	19.65	21.20	Zero Rated	0.00	21.20	1.55	8%	
Up to 10 metres in length	Per visit up to 24 hours	21.85	Zero Rated	0.00	21.85	23.60	Zero Rated	0.00	23.60	1.75	8%	
Over 10 metres in length - charge per metre	Per visit up to 24 hours	2.15	Zero Rated	0.00	2.15	2.30	Zero Rated	0.00	2.30	0.15	7%	
Up to 5 metres in length	Weekly	54.35	Zero Rated	0.00	54.35	58.70	Zero Rated	0.00	58.70	4.35	8%	
Up to 6 metres in length	Weekly	65.20	Zero Rated	0.00	65.20	70.40	Zero Rated	0.00	70.40	5.20	8%	
Up to 7 metres in length	Weekly	76.00	Zero Rated	0.00	76.00	82.10	Zero Rated	0.00	82.10	6.10	8%	
Up to 8 metres in length	Weekly	88.40	Zero Rated	0.00	88.40	95.45	Zero Rated	0.00	95.45	7.05	8%	
Up to 9 metres in length	Weekly	98.65	Zero Rated	0.00	98.65	106.55	Zero Rated	0.00	106.55	7.90	8%	
Up to 10 metres in length	Weekly	108.70	Zero Rated	0.00	108.70	117.40	Zero Rated	0.00	117.40	8.70	8%	
Up to 5 metres in length	Summer	398.70	Zero Rated	0.00	398.70	430.60	Zero Rated	0.00	430.60	31.90	8%	
Up to 6 metres in length	Summer	478.40	Zero Rated	0.00	478.40	516.65	Zero Rated	0.00	516.65	38.25	8%	
Up to 7 metres in length	Summer	558.15	Zero Rated	0.00	558.15	602.80	Zero Rated	0.00	602.80	44.65	8%	
Up to 8 metres in length	Summer	637.85	Zero Rated	0.00	637.85	688.90	Zero Rated	0.00	688.90	51.05	8%	
Up to 9 metres in length	Summer	717.60	Zero Rated	0.00	717.60	775.00	Zero Rated	0.00	775.00	57.40	8%	
Up to 10 metres in length	Summer	797.40	Zero Rated	0.00	797.40	861.20	Zero Rated	0.00	861.20	63.80	8%	
Up to 5 metres in length	Winter	289.95	Zero Rated	0.00	289.95	313.15	Zero Rated	0.00	313.15	23.20	8%	
Up to 6 metres in length	Winter	347.95	Zero Rated	0.00	347.95	375.80	Zero Rated	0.00	375.80	27.85	8%	
Up to 7 metres in length	Winter	406.00	Zero Rated	0.00	406.00	438.50	Zero Rated	0.00	438.50	32.50	8%	
Up to 8 metres in length	Winter	463.85	Zero Rated	0.00	463.85	500.95	Zero Rated	0.00	500.95	37.10	8%	
Up to 9 metres in length	Winter	521.90	Zero Rated	0.00	521.90	563.65	Zero Rated	0.00	563.65	41.75	8%	
Up to 10 metres in length	Winter	579.85	Zero Rated	0.00	579.85	626.25	Zero Rated	0.00	626.25	46.40	8%	
<b>1a - Any ship of a gross tonnage less than 15 tonnes or used for recreation or pleasure - charge is subject to 20% VAT</b>												
Up to 5 metres in length	Per visit up to 24 hours	9.33	Standard	1.87	11.20	10.08	Standard	2.02	12.10	0.90	8%	



Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Up to 6 metres in length	Per visit up to 24 hours	11.13	Standard	2.23	13.35	12.00	Standard	2.40	14.40	1.05	8%	8. 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.  9. 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 15 tonnes and neither designed nor adapted for use for recreation or pleasure. The customer is a business customer who belongs outside the UK (it does not matter what size the vessel is).
Up to 7 metres in length	Per visit up to 24 hours	12.96	Standard	2.59	15.55	14.00	Standard	2.80	16.80	1.25	8%	
Up to 8 metres in length	Per visit up to 24 hours	14.79	Standard	2.96	17.75	15.96	Standard	3.19	19.15	1.40	8%	
Up to 9 metres in length	Per visit up to 24 hours	16.67	Standard	3.33	20.00	18.00	Standard	3.60	21.60	1.60	8%	
Up to 10 metres in length	Per visit up to 24 hours	18.50	Standard	3.70	22.20	20.00	Standard	4.00	24.00	1.80	8%	
Over 10 metres in length - charge per metre	Per visit up to 24 hours	1.86	Standard	0.37	2.23	2.01	Standard	0.40	2.41	0.18	8%	
Up to 5 metres in length	Weekly	46.21	Standard	9.24	55.45	49.92	Standard	9.98	59.90	4.45	8%	
Up to 6 metres in length	Weekly	55.42	Standard	11.08	66.50	59.83	Standard	11.97	71.80	5.30	8%	
Up to 7 metres in length	Weekly	64.67	Standard	12.93	77.60	69.83	Standard	13.97	83.80	6.20	8%	
Up to 8 metres in length	Weekly	75.21	Standard	15.04	90.25	81.21	Standard	16.24	97.45	7.20	8%	
Up to 9 metres in length	Weekly	83.75	Standard	16.75	100.50	90.46	Standard	18.09	108.55	8.05	8%	
Up to 10 metres in length	Weekly	92.42	Standard	18.48	110.90	99.79	Standard	19.96	119.75	8.85	8%	
Up to 5 metres in length	Summer	338.83	Standard	67.77	406.60	365.96	Standard	73.19	439.15	32.55	8%	
Up to 6 metres in length	Summer	406.63	Standard	81.33	487.95	439.17	Standard	87.83	527.00	39.05	8%	
Up to 7 metres in length	Summer	474.38	Standard	94.88	569.25	512.33	Standard	102.47	614.80	45.55	8%	
Up to 8 metres in length	Summer	542.17	Standard	108.43	650.60	585.54	Standard	117.11	702.65	52.05	8%	
Up to 9 metres in length	Summer	609.96	Standard	121.99	731.95	658.75	Standard	131.75	790.50	58.55	8%	
Up to 10 metres in length	Summer	677.79	Standard	135.56	813.35	732.00	Standard	146.40	878.40	65.05	8%	
Up to 5 metres in length	Winter	246.50	Standard	49.30	295.80	266.21	Standard	53.24	319.45	23.65	8%	
Up to 6 metres in length	Winter	295.71	Standard	59.14	354.85	319.38	Standard	63.88	383.25	28.40	8%	
Up to 7 metres in length	Winter	345.04	Standard	69.01	414.05	372.63	Standard	74.53	447.15	33.10	8%	
Up to 8 metres in length	Winter	394.29	Standard	78.86	473.15	425.83	Standard	85.17	511.00	37.85	8%	
Up to 9 metres in length	Winter	443.67	Standard	88.73	532.40	479.17	Standard	95.83	575.00	42.60	8%	
Up to 10 metres in length	Winter	493.00	Standard	98.60	591.60	532.46	Standard	106.49	638.95	47.35	8%	
<b>2 - Vessels actively engaged in a commercial undertaking.</b>												
If registered:- per gross registered tonne (see comment 3)		0.39	Zero Rated	0.00	0.39	0.42	Zero Rated	0.00	0.42	0.03	8%	
If not registered then:												
Up to 5 metres in length	Per visit up to 24 hours	5.62	Zero Rated	0.00	5.62	6.07	Zero Rated	0.00	6.07	0.45	8%	
Up to 10 metres in length	Per visit up to 24 hours	11.13	Zero Rated	0.00	11.13	12.02	Zero Rated	0.00	12.02	0.89	8%	
Up to 15 metres in length	Per visit up to 24 hours	16.75	Zero Rated	0.00	16.75	18.09	Zero Rated	0.00	18.09	1.34	8%	
Up to 20 metres in length	Per visit up to 24 hours	22.21	Zero Rated	0.00	22.21	23.99	Zero Rated	0.00	23.99	1.78	8%	
Up to 25 metres in length	Per visit up to 24 hours	27.88	Zero Rated	0.00	27.88	30.11	Zero Rated	0.00	30.11	2.23	8%	
Up to 30 metres in length	Per visit up to 24 hours	33.81	Zero Rated	0.00	33.81	36.51	Zero Rated	0.00	36.51	2.70	8%	
Over 30 metres in length - charge per metre	Per visit up to 24 hours	1.22	Zero Rated	0.00	1.22	1.32	Zero Rated	0.00	1.32	0.10	8%	
Up to 5 metres in length	Weekly	27.35	Zero Rated	0.00	27.35	29.54	Zero Rated	0.00	29.54	2.19	8%	
Up to 10 metres in length	Weekly	54.91	Zero Rated	0.00	54.91	59.30	Zero Rated	0.00	59.30	4.39	8%	
Up to 15 metres in length	Weekly	82.10	Zero Rated	0.00	82.10	88.67	Zero Rated	0.00	88.67	6.57	8%	
Up to 20 metres in length	Weekly	110.19	Zero Rated	0.00	110.19	119.01	Zero Rated	0.00	119.01	8.82	8%	
Up to 25 metres in length	Weekly	137.69	Zero Rated	0.00	137.69	148.71	Zero Rated	0.00	148.71	11.02	8%	
Up to 30 metres in length	Weekly	165.31	Zero Rated	0.00	165.31	178.53	Zero Rated	0.00	178.53	13.22	8%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
3 - All vessels operating a scheduled ferry or pleasure service per gross registered tonne.		0.1076	Zero Rated	0.00	0.1076	0.1162	Zero Rated	0.00	0.1162	0.01	8%	
Unmanned Pier		0.1076	Zero Rated	0.00	0.1076	0.1162	Zero Rated	0.00	0.1162	0.01	8%	
<b>Laying up of ferry at a non ferry/commercial berth</b>		0.3700	Zero Rated	0.00	0.3900	0.3700	Zero Rated	0.00	0.42	0.03	8%	
4 - Vessels regularly engaged in commercial fishing and paying appropriate fish landing dues to Council.												
Up to 10 metres in length	Per visit up to 24 hours	2.54	Zero Rated	0.00	2.54	2.74	Zero Rated	0.00	2.74	0.20	8%	
Up to 15 metres in length	Per visit up to 24 hours	3.76	Zero Rated	0.00	3.76	4.06	Zero Rated	0.00	4.06	0.30	8%	
Up to 20 metres in length	Per visit up to 24 hours	5.04	Zero Rated	0.00	5.04	5.44	Zero Rated	0.00	5.44	0.40	8%	
Up to 25 metres in length	Per visit up to 24 hours	6.31	Zero Rated	0.00	6.31	6.81	Zero Rated	0.00	6.81	0.50	8%	
Up to 30 metres in length	Per visit up to 24 hours	7.53	Zero Rated	0.00	7.53	8.13	Zero Rated	0.00	8.13	0.60	8%	
Over 30 metres in length - charge per metre		0.39	Zero Rated	0.00	0.39	0.42	Zero Rated	0.00	0.42	0.03	8%	
Up to 10 metres in length	Weekly	12.88	Zero Rated	0.00	12.88	13.91	Zero Rated	0.00	13.91	1.03	8%	
Up to 15 metres in length	Weekly	19.40	Zero Rated	0.00	19.40	20.95	Zero Rated	0.00	20.95	1.55	8%	
Up to 20 metres in length	Weekly	25.81	Zero Rated	0.00	25.81	27.87	Zero Rated	0.00	27.87	2.06	8%	
Up to 25 metres in length	Weekly	32.33	Zero Rated	0.00	32.33	34.92	Zero Rated	0.00	34.92	2.59	8%	
Up to 30 metres in length	Weekly	38.53	Zero Rated	0.00	38.53	41.61	Zero Rated	0.00	41.61	3.08	8%	
Up to 10 metres in length	Annual charge	335.45	Zero Rated	0.00	335.45	362.30	Zero Rated	0.00	362.30	26.85	8%	
Up to 15 metres in length	Annual charge	503.25	Zero Rated	0.00	503.25	543.50	Zero Rated	0.00	543.50	40.25	8%	
Up to 20 metres in length	Annual charge	669.15	Zero Rated	0.00	669.15	722.70	Zero Rated	0.00	722.70	53.55	8%	
Up to 25 metres in length	Annual charge	840.65	Zero Rated	0.00	840.65	907.90	Zero Rated	0.00	907.90	67.25	8%	
Up to 30 metres in length	Annual charge	1,002.65	Zero Rated	0.00	1,002.65	1,082.85	Zero Rated	0.00	1,082.85	80.20	8%	

In relation to the foregoing charges, the Executive Director - Development and Infrastructure, where she considers it to be in the commercial interests of the Council and after consultation with the relevant Policy Lead and the Head of Strategic Finance, is authorised to negotiate and agree variations of the foregoing charges for individual users or classes of users of the facilities in respect of their respective use of the facilities and the charges as varied shall be applied to such use as the Executive Director - Development and Infrastructure shall deem appropriate. In addition, the Executive Director -Development and Infrastructure is authorised, after consultation with the relevant Policy Lead and the Head of Strategic Finance, to put in place a suitable booking procedures for harbour and airport facilities and to take into account, inter alia, the level of bookings made by individual users or classes of users when agreeing variations of the foregoing charges with individual users or classes of users.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>AIRFIELD CHARGES</b>												
Standard Landing Charges - up to 500kg MTWA		9.17	Standard	1.83	11.00	9.58	Standard	1.92	11.50	0.50	5%	<p><b>Standard Landing Charges - Applicable to all types of operation (including "Touch and Go" and circuits) MTWA = Maximum Take-Off Weight Authorised</b></p> <p>Charge for ultra lights and flexwings.</p> <p>Landing Charge Rebates - Only Available if full payment is made prior to final departure or approved credit facilities have been agreed.</p> <p>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 .</p> <p>B) Visiting Aircraft on Training Flights First landing - full rate, Subsequent landings - 50% discount.</p> <p>C) Cargo Aircraft Empty or Loaded - 20% discount.</p> <p>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.</p> <p>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.</p>
Standard Landing Charges - 501kg to 1000kg MTWA		13.33	Standard	2.67	16.00	13.75	Standard	2.75	16.50	0.50	3%	
Standard Landing Charges - 1001kg to 1500kg MTWA		18.33	Standard	3.67	22.00	19.17	Standard	3.83	23.00	1.00	5%	
Standard Landing Charges - 1501kg to 2000kg MTWA		25.00	Standard	5.00	30.00	25.83	Standard	5.17	31.00	1.00	3%	
Standard Landing Charges - 2001kg to 2500kg MTWA		30.00	Standard	6.00	36.00	30.83	Standard	6.17	37.00	1.00	3%	
Standard Landing Charges - 2501kg to 3000kg MTWA		40.00	Standard	8.00	48.00	40.83	Standard	8.17	49.00	1.00	2%	
Standard Landing Charges - 3001kg to 3500kg MTWA		54.17	Standard	10.83	65.00	55.83	Standard	11.17	67.00	2.00	3%	
Standard Landing Charges - 3501kg to 4000kg MTWA		65.00	Standard	13.00	78.00	66.67	Standard	13.33	80.00	2.00	3%	
Standard Landing Charges - 4001kg to 4500kg MTWA		77.50	Standard	15.50	93.00	80.00	Standard	16.00	96.00	3.00	3%	
Standard Landing Charges - 4501kg to 5000kg MTWA		90.00	Standard	18.00	108.00	92.50	Standard	18.50	111.00	3.00	3%	
Standard Landing Charges - Over 5000kg MTWA - per additional 500g or part thereof		13.33	Standard	2.67	16.00	13.75	Standard	2.75	16.50	0.50	3%	
Standard Landing Fee for Coll and Colonsay		6.83	Standard	1.37	8.20	7.00	Standard	1.40	8.40	0.20	2%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Oban</b>		398.33	Standard	79.67	478.00	410.00	Standard	82.00	492.00	14.00	3%	Flights outside normal hours of availability as described in the UK AIP and on the airport website whereby the type of flight requires a Licensed Aerodrome. Where flights are made outside of these hours by arrangement with the Council, an out of hours charge will be payable in accordance with these rates or such rates as agreed with the Council at the time of the arrangement. The rates notes are subject to a minimum charge equivalent to 2 hours. Note: an extension of up to one hour immediately following normal opening hours would incur a charge at 50% of the normal hourly rate i.e. £246. 48hr notice minimum for out of hours availability. 50% of the fees applied to a request for out of hours will be taken at the time the booking (at least 48hrs notification). This will be refunded if cancelled before the airports normal closing time on the day of the planned visit. Coll and Colonsay - helicopter fire cover only.
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Coll and Colonsay</b>		199.17	Standard	39.83	239.00	205.00	Standard	41.00	246.00	7.00	3%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Glenforsa</b>	<b>NOT AVAILABLE EXCEPT FOR EMERGENCY FLIGHTS BY ARRANGEMENT - NO CHARGE</b>	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Indemnity Certificate</b>		38.33	Standard	7.67	46.00	39.17	Standard	7.83	47.00	1.00	2%	
Aircraft Parking charges (for a period of 24 hours or part thereof) - First 24 hours	<b>NO CHARGE</b>	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	No charge.
Aircraft Parking charges (for a period of 24 hours or part thereof) - Not exceeding 5 tonnes MTWA - <b>charge is per 500kg or part thereof</b>		2.58	Standard	0.52	3.10	2.67	Standard	0.53	3.20	0.10	3%	Weekly Parking Permit - applications may be made to the Station Manager for the purchase of these at a discounted rate (20% reduction). Arrangement and payment must be made in advance of the aircraft parking fee arrangement period.
Aircraft Parking charges (for a period of 24 hours or part thereof) Thereafter - over 5 tonnes MTWA - <b>charge is per 500kg or part thereof</b>		4.33	Standard	0.87	5.20	4.50	Standard	0.90	5.40	0.20	4%	
Aircraft Parking charges - Refusal of Instruction to mover/remove parked aircraft - Charge per day (plus the standard aircraft parking charge noted above)		45.00	Standard	9.00	54.00	46.67	Standard	9.33	56.00	2.00	4%	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.
Passenger Load Supplement (inclusive of Security Charge if Applicable) Domestic and International		9.17	Standard	1.83	11.00	9.58	Standard	1.92	11.50	0.50	5%	Amount payable for each departing passenger over 2 years old on a Public Transport Flight.
Cargo throughput charge	<b>NIL</b>	0.00	Standard	0.00	0.00	0.00	Standard	0.00	0.00	0.00	0%	
Vehicle Permits - Airside Vehicle Permit		0.00	Standard	0.00	0.00	0.00	Standard	0.00	0.00	0.00	0%	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.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	
Holiday Voucher - Aircraft operators who are using Oban as a base for their holiday can apply for a Holiday Voucher which includes temporary indemnity for up to 2 weeks. This is only available for aircraft up to 2,730kg. Aircraft operators must present a valid copy of insurance prior to issue of the voucher.		6.00	Standard	1.20	7.20	6.17	Standard	1.23	7.40	0.20	3%	The application process is the same as for a normal indemnity certificate/permit. The cost is £7.40 for one week. Voucher is non-transferable.
Holiday Voucher - Aircraft operators who are using Oban as a base for their holiday can apply for a Holiday Voucher which includes temporary indemnity for up to 2 weeks. This is only available for aircraft up to 2,730kg. Aircraft operators must present a valid copy of insurance prior to issue of the voucher.		9.17	Standard	1.83	11.00	9.58	Standard	1.92	11.50	0.50	5%	The application process is the same as for a normal indemnity certificate/permit. The cost is £11.50 for 2 weeks. Voucher is non-transferable.
Landing Loyalty Cards - A card with 5 sections which all get stamped after each landing. The first 4 are paid and the 5th one is free and the card is complete.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	Cards to be produced with a unique number.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Fire Training Courses - Extinguisher Training and bespoke fire training can all be arranged locally - phone for details.		13.33	Standard	2.67	16.00	13.75	Standard	2.75	16.50	0.50	3%	Price is per delegate. Bespoke training costs are based on customer requirements.
Fire Training Courses - Fire Warden Training and bespoke fire training can all be arranged locally - phone for details.		11.25	Standard	2.25	13.50	11.67	Standard	2.33	14.00	0.50	4%	Price is per delegate. Bespoke training costs are based on customer requirements.
Miscellaneous - Event Bookings, Special Promotions, Business Rates can be arranged and costs vary according to requirements. Business rates are subject to approval from Strategic Transportation Manager.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	These require various periods of notification and will require approval in advance. Any information on events or promotions will be advertised on the airports website.
Penalties - Landing or taking off without an indemnity or registered users certificate (Coll and Colonsay) and trespass on the airport without approval from the Airport Authority (inc the release of animals).		61.00	Outwith the scope	0.00	61.00	63.00	Outwith the scope	0.00	63.00	2.00	3%	Landing/taking off without indemnity - 6 month ban and £63 to be paid within one calendar month, £596 per month thereafter. Trespassing on airport grounds £596.
Penalties - Landing or taking off without an indemnity or registered users certificate (Coll and Colonsay) and trespass on the airport without approval from the Airport Authority (inc the release of animals).		579.00	Outwith the scope	0.00	579.00	596.00	Outwith the scope	0.00	596.00	17.00	3%	Landing/taking off without indemnity - 6 month ban and £63 to be paid within one calendar month, £596 per month thereafter. Trespassing on airport grounds £596.
Sale of aviation fuel												Based on variable monthly rate advised by supplier TOTAL

In relation to the foregoing charges, the Executive Director - Development and Infrastructure, where he considers it to be in the commercial interests of the Council and after consultation with the relevant Lead Councillor and the Head of Strategic Finance, is authorised to negotiate and agree variations of the foregoing charges for individual users or classes of users of the facilities in respect of their respective use of the facilities and the charges as varied shall be applied to such use as the Executive Director - Development and Infrastructure shall deem appropriate. In addition, the Executive Director -Development and Infrastructure is authorised, after consultation with the relevant Lead Councillor and the Head of Strategic Finance, to put in place a suitable booking procedures for harbour and airport facilities and to take into account, inter alia, the level of bookings made by individual users or classes of users when agreeing variations of the foregoing charges with individual users or classes of users.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>AIRFIELD CHARGES</b>												
Standard Landing Charges - up to 500kg MTWA		9.17	Standard	1.83	11.00	9.58	Standard	1.92	11.50	0.50	5%	<b>Standard Landing Charges - Applicable to all types of operation (including "Touch and Go" and circuits) MTWA = Maximum Take-Off Weight Authorised</b>  Charge for ultra lights and flexwings.  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.
Standard Landing Charges - 501kg to 1000kg MTWA		13.33	Standard	2.67	16.00	13.75	Standard	2.75	16.50	0.50	3%	
Standard Landing Charges - 1001kg to 1500kg MTWA		18.33	Standard	3.67	22.00	19.17	Standard	3.83	23.00	1.00	5%	
Standard Landing Charges - 1501kg to 2000kg MTWA		25.00	Standard	5.00	30.00	25.83	Standard	5.17	31.00	1.00	3%	
Standard Landing Charges - 2001kg to 2500kg MTWA		30.00	Standard	6.00	36.00	30.83	Standard	6.17	37.00	1.00	3%	
Standard Landing Charges - 2501kg to 3000kg MTWA		40.00	Standard	8.00	48.00	40.83	Standard	8.17	49.00	1.00	2%	
Standard Landing Charges - 3001kg to 3500kg MTWA		54.17	Standard	10.83	65.00	55.83	Standard	11.17	67.00	2.00	3%	
Standard Landing Charges - 3501kg to 4000kg MTWA		65.00	Standard	13.00	78.00	66.67	Standard	13.33	80.00	2.00	3%	
Standard Landing Charges - 4001kg to 4500kg MTWA		77.50	Standard	15.50	93.00	80.00	Standard	16.00	96.00	3.00	3%	
Standard Landing Charges - 4501kg to 5000kg MTWA		90.00	Standard	18.00	108.00	92.50	Standard	18.50	111.00	3.00	3%	
Standard Landing Charges - Over 5000kg MTWA - per additional 500g or part thereof		13.33	Standard	2.67	16.00	13.75	Standard	2.75	16.50	0.50	3%	
Standard Landing Fee for Coll and Colonsay		6.83	Standard	1.37	8.20	7.00	Standard	1.40	8.40	0.20	2%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Oban</b>		398.33	Standard	79.67	478.00	410.00	Standard	82.00	492.00	14.00	3%	Flights outside normal hours of availability as described in the UK AIP and on the airport website whereby the type of flight requires a Licensed Aerodrome. Where flights are made outside of these hours by arrangement with the Council, an out of hours charge will be payable in accordance with these rates or such rates as agreed with the Council at the time of the arrangement. The rates notes are subject to a minimum charge equivalent to 2 hours. Note: an extension of up to one hour immediately following normal opening hours would incur a charge at 50% of the normal hourly rate i.e. £246. 48hr notice minimum for out of hours availability. 50% of the fees applied to a request for out of hours will be taken at the time the booking (at least 48hrs notification). This will be refunded if cancelled before the airports normal closing time on the day of the planned visit. Coll and Colonsay - helicopter fire cover only.
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Coll and Colonsay</b>		199.17	Standard	39.83	239.00	205.00	Standard	41.00	246.00	7.00	3%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Glenforsa</b>	<b>NOT AVAILABLE EXCEPT FOR EMERGENCY FLIGHTS BY ARRANGEMENT - NO CHARGE</b>	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Indemnity Certificate</b>		38.33	Standard	7.67	46.00	39.17	Standard	7.83	47.00	1.00	2%	
Aircraft Parking charges (for a period of 24 hours or part thereof) - First 24 hours	<b>NO CHARGE</b>	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	No charge.
Aircraft Parking charges (for a period of 24 hours or part thereof) - Not exceeding 5 tonnes MTWA - <b>charge is per 500kg or part thereof</b>		2.58	Standard	0.52	3.10	2.67	Standard	0.53	3.20	0.10	3%	Weekly Parking Permit - applications may be made to the Station Manager for the purchase of these at a discounted rate (20% reduction). Arrangement and payment must be made in advance of the aircraft parking fee arrangement period.
Aircraft Parking charges (for a period of 24 hours or part thereof) Thereafter - over 5 tonnes MTWA - <b>charge is per 500kg or part thereof</b>		4.33	Standard	0.87	5.20	4.50	Standard	0.90	5.40	0.20	4%	
Aircraft Parking charges - Refusal of Instruction to mover/remove parked aircraft - Charge per day (plus the standard aircraft parking charge noted above)		45.00	Standard	9.00	54.00	46.67	Standard	9.33	56.00	2.00	4%	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.
Passenger Load Supplement (inclusive of Security Charge if Applicable) Domestic and International		9.17	Standard	1.83	11.00	9.58	Standard	1.92	11.50	0.50	5%	Amount payable for each departing passenger over 2 years old on a Public Transport Flight.
Cargo throughput charge	<b>NIL</b>	0.00	Standard	0.00	0.00	0.00	Standard	0.00	0.00	0.00	0%	
Vehicle Permits - Airside Vehicle Permit		0.00	Standard	0.00	0.00	0.00	Standard	0.00	0.00	0.00	0%	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.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	
Holiday Voucher - Aircraft operators who are using Oban as a base for their holiday can apply for a Holiday Voucher which includes temporary indemnity for up to 2 weeks. This is only available for aircraft up to 2,730kg. Aircraft operators must present a valid copy of insurance prior to issue of the voucher.		6.00	Standard	1.20	7.20	6.17	Standard	1.23	7.40	0.20	3%	The application process is the same as for a normal indemnity certificate/permit. The cost is £7.40 for one week. Voucher is non-transferable.
Holiday Voucher - Aircraft operators who are using Oban as a base for their holiday can apply for a Holiday Voucher which includes temporary indemnity for up to 2 weeks. This is only available for aircraft up to 2,730kg. Aircraft operators must present a valid copy of insurance prior to issue of the voucher.		9.17	Standard	1.83	11.00	9.58	Standard	1.92	11.50	0.50	5%	The application process is the same as for a normal indemnity certificate/permit. The cost is £11.50 for 2 weeks. Voucher is non-transferable.
Landing Loyalty Cards - A card with 5 sections which all get stamped after each landing. The first 4 are paid and the 5th one is free and the card is complete.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	Cards to be produced with a unique number.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Fire Training Courses - Extinguisher Training and bespoke fire training can all be arranged locally - phone for details.		13.33	Standard	2.67	16.00	13.75	Standard	2.75	16.50	0.50	3%	Price is per delegate. Bespoke training costs are based on customer requirements.
Fire Training Courses - Fire Warden Training and bespoke fire training can all be arranged locally - phone for details.		11.25	Standard	2.25	13.50	11.67	Standard	2.33	14.00	0.50	4%	Price is per delegate. Bespoke training costs are based on customer requirements.
Miscellaneous - Event Bookings, Special Promotions, Business Rates can be arranged and costs vary according to requirements. Business rates are subject to approval from Strategic Transportation Manager.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	These require various periods of notification and will require approval in advance. Any information on events or promotions will be advertised on the airports website.
Penalties - Landing or taking off without an indemnity or registered users certificate (Coll and Colonsay) and trespass on the airport without approval from the Airport Authority (inc the release of animals).		61.00	Outwith the scope	0.00	61.00	63.00	Outwith the scope	0.00	63.00	2.00	3%	Landing/taking off without indemnity - 6 month ban and £63 to be paid within one calendar month, £596 per month thereafter. Trespassing on airport grounds £596.
Penalties - Landing or taking off without an indemnity or registered users certificate (Coll and Colonsay) and trespass on the airport without approval from the Airport Authority (inc the release of animals).		579.00	Outwith the scope	0.00	579.00	596.00	Outwith the scope	0.00	596.00	17.00	3%	Landing/taking off without indemnity - 6 month ban and £63 to be paid within one calendar month, £596 per month thereafter. Trespassing on airport grounds £596.
Sale of aviation fuel												Based on variable monthly rate advised by supplier TOTAL

In relation to the foregoing charges, the Executive Director - Development and Infrastructure, where he considers it to be in the commercial interests of the Council and after consultation with the relevant Lead Councillor and the Head of Strategic Finance, is authorised to negotiate and agree variations of the foregoing charges for individual users or classes of users of the facilities in respect of their respective use of the facilities and the charges as varied shall be applied to such use as the Executive Director - Development and Infrastructure shall deem appropriate. In addition, the Executive Director -Development and Infrastructure is authorised, after consultation with the relevant Lead Councillor and the Head of Strategic Finance, to put in place a suitable booking procedures for harbour and airport facilities and to take into account, inter alia, the level of bookings made by individual users or classes of users when agreeing variations of the foregoing charges with individual users or classes of users.



Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>NETWORK MANAGEMENT</b>												
Temporary Traffic Regulation Orders - Provision of Temporary TRO		907.00	Outwith the Scope	0.00	907.00	934.00	Outwith the Scope	0.00	934.00	27.00	3%	<b>Plus cost of advert plus cost of traffic management</b> 1 - Temporary Traffic Regulation Orders (TTRO) costs should be met in full by the organiser promoting the event. Event organisers have the option to make a grant application to the local committee for their costs to cover the TTRO. Alternatively event organisers shall recover the costs of the TTRO from the event. Fees include minimal administration costs from the Council and advertising costs from local newspapers. Certain community events may be exempt from this charge - please consult with a local roads officer to confirm.  2 - Cost of adverts will vary depending on the publication in which they are placed.
Temporary Traffic Regulation Orders - Provision of Temporary TRO for Annual Events (2nd year and thereafter)		454.00	Outwith the Scope	0.00	454.00	468.00	Outwith the Scope	0.00	468.00	14.00	3%	
Temporary Traffic Regulation Orders - Provision of Extension of Temporary TRO		454.00	Outwith the Scope	0.00	454.00	468.00	Outwith the Scope	0.00	468.00	14.00	3%	
Temporary Traffic Regulation Orders - Provision of Emergency Notice TRO		454.00	Outwith the Scope	0.00	454.00	468.00	Outwith the Scope	0.00	468.00	14.00	3%	
Controlled Signing- Removal of Illegal Signs	<b>AT-COST</b>		Outwith the Scope		0.00		Outwith the Scope		0.00	0.00	0%	
Controlled Signing - Release of impounded signs		18.00	Outwith the Scope	0.00	18.00	18.50	Outwith the Scope	0.00	18.50	0.50	3%	
Scaffoldings & Hoardings - Fees for Licence		92.00	Outwith the Scope	0.00	92.00	95.00	Outwith the Scope	0.00	95.00	3.00	3%	Per 4 weeks
Scaffoldings & Hoardings - Extension of the licence		39.00	Outwith the Scope	0.00	39.00	40.00	Outwith the Scope	0.00	40.00	1.00	3%	One off charge for extension + £23.00 per week or part thereof.
Builders skips placed on the Road - consideration of Licence		28.00	Outwith the Scope	0.00	28.00	29.00	Outwith the Scope	0.00	29.00	1.00	4%	
Provision of signing and guarding	<b>AT-COST + 12.5%</b>		Outwith the Scope		0.00		Outwith the Scope		0.00	0.00	0%	
Permission to open up the Road by non Statutory Organisations - Commercial		273.00	Outwith the Scope	0.00	273.00	281.00	Outwith the Scope	0.00	281.00	8.00	3%	For each and every opening. To be charged at commercial rate unless advised differently by Roads Network and Standards Manager
Permission to open up the Road by non Statutory Organisations - Residential		139.00	Outwith the Scope	0.00	139.00	143.00	Outwith the Scope	0.00	143.00	4.00	3%	
Permission to erect Traffic Signals on Roads (1 Month)		96.00	Outwith the Scope	0.00	96.00	99.00	Outwith the Scope	0.00	99.00	3.00	3%	
Permission to erect Traffic Signals on Roads (Up to 3 Months)		191.00	Outwith the Scope	0.00	191.00	197.00	Outwith the Scope	0.00	197.00	6.00	3%	
Permission to erect Temporary Signs for Events (Up to 3 Months)		96.00	Outwith the Scope	0.00	96.00	99.00	Outwith the Scope	0.00	99.00	3.00	3%	This is for assessment and Permission.
Permission to erect Sign for New Development (Up to 12 Months)		479.00	Outwith the Scope	0.00	479.00	493.00	Outwith the Scope	0.00	493.00	14.00	3%	Not supply and erection.

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
RCC Inspections (per RCC)		51.67	Standard	10.33	62.00	53.33	Standard	10.67	64.00	2.00	3%	£62.00 per £1,000 of Road Bond Value. Option of Time in Line to be available.
RCC Processing (Initial Application + 1 Review)	NIL		Standard		0.00		Standard		0.00	0.00	0%	
RCC Processing (Further Reviews)	STAFF COSTS + ON-COSTS		Standard		0.00		Standard		0.00	0.00	0%	Staff Costs + On costs for Sub Standard Application
Street Works Register Fines - Fines are levied at a cost of £120 per breach	STATUTORY CHARGE	120.00	Outwith the Scope	0.00	120.00	120.00	Outwith the Scope	0.00	120.00	0.00	0%	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 Roads Network and Standards Manager.
This fine can be reduced to £80 if paid within 30 days	STATUTORY CHARGE	80.00	Outwith the Scope	0.00	80.00	80.00	Outwith the Scope	0.00	80.00	0.00	0%	
Road Inspections as a result of Road Openings - 1st Inspection	STATUTORY CHARGE	36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	These charges are set by Roads Authority and Utility Committee (Scotland) under NRSWA.
Road Inspections as a result of Road Openings - Further Inspections (each inspection)	STATUTORY CHARGE	36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	
Removal of materials from Road	AT COST + 12.5%		Outwith the Scope	0.00	0.00		Outwith the Scope	0.00	0.00	0.00	0%	
Re-locating Street Lights or Other Street Furniture	AT COST + 12.5%		Standard	0.00	0.00		Standard	0.00	0.00	0.00	0%	
Site Clearance after Accidents	AT COST + 12.5%		Outwith the Scope	0.00	0.00		Outwith the Scope	0.00	0.00	0.00	0%	
Salt Bins	AT COST + REFILL		Standard	0.00	0.00		Standard	0.00	0.00	0.00	0%	
Traffic Regulation Order to Extend a Speed Limit or Similar		1,038.00	Outwith the Scope	0.00	1,038.00	1,069.00	Outwith the Scope	0.00	1,069.00	31.00	3%	<b>Plus Cost of Advert</b>
Stopping up or re-determining access up to 200m long		1,298.00	Outwith the Scope	0.00	1,298.00	1,337.00	Outwith the Scope	0.00	1,337.00	39.00	3%	<b>Plus Cost of Advert</b>
Stopping up or re-determining access over 200m long		1,623.00	Outwith the Scope	0.00	1,623.00	1,672.00	Outwith the Scope	0.00	1,672.00	49.00	3%	<b>Plus Cost of Advert</b>

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PARKING</b>												
Oban Car Parks (Except Corran No.1, Longsdale Road Car Park and Lochavullin Car Park) Ganavan Car Park Helensburgh Including Pier Area A, Dunoon Rothesay Luss	Per 15 mins up to 4 hrs	0.25	Standard	0.05	0.30	0.33	Standard	0.07	0.40	0.10	33%	
	Per 30 mins up to 4 hrs	0.42	Standard	0.08	0.50	0.50	Standard	0.10	0.60	0.10	20%	
	Per 45 mins up to 4 hrs	0.67	Standard	0.13	0.80	0.83	Standard	0.17	1.00	0.20	25%	
	Per 60 mins up to 4 hrs	0.83	Standard	0.17	1.00	1.00	Standard	0.20	1.20	0.20	20%	
	Per hour thereafter -4 to 10hrs	0.83	Standard	0.17	1.00	1.00	Standard	0.20	1.20	0.20	20%	
	Quarterly Season	115.83	Standard	23.17	139.00	119.17	Standard	23.83	143.00	4.00	3%	
	6 Monthly Season	215.00	Standard	43.00	258.00	221.67	Standard	44.33	266.00	8.00	3%	
	9 Monthly Season	309.17	Standard	61.83	371.00	318.33	Standard	63.67	382.00	11.00	3%	
Annual Season	407.50	Standard	81.50	489.00	420.00	Standard	84.00	504.00	15.00	3%		
All Oban, Lorn & Isle Car Parks - Oban Car Parks (Except Corran No.1, Longsdale Road Car Park and Lochavullin Car Park) Ganavan Car Park	Monthly Permit	50.00	Standard	10.00	60.00	51.67	Standard	10.33	62.00	2.00	3%	
All Oban, Lorn & Isle Car Parks - Oban Car Parks (Except Corran No.1, Longsdale Road Car Park and Lochavullin Car Park) Ganavan Car Park	Weekly Permit	25.00	Standard	5.00	30.00	25.83	Standard	5.17	31.00	1.00	3%	
Arrochar Glenloin No.1 and No.2	Per hour	0.80	Standard	0.20	1.00	1.00	Standard	0.20	1.20	0.20	20%	
	Per day	7.50	Standard	1.50	9.00	9.00	Standard	1.80	10.80	1.80	20%	
Helensburgh - Sinclair Street  First 2 hours free, 2 hours thereafter can be paid for up to a maximum of 4 hours total. No return within 24 hours.	Per 15 mins - Maximum 4 hrs	0.25	Standard	0.05	0.30	0.33	Standard	0.07	0.40	0.10	33%	
	Per 30 mins - Maximum 4 hours	0.42	Standard	0.08	0.50	0.50	Standard	0.10	0.60	0.10	20%	
	Per 45 mins - Maximum 4 hours	0.67	Standard	0.13	0.80	0.83	Standard	0.17	1.00	0.20	25%	
	Per 60 mins - Maximum 4 hours	0.83	Standard	0.17	1.00	1.00	Standard	0.20	1.20	0.20	20%	
Oban – Longsdale Road Car Park and Lochavullin Car Park  First 2 hours free	Per 15 mins	0.25	Standard	0.05	0.30	0.33	Standard	0.07	0.40	0.10	33%	
	Per 30 mins	0.42	Standard	0.08	0.50	0.50	Standard	0.10	0.60	0.10	20%	
	Per 45 mins	0.67	Standard	0.13	0.80	0.83	Standard	0.17	1.00	0.20	25%	
	Per 60 mins	0.83	Standard	0.17	1.00	1.00	Standard	0.20	1.20	0.20	20%	
Commercial Parking Helensburgh Pier Area B Car Park Lochavullin and Longsdale Coach and Lorry Parks - Oban Lochgilphead Lorne Street Coach and Lorry Park	0 to 8 hours	0.92	Standard	0.18	1.10	1.08	Standard	0.22	1.30	0.20	18%	
	8 to 24 hours	8.33	Standard	1.67	10.00	10.00	Standard	2.00	12.00	2.00	20%	

Description	Other	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Seasonal Car Parks Corran No.1 Inveraray	Per 15 mins - up to 4 hrs	0.25	Standard	0.05	0.30	0.33	Standard	0.07	0.40	0.10	33%	
	Per 30 mins - up to 4 hours	0.42	Standard	0.08	0.50	0.50	Standard	0.10	0.60	0.10	20%	
	Per 45 mins - up to 4 hours	0.67	Standard	0.13	0.80	0.83	Standard	0.17	1.00	0.20	25%	
	Per 60 mins - up to 4 hours	0.83	Standard	0.17	1.00	1.00	Standard	0.20	1.20	0.20	20%	
	Per hour thereafter -4 to 10hrs	0.83	Standard	0.17	1.00	1.00	Standard	0.20	1.20	0.20	20%	
Seasonal Car Parks - Permits	Seasonal Period	90.00	Standard	18.00	108.00	92.50	Standard	18.50	111.00	3.00	3%	
Penalty Charge Notices	Statutory Charge Paid within 14 days	30.00	Zero Rated	0.00	30.00	30.00	Zero Rated	0.00	30.00	0.00	0%	PCNs are statutory charges and the level is set by the Scottish Government
	Statutory Charge Paid after 14 days	60.00	Zero Rated	0.00	60.00	60.00	Zero Rated	0.00	60.00	0.00	0%	
On Street Parking - Inner Zone Oban  First 30 minutes free at the following: Argyll Square, Queens Park Place, William Street, Corran Esplanade, George Street.  Maximum stay of 2 hours total.	Per 40 mins - Limited to 2 hours maximum	0.80	Outwith the Scope	0.00	0.80	0.80	Outwith the Scope	0.00	0.80	0.00	0%	
On Street Parking - Outer Zone Oban  Maximum stay 4 hours expect Gallanach Road and Ganavan Road which are all day parking.	Per 40 mins - Limited to 4 hours maximum	0.80	Outwith the Scope	0.00	0.80	0.80	Outwith the Scope	0.00	0.80	0.00	0%	
Residents Permit	Annual Charge	98.00	Outwith the Scope	0.00	98.00	101.00	Outwith the Scope	0.00	101.00	3.00	3%	
	Quarterly Charge	36.00	Outwith the Scope	0.00	36.00	37.00	Outwith the Scope	0.00	37.00	1.00	3%	
Staff Permits - Municipal Buildings - Oban	Annual	81.67	Standard	16.33	98.00	84.17	Standard	16.83	101.00	3.00	3%	

COUNCIL WIDE CHARGES		2019/20				2020/21				Increase		Notes/Comments
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Photocopying/Printing A4 (black & white) per side		0.15	Exempt	0.00	0.15	0.20	Exempt	0.00	0.20	0.05	33%	Standard Rate across Council
Photocopying/Printing A4 (coloured) per side		0.30	Exempt	0.00	0.30	0.35	Exempt	0.00	0.35	0.05	17%	Standard Rate across Council
Photocopying/Printing - Colour - per side (A3)		0.65	Exempt	0.00	0.65	0.70	Exempt	0.00	0.70	0.05	8%	Standard Rate across Council
Photocopying/Printing - Black and White - per side (A3)		0.30	Exempt	0.00	0.30	0.35	Exempt	0.00	0.35	0.05	17%	Standard Rate across Council
Fax - minimum charge (less than 10 seconds)		0.25	Exempt	0.00	0.25	0.30	Exempt	0.00	0.30	0.05	20%	Standard Rate across Council
Fax - rate per 10seconds thereafter		0.05	Exempt	0.00	0.05	0.10	Exempt	0.00	0.10	0.05	100%	Standard Rate across Council
Fax - receiving per sheet (libraries)		0.65	Exempt	0.00	0.65	0.70	Exempt	0.00	0.70	0.05	8%	Standard Rate across Council

FILMING

PRODUCTION GENRE	Classification (Budget)	2019/20				2020/21				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Charge per day	VAT Rate	VAT £	Gross £	£	%	
<b>FEATURE FILM</b>												
Major US: eg <i>Bond, Jurassic World</i>	High End (£100m+)	1,297.50	Standard	259.50	1,557.00	1,336.67	Standard	267.33	1,604.00	47.00	3%	
Large US: eg <i>Les Miserable</i>	Medium High (£60m+)	989.17	Standard	197.83	1,187.00	1,019.17	Standard	203.83	1,223.00	36.00	3%	
Major UK/US Indie: eg <i>Rush, Theory of Everything</i>	Medium (£20m+)	680.00	Standard	136.00	816.00	700.00	Standard	140.00	840.00	24.00	3%	
Medium: eg <i>The Worlds End</i>	Medium/Low (£10m+)	494.17	Standard	98.83	593.00	509.17	Standard	101.83	611.00	18.00	3%	
Low: eg <i>71, Alan Partridge, Alpha Papa</i>	Low (£1.5m+)	247.50	Standard	49.50	297.00	255.00	Standard	51.00	306.00	9.00	3%	
Micro: eg <i>I-Features</i>	Micro (<1.5M)	51.67	Standard	10.33	62.00	53.33	Standard	10.67	64.00	2.00	3%	
<b>TELEVISION</b>												
Domestic/International receiving Tax Relief: eg <i>Penny Dreadful, The Game</i>	High End Tax Relief	680.00	Standard	136.00	816.00	700.00	Standard	140.00	840.00	24.00	3%	
Period Drama: eg <i>Call the Midwife, The Village</i>	High End Domestic	555.83	Standard	111.17	667.00	572.50	Standard	114.50	687.00	20.00	3%	
Soap/Drama Series: eg <i>Sherlock, Corrie, EastEnders</i>	Medium	494.17	Standard	98.83	593.00	509.17	Standard	101.83	611.00	18.00	3%	
Sitcom/Comedy/Drama: eg <i>Family Tree, My Mad Fat Diary</i>	Medium	309.17	Standard	61.83	371.00	318.33	Standard	63.67	382.00	11.00	3%	
Pilot/Light Entertainment/High End Documentaries/Factual: eg <i>Springwatch, Great British Bake Off</i>	Low	108.33	Standard	21.67	130.00	111.67	Standard	22.33	134.00	4.00	3%	
Low-end Doc/Factual: eg <i>Great Railway Journeys</i>	Low	51.67	Standard	10.33	62.00	53.33	Standard	10.67	64.00	2.00	3%	
<b>COMMERCIALS</b>												
High Profile: eg <i>McDonalds, Lagavullin Whisky (International)</i>	High (> £1M)	618.33	Standard	123.67	742.00	636.67	Standard	127.33	764.00	22.00	3%	
Medium Profile: eg <i>Ford, Skoda, Peugeot (National)</i>	Medium (< £1M)	370.83	Standard	74.17	445.00	381.67	Standard	76.33	458.00	13.00	3%	
Low Profile: eg <i>Short promos (Regional)</i>	Low (< £250k)	108.33	Standard	21.67	130.00	111.67	Standard	22.33	134.00	4.00	3%	
<b>MUSIC VIDEOS</b>												
High Profile: eg <i>Florence and the Machine</i>	High	92.50	Standard	18.50	111.00	95.00	Standard	19.00	114.00	3.00	3%	
Low Profile: eg <i>Corporate etc.</i>	Low		Standard	10.33	62.00	53.33	Standard	10.67	64.00	2.00	3%	

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**FINANCIAL RISKS ANALYSIS 2020-21**

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**1 EXECUTIVE SUMMARY**

- 1.1 The main purpose of this report is to provide a summary of the key financial risks facing the Council.
- 1.2 A number of Council wide risks, both revenue and capital have been identified along with risks for each department and service of the Council. For each departmental risk the financial impact has been quantified and the likelihood assessed based on the standard risk matrix.
- 1.3 There are 5 Council wide revenue risks identified for 2020-21 currently amounting to £3.701m. The risk in relation to the IJB referring to the Council for additional funding has been categorised as possible due to the outturn over the previous three years.
- 1.4 There are currently 40 departmental risks totalling £4.080m. One of the 40 departmental risks are categorised as likely with no risks categorised as almost certain.
- 1.5 The financial risks are monitored routinely and actions put in place to continue to mitigate the risks.

**FINANCIAL RISKS ANALYSIS 2020-21**

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**2. INTRODUCTION**

- 2.1 This report outlines the process and approach developed in carrying out a financial risks analysis and provides a note of the current assessment of financial risks for 2020-21.

**3 DETAIL****3.1 Introduction**

- 3.1.1 The Council continues to be in 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 financial risks the Council needs to consider and manage.

- 3.1.2 There are a number of risks that affect the income or expenditure across the whole council and these have been identified. Financial risks have been considered by each department and service of the Council.

- 3.1.3 For each risk, the financial impact has been quantified and the likelihood assessed based on the standard risk matrix as follows:

- 1 – Remote
- 2 – Unlikely
- 3 – Possible
- 4 – Likely
- 5 – Almost Certain

**3.2 Council Wide Risks****Revenue**

- 3.2.1 The estimated level of council tax income 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. A 1% variation in council tax income amounts to approximately £0.505m.

- 3.2.2 At the budget meeting on 22 February 2018, Council agreed 28 savings policy options that would deliver savings over the period 2018-19 to 2020-21. The savings to be delivered in 2020-21 equate to £1.286m. At the budget meeting on 21 February 2019, the council agreed 10 savings policy options that would deliver savings over the period 2019-20 to 2021-22. The savings to be delivered in 2020-21 equate to £0.472m. Whilst the Council have a good track record in delivering savings, a 10% shortfall on these savings targets would amount to £0.176m.



- 3.2.3 In respect of the Health and Social Care Partnership, it is the responsibility of the Chief Officer and Chief Financial Officer to manage the HSCP financial position. If an overspend is forecast, a budget recovery plan will be prepared submitted to the IJB, the Council and NHS Highland. Where recovery plans are unsuccessful and an overspend occurs at the financial year end, and there are insufficient reserves to meet the overspend, then the partners will be required to make additional payments to the HSCP. Whilst any additional payments by the Council and NHS Highland will be deducted from future years funding, there is still a financial risk that the Council may have to pay out additional monies in year. At the end of 2018-19 the Social Work overspend was £3.127m. As at 31 December 2019, the Social Work outturn in 2019-20 is estimated to be a £1.310m overspend. In quantifying the potential gap for 2020-21, an average of the Social Work overspend over the last three years has been used. This equates to £1.864m.
- 3.2.4 Utility costs remain a volatile area and it is difficult to accurately predict how the prices for utilities could vary. The outturn in respect of utilities for 2019-20 is forecast to be £0.037m underspent, however, the Council are coming to the end of some utilities contracts and therefore there is a risk that new contracts are more expensive due to rising prices. Due to the volatility of utilities pricing it is very difficult to predict any impact. The financial risk is based on a 10% variation in utility costs and amounts to £0.406m.
- 3.2.5 The Council wide risks are noted within the table below

<b>Description</b>	<b>Likelihood</b>	<b>Assessed Financial Impact £000</b>
1% variation in Council Tax Income	2	505
10% shortfall on Savings Options	2	176
IJB refer to Council for additional funding to deliver social work services – based on three year average Social Work overspend	3	1,864
Energy costs increase by 10% greater than anticipated	2	406
1% variation of General Inflation Risk	2	750
<b>Total</b>		<b>3,701</b>

### **Capital**

- 3.2.6 The finance settlement announcement on 6 February 2020 provided details of the Local Government funding for 2020-21 and there is therefore certainty as to what our funding is in respect of General Capital Grant and the specific capital grants already distributed.
- 3.2.7 The capital plan for 2020-21 includes an estimate of £1.202m in respect of capital receipts. This is based on an assessment provided by the Special Projects Team

in January 2020. A 10% variation equates to £0.120m and this would require to be managed across the capital programme. There are some known liabilities/risks to the capital programme, however, as part of the budget pack, it is recommended that Council consider using the one-off loans fund reprofiling gain to mitigate these risks.

- 3.2.8 The capital monitoring as at the end of December is reporting an anticipated underspend on the total capital plan of £0.178m. Members will be asked to give consideration to elements of this underspend as part of the budget process which will also extend the capital programme out to 2022-23.
- 3.2.9 Looking beyond 2020-21, there is a potential significant risk in relation to the ban on Biodegradable Municipal Waste (BMW) being disposed of via landfill from 2025. Solutions being rolled out nationally aren't suitable here as waste quantities make the facilities practically and financially unviable. Any solution requires waste to be transported out of the area, over long distances. This risk will need to be kept under review and it is recommended that a provision is made from the loans fund one-off reprofiling gain towards this and other significant capital projects.

### 3.3 Departmental/Service Risks

- 3.3.1 Financial risks have been identified for each department and service. It should be noted that the Council have a good track record of delivering services within budget, however, there still are risks and the detail is included within Appendix 1. The following table provides a summary of the number of risks within each department and likelihood category with the financial impact.

Department	1 - Remote		2 - Unlikely		3 - Possible		4 - Likely		5 - Almost Certain		Total	
	No	£000	No	£000	No	£000	No	£000	No	£000	No	£000
Chief Executive's Unit	0	0	1	125	3	215	0	0	0	0	4	340
Executive Director Douglas Hendry	2	20	5	330	10	889	1	100	0	0	18	1,339
Executive Director Kirsty Flanagan	2	120	3	240	13	2,041	0	0	0	0	18	2,401
<b>Total</b>	<b>4</b>	<b>140</b>	<b>9</b>	<b>695</b>	<b>26</b>	<b>3,145</b>	<b>1</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>40</b>	<b>4,080</b>

- 3.3.2 The current top three risks in terms of the financial impact are noted in the table below.

SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	LIKELIHOOD	FINANCIAL IMPACT £000
Roads and Infrastructure Services	Piers and Harbours	A challenge has been raised regarding additional costs for use of linkspan, rope handling and marshalling which arose from an increase in fees and charges agreed by Council in 2017-18.	3	664
Roads and Infrastructure Services	Roads Maintenance - Bridges, Culverts & Sea Defences	Extreme localised weather may result in loss of bridge, culvert , road or sea defence.	3	300
Commercial Services	Property - Central Repairs	Increased demands on central as a result of the decrease in capital funding available and increases in supplier/contractor charges.	3	300

### 3.4 Monitoring of Financial Risks

- 3.4.1 Financial risks will be reviewed and monitored on a two monthly basis and will be included in the pack of financial reports submitted to Policy and Resources Committee.

## 4 CONCLUSION

- 4.1 This report summarises the key financial risks facing the Council. There are 5 Council wide risks and there are 40 departmental risks. Only one of the 40 departmental risks are categorised as likely with no risks categorised as almost certain. The financial risks are monitored routinely and actions put in place to continue to mitigate the risks.

## 5 IMPLICATIONS

- 5.1 Policy - None.
- 5.2 Financial - The financial value of each risk is included within the appendix.
- 5.3 Legal - None.
- 5.4 HR - None.
- 5.5 Fairer Scotland Duty - None.
- 5.6 Risk - Financial risks are detailed within the appendix.

5.7 Customer Service None.

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**Policy Lead for Strategic Finance and Capital Regeneration Projects:  
Councillor Gary Mulvaney**

**Kirsty Flanagan  
Section 95 Officer  
13 February 2020**

**APPENDICES**

Appendix 1 – Detail of Department/Service financial risks.

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS 2020-21

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2020-21	
					LIKELIHOOD	FINANCIAL IMPACT £000
Executive Director Douglas Hendry	Education	Pre-Five Units - retention of partner providers	Failure in the commissioning or retention of pre-five partner provider units to deliver 1140 hours would result in an increased pressure on the Council to deliver the service.	Annual financial appraisal; Support network; Short-term cash injections.	3	100
Executive Director Douglas Hendry	Education	Central Repairs	Previously agreed savings result in budget for statutory and emergency repairs only.	Regular liaison with Property Services re prioritisation and commitment of in-year spend.	4	100
Executive Director Douglas Hendry	Education	Legislative Requirements - Education (Scotland) Act	Education (Scotland) Act 2000 was enacted March 2016. This places additional requirements on Councils in terms of Gaelic Education.	Monitoring developments of the implementation of the Act and statutory guidance produced.	3	50
Executive Director Douglas Hendry	Education	Legislative Requirements - Children and Young People (Scotland) Act - ELC 1140 hours	The Council has a requirement to deliver 1140 hours of Early Learning and Childcare by 2020. The Scottish Government has committed to funding this and the Council has altered their implementation plan to align it to the Scottish Government funding profile. A risk remains that actual costs of delivery exceed the Government Grant in any given year. For example, if child numbers are higher than estimated, this may require additional staffing which has not been built into the staffing model funded by Scottish Government.	The timeline of the implementation plan has been revised to align with the Scottish Government funding profile. Continuous monitoring and review of the implementation plan and resources.	2	100
Executive Director Douglas Hendry	Education	ASN Support	Demand for ASN support continues to increase, resulting in an additional resource requirement.	Scottish Government has given additional funding for 'additional support needs priority for learning' and this has been built into the budget, this will help reduce the demand risk	3	100
Chief Executive's Unit	Financial Services	Housing Benefit Subsidy	Loss of Housing Benefit Subsidy due to exceeding LA error threshold.	Processes in place for handling of claims accurately and efficiently.	2	125

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	LIKELIHOOD	FINANCIAL IMPACT £000
Chief Executive's Unit	Financial Services	Sundry Debt Recovery	Recovery of debt becomes more difficult to pursue in the current economic climate.	Robust monitoring of arrangements with debt collection agency. Joint working with Legal Services to assist services with the recovery of aged debt.	3	85
Chief Executive's Unit	Financial Services	Council Tax Debt Collection Recovery	Recovery of debt becomes more difficult to pursue in the current economic climate.	Robust monitoring of arrangements with debt collection agency and performance against target collection rates.	3	100
Chief Executive's Unit	Financial Services	Non-Domestic Rates Relief	Risk of demand changing due to legislative changes outwith our control or new charitable businesses.	Outwith direct management control.	3	30
Executive Director Kirsty Flanagan	Customer Support Services	Software Licences	Potential risk of being underlicensed for software which will be identified via software audits.	ICT security and compliance officer in post and duties include review of systems to ensure fully licenced.	2	100
Executive Director Douglas Hendry	Commercial Services	Property - Central Repairs	Increased demands on central as a result of the decrease in capital funding available and increases in supplier/contractor charges.	Joint strategy with procurement colleagues to reduce potential impact of supplier/contractor charges. Close monitoring of central repairs budgets and commitments and instructing only essential repairs.	3	300
Executive Director Douglas Hendry	Commercial Services	Catering Costs - Provision of Meals to Early Years Children	The Children and Young People (Scotland) Act places duties on Councils to provide meals in an Early Years setting to entitled children where sessions span over lunch time. The total quantum of funding of £1.2m may not be sufficient to fund the additional costs depending on uptake and the additional costs to support the meal provision in partner provider settings.	Joint strategy with Education colleagues to implement requirements and closely monitor financial implications. Costs likely to be contained within overall early years funding allocation.	3	100

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	LIKELIHOOD	FINANCIAL IMPACT £000
Executive Director Douglas Hendry	Commercial Services	Catering Costs - Provision of Meals to Early Years Children	The Scottish Government reviewed the regulations that govern the food and drinks currently provided in schools. The proposed changes were published in June 2019, with an implementation date of Autumn 2020. The revised standards focus on reducing sugar, reducing red and red processed meat and increasing fibre. There are likely to be cost implications and an anticipated reduced uptake of school meals. At this stage the cost implications are uncertain and have been estimated at £0.100m. The cost pressure will be from August 2020.		3	100
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	School and Public Transport - provider charges	Increased provider charges	Joint strategy with procurement colleagues to reduce potential impact.	3	150
Executive Director Douglas Hendry	Commercial Services	Catering Purchases	Increased supplier charges. This estimate does not include the additional risk to food cost and uptake from the changes to food and drink standards in schools.	Joint strategy with procurement colleagues to reduce potential impact. Control food wastage/portion controls.	2	60
Executive Director Douglas Hendry	Legal and Regulatory Support	Elections	More than 1 by-election required outwith standard election cycle.	Outwith direct management control.	3	34
Executive Director Douglas Hendry	Legal and Regulatory Support	Licensing	Reduced numbers of licensing applications leading to reduced income.	Monitoring of trends.	3	30
Executive Director Douglas Hendry	Legal and Regulatory Support	Children's Panel	Increased number of referrals.	Liaise with Community Services colleagues to maximise council facilities/resources in the first instance.	1	10
Executive Director Douglas Hendry	Legal and Regulatory Support	Legal Services	Failure to minimise Council wide use of external legal advice.	Ensure legal services are gateway to access all legal advice.	1	10

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	LIKELIHOOD	FINANCIAL IMPACT £000
Executive Director Douglas Hendry	Legal and Regulatory Support	Contract RPI for NPDO and Hub Schools	Increase in RPI.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and review of existing budget.	2	100
Executive Director Douglas Hendry	Commercial Services	Surplus Properties	Ongoing market difficulties lead to increased numbers of surplus properties, there are residual running costs associated with surplus properties.	One Council property team now in place.	3	50
Executive Director Douglas Hendry	Commercial Services	Rental Income from Properties	Due to current economic climate there may be reduced ability to recover rental income from leased properties or place suitable tenants in properties as leases come to an end.	Management of leasehold properties by Estates team, any issues with debt recovery being dealt with in line with Council debt recovery policy.	2	20
Executive Director Douglas Hendry	Commercial Services	Leisure Trust - Management Fee	Increase in RPI - inflation on Employee Costs.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and review of existing budget.	2	50
Executive Director Douglas Hendry	Commercial Services	Leisure Service Level Agreements	Increase in RPI - requests for additional funding.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and review of existing budget.	3	25
Executive Director Kirsty Flanagan	Development and Economic Growth	Airfields and Air Services - fuel costs	Increased fuel costs on PSO flights being passed onto the Council.	Council have procured self provision fuel tank at Oban Airport and site works are underway. This will reduce external commercial fuel costs.	3	30
Executive Director Kirsty Flanagan	Development and Economic Growth	Airfields and Air Services - usage	Reduced number of aircraft using the airports.	Monitor usage and market the facilities e.g. through website and facebook, provision of marketing materials and regular awareness raising events. It is hoped that the supply of fuel at the facility will attract more customers.	2	10
Executive Director Kirsty Flanagan	Development and Economic Growth	Homelessness Temporary Accommodation Income	Introduction of Universal Credit has an impact on the level and method of benefits recovered for temporarily accommodated individuals.	Provision of Housing Options information and advice service to minimise number of applicants proceeding to full homeless application.	3	25
Executive Director Kirsty Flanagan	Development and Economic Growth	Dangerous Buildings interventions	Deal in Building Standards with an increasing level of dangerous building work which has significant financial implications for Council	Monitor activity and seek to recover costs from the owner.	3	100



DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	LIKELIHOOD	FINANCIAL IMPACT £000
Executive Director Kirsty Flanagan	Development and Economic Growth	Planning fees reduced by Scottish Government	Planning revenue budgets negatively affected by Better Regulation Bill. Scottish Government reducing planning fees due to poor performance by the Planning Authority.	Maintain high levels of performance as articulated by performance markers detailed in Planning Performance Framework annual report.	1	100
Executive Director Kirsty Flanagan	Development and Economic Growth	Planning fee shortfalls	Due to downturn in economic / building activity, in particular renewable energy development and other major developments could lead to planning fee income shortfalls leading to revenue budget pressures.	Continue to monitor Development Management income and expenditure tightly and investigate further income generation streams. Lobby Scottish Ministers through professional organisations to increase planning fees to a sustainable level.	3	100
Executive Director Kirsty Flanagan	Development and Economic Growth	Building Warrant fee shortfalls	Due to downturn in economic / building activity, building warrant fee income shortfalls leading to revenue budget pressures.	Continue to monitor Building Standards income and expenditure tightly and investigate further income generation streams.	3	75
Executive Director Kirsty Flanagan	Development and Economic Growth	Animal Health	Carrying out livestock seizure to protect welfare of the animals	Monitor activity and seek to recover costs from the disposal of the animals.	1	20
Executive Director Kirsty Flanagan	Development and Economic Growth	Environmental Health- export certificates	Downturn in requests for export certificates as a result of UK withdrawal from EU, changes to international trading agreements or business economy	Monitor activity and continue to support businesses through approvals, food safety regulation engagement, and support at 3rd country audits.	2	130
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Ferry Services - income	Changes to ferry services resulting in reduced passenger income.	Ensure that ferry operators are charged for the correct number of passengers	3	40
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Piers and Harbours	There is a challenge regarding additional costs for use of linkspan, rope handling and marshalling which arose from an increase in fees and charges agreed by Council in 2017-18.	Ongoing discussions with Transport Scotland.	3	664
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Roads Maintenance - Roads Network	Adverse weather conditions result in deterioration of the road network necessitating greater spend on repair of defects.	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.	3	230
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Street Lighting	Age of lighting stock requires greater maintenance as health and safety becomes a consideration.	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.	3	100
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Roads Maintenance - Bridges, Culverts & Sea Defences	Extreme localised weather may result in loss of bridge, culvert, road or sea defence.	Routine inspections to deal with potential weak areas - based on a stitch in time repair regime.	3	300

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	LIKELIHOOD	FINANCIAL IMPACT £000
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Winter Maintenance	Adverse weather conditions which require greater than budgeted number of gritting runs.	Monitor weather conditions and apply gritting policy to minimise costs.	3	200
Executive Director Kirsty Flanagan	Roads and Infrastructure Services	Waste Disposal	Re-tender for island haulage and potential for increased prices	Competitive tendering process may assist in minimising the impact of increased prices	3	27
					<b>40</b>	<b>4,080</b>

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**ARGYLL AND BUTE COUNCIL****COUNCIL****FINANCIAL SERVICES****27 FEBRUARY 2020**

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**RESERVES AND BALANCES – UPDATED FOR BUDGET PACK 2020-21**

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**1 EXECUTIVE SUMMARY**

- 1.1 The main purpose of this report is to advise Members of the overall level of reserves held by the Council as well as providing detail on the monitoring of the earmarked balances held within the General Fund.
- 1.2 The Council has a total of £187.139m unusable reserves that are not backed with resources. They are required purely for accounting purposes.
- 1.3 At 31 March 2019 the Council has a total of £55.528m usable reserves. Of this:
- £1.696m relates to the Repairs and Renewals Fund
  - £4.352m relates to Capital Funds
  - £49.480m was held in the General Fund with £42.936m of this balance earmarked for specific purposes.
- 1.4 The Council's General Fund contingency remains at 2% of net expenditure. This monetary level has been adjusted to take account of the revised net revenue expenditure proposed for 2020-21. The revised contingency of 2% of net expenditure amounts to £4.920m.
- 1.5 As at 31 December 2019 the forecast outturn for 2019-20 is estimated to be a deficit of £2.490m which would result in the Council needing to use some of its contingency balance. However this outturn is an estimate and is dependent on a political decision relating to the allocation of savings resulting from a review of the Council's loans fund. Therefore the outturn, and its impact on the Council's contingency is subject to change.
- 1.6 Assessing the adequacy of reserves should take account of the strategic, operational and financial risks facing the Council and should consider both internal and external factors. There are 19 categories included in the risk analysis and 7 have been assessed as low, 3 low/medium, 6 medium and 3 medium/high. The medium/high risks are in respect of the council wide cost risks, the potential impact of the UK's exit from the EU and future funding. The medium risks relate to cost and demand pressures, inflation, strategic risks, operational risks, general financial climate and the Health and Social Care Partnership financial position.

ARGYLL AND BUTE COUNCIL

COUNCIL

FINANCIAL SERVICES

27 FEBRUARY 2020

**RESERVES AND BALANCES – UPDATED FOR BUDGET PACK 2020-21****2. INTRODUCTION**

- 2.1 This report outlines current balances on all of the Council's reserves, both usable and unusable. It also provides detail on the monitoring of the earmarked balances within the General Fund.

**3. DETAIL****3.1 Types of Reserves**

- 3.1.1 **Usable Reserves** - Councils have powers to establish certain resource backed reserves which can be used to fund expenditure. 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. The Council must also maintain a General Fund and can earmark balances for specific purposes within the General Fund.

- 3.1.2 **Unusable Reserves** – 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.

**3.2 Reserve Balances at 31 March 2019**

- 3.2.1 The balances on each type of reserve at 31 March 2019 are set out in the table below, updated as per Audited Accounts for 2018-19.

<b>Unusable Reserves</b>	<b>£000</b>
Revaluation Reserve	115,150
Capital Adjustment Account	195,045
Financial Instruments Adjustment Account	(3,176)
Pensions Reserve	(113,768)
Accumulated Absences Account	(6,112)
<b>Total Unusable Reserves</b>	<b>187,139</b>

<b>Usable Reserves</b>	<b>£000</b>
Repairs and Renewals Fund	1,696
Capital Fund and Usable Capital Receipts Reserve	4,352
General Fund	49,480
<b>Total Usable Reserves</b>	<b>55,528</b>
<b>Total Reserves</b>	<b>242,667</b>

- 3.2.2 The Revaluation Reserve represents the unrealised gains in the valuation of fixed assets. The Capital Adjustment Account represents the difference between depreciation based on proper accounting practice and statutory charges for financing capital expenditure. The Financial Instruments Adjustment Account represents the difference between gains and losses on borrowing and statutory capital financing charges. The Pensions Reserve represents the difference between pension costs based on proper accounting practice and payments made for pension costs. The Accumulated Absences Account represents the costed difference between holiday pay entitlement and actual holidays taken at 31 March.
- 3.2.3 The Repairs and Renewals Fund was established to support funding of renewal and replacement of school equipment. Schools can only draw on the Repairs and Renewals Fund to the extent they have previously paid into the Fund and contributions must be contained within schools devolved budgets.
- 3.2.4 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.
- 3.2.5 The Usable 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 investing in housing agreed by the Council in August 2012.

### 3.3 General Fund

- 3.3.1 The General Fund balance at 31 March 2019 can be analysed as follows:

	<b>Balance 31/03/19 £000</b>
Balance on General Fund as at 31 March 2018	50,342
Decrease to General Fund balance at end of 2018-19	(862)
Earmarked Balances	(42,936)
Contingency allowance at 2% of net expenditure	(4,838)
<b>Unallocated balance as at 31 March 2019</b>	<b>1,706</b>

- 3.3.2 The General Fund includes balances that the Council has agreed to earmark for specific purposes. Some of these earmarked balances will be spent during the current financial year and some of them will be held over and spent in later

years. The table below shows the balance at 31 March 2019, the amounts that are currently invested or set aside for major initiatives, the amount already spent and planned to be spent in the current year, the amount to be spent in future years and any sums no longer required to be earmarked. Appendix 1 provides further details on the breakdown of unspent budget. Officers have reviewed and updated the spending profiles.

Earmarking Category	Balance 31/03/19 £000	Invested or committed for major initiatives/capital projects £000	Drawn-down to 2019-20 Budget as at 31/12/19 £000	Still to be drawn-down in 2019-20 £000	Planned Spend Future Years £000	Balance no Longer Required £000
Strategic Housing Fund	6,310	5,674	536	100	0	0
Investment in Affordable Housing	4,200	4,000	0	0	0	200
Capital Projects	5,579	5,579	0	0	0	0
Lochgilphead and Tarbert Regeneration	2,917	2,683	234	0	0	0
Inward Investment Fund	935	935	0	0	0	0
Rural Resettlement Fund	180	152	28	0	0	0
Asset Management Investment	2,507	2,507	0	0	0	0
Piers and Harbours Investment Fund	240	240	0	0	0	0
Scottish Government Initiatives	500	0	153	68	279	0
Transformation	78	0	4	74	0	0
CHORD	142	0	0	142	0	0
DMR – Schools	815	0	747	68	0	0
Energy Efficiency Fund	137	0	0	137	0	0
Existing Legal Commitments	796	0	25	771	0	0
Unspent Grant	1,579	0	1,161	356	62	0
Unspent Third Party Contributions	132	0	19	113	0	0
Other Previous Council Decisions	11,480	100	198	10,534	648	0
Unspent Budget	4,409	0	647	1,042	2,720	0
<b>Total</b>	<b>42,936</b>	<b>21,870</b>	<b>3,752</b>	<b>13,405</b>	<b>3,709</b>	<b>200</b>

3.3.3 Investment in Affordable Housing £0.200m – this earmarked balance provides cash backed reserves for the loans to registered social landlords. As at 31 December 2019, the balance on the remaining loans will be £4.000m, therefore £0.200m can be released back to the general fund.

### 3.4 Unallocated General Fund Balance

3.4.1 At the Council meeting on 27 June, the following supplementary estimates were agreed which reduce the unallocated General Fund balance:

	<b>£000</b>
Enforcement action for Planning, Housing & Regulatory Services	24
Kintyre Recycling Ltd to continue with kerbside service delivery	33
Fyne Futures to continue with kerbside service delivery	37
<b>Agreed Supplementary Estimates</b>	<b>94</b>

- 3.4.2 The General Fund contingency is set at 2% of net expenditure for 2019-20 and amounts to £4.838m. This contingency is held to provide a working balance to help cushion the impact of uneven cash flows and cushion the impact of unexpected events. It is up to authorities to make their own judgement on the level of reserves taking local circumstances into account, for example, previous call on contingency and amount of unallocated reserves held. The contingency needs to be updated to reflect the updated budget for 2020-21. The budgeted net expenditure based on the proposed budget contained within the revenue budget overview report is £246.012m. 2% of this balance amounts to £4.920m. There is currently a contingency of £4.838m, therefore £0.082m will require to be moved from the unallocated General Fund balance to supplement the contingency.
- 3.4.3 The revenue budget as at 31 December 2019 is estimated to be £2.490m overspent, however, this is subject to change, particularly as the last three months of the financial year are the time of winter maintenance and the level of expenditure is difficult to predict. Furthermore the recently completed review of the Council's Loans Fund is estimated to provide £2.500m in savings in 2019-20 subject to member approval of the policy change.
- 3.4.4 The table below summarises the position of the unallocated General Fund balance taking into consideration provisions noted above.

	<b>£000</b>
Unallocated balance as at 31 March 2019	1,706
Balance no longer required	200
Supplementary estimates agreed 27 June 2019	(94)
Transfer of contingency to maintain 2% level	(82)
<b>Revised Unallocated General Fund Balance</b>	<b>1,730</b>
Current Forecast Outturn for 2019-20 as at 31 December 2019	(2,490)
Loans fund review savings	2,500
<b>Estimated Unallocated balance as at 31 March 2020</b>	<b>1,740</b>

### 3.5 Review and Risk Assessment

- 3.5.1 Assessing the adequacy of reserves should take account of the strategic, operational and financial risks facing the Council and should consider both internal and external factors. Appendix 2 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 balance. A separate financial risk analysis report has been prepared looking at the overall

financial risks relating mainly to the revenue budget but notes a couple of risks in respect of the capital budget also.

- 3.5.2 There are 19 categories included in the risk analysis and 7 have been assessed as low, 3 low/medium, 6 medium and 3 medium/high. The medium/high risks are in respect of the council wide cost risks, the potential impact of the UKs exit from the EU and future funding. The medium risks relate to cost and demand pressures, inflation, strategic risks, operational risks, general financial climate and the Health and Social Care Partnership financial position.
- 3.5.3 Based on the above and taking cognisance of the level of unallocated general fund balance that remains, it is recommended that the contingency for the General Fund balance should be retained at 2%.

#### **4. CONCLUSION**

- 4.1 The report outlines the overall reserves and balances for the Council covering the purpose and level of each reserve. It also provides detail as to expenditure against earmarked balances held within the General Fund. There is currently an estimated surplus over contingency of £1.740m after adjusting for the forecast outturn for 2019-20.

#### **5. IMPLICATIONS**

- |     |                       |  |
|-----|-----------------------|--|
| 5.1 | Policy -              | Earmarked funds and funds set aside for delivery of Single Outcome Agreement are available to support Council Policy.                                      |
| 5.2 | Financial -           | Outlines the balances held with the Council's usable and unusable reserves.  |
| 5.3 | Legal -               | None.  |
| 5.4 | HR -                  | None.  |
| 5.5 | Fairer Scotland Duty- | None.  |
| 5.6 | Risk -                | A contingency of £4.920m (equivalent to 2% of net expenditure) has been set aside as part of the general fund. This has been subject to a risk assessment. |
| 5.7 | Customer Service -    | None.  |

**Kirsty Flanagan**  
**Section 95 Officer**  
**13 February 2020**

**Policy Lead for Financial Services and Major Projects - Councillor Gary Mulvaney**

#### **APPENDICES**

Appendix 1 – Earmarked Reserves breakdown of unspent budget as at 31 December 2019

Appendix 2 – Risk Assessment for Review of Reserves



APPENDIX 1

Earmarked Reserves - Unspent Budget  
As at 31 December 2019

Ref	Department	Service	Description	Opening Balance £000	Budget Drawdown £000	Released back to General Fund £000	Remaining Balance £000	Still to be drawdown in 19/20 £000	Planned to spend in future years £000	Plans for Use	Amount Planned to be Spent in 2019/20 £000	Amount Planned to be Spent in 2020/21 £000	Amount Planned to be Spent from 2021/22 onwards £000
001	Chief Executive Unit	Head of Financial Services	CIPFA, equipment and the conversion of paper client records to the CIVICA Electronic Document Management System	47	4		43	23	20	CIPFA Training - To fund the professional training costs for staff undertaking the CIPFA professional accountancy qualification. Converting to Digital Records project - This project has been created to cover all the Income Maximisation finance files ( Homecare/Adult care etc) to digital. This will be done by employing a temporary admin assistant. Once complete the efficiencies of information flow and access will generate savings within the finance team.	27	20	0
002	Chief Executive Unit	Head of Financial Services	Scottish Government Funding - Welfare Reform/Discretionary Housing Payments (agreed at Council February 2014)	19			19	19	0	The Council was allocated additional funding of £50k from the Scottish Government late in 2013-14 and this balance £18,595 was allocation to support the Community Learning and Development Team to provide courses to support Universal Credit claimants in 2018/2019. The funds were not utilised in 2018/2019 and the service has asked that they be carried forward to 2019/2020 to support the recruitment of casual tutors and the purchase and upgrade of laptops.	19	0	0
003	Executive Director (Douglas Hendry)	Head of Commercial Services	Car Parking at Kilmory including Equality Act 2010 Requirements	46			46	46	0	The parking capacity at Kilmory is proving to be insufficient, particularly taking account of the pending transfer of up to 40 NHS staff from Aros during 2018. The proposal is to increase car parking capacity making use of the area adjacent to the access road to the west of the Extension building. If approved, the project would also deliver safety enhancements and DDA compliance for users and pedestrians including upgraded lighting along the footpath.	46	0	0
004	Executive Director (Douglas Hendry)	Head of Commercial Services	Estates - NDR Revaluation Appeals	115	30		85	85	0	The Council agreed to make provision to meet the cost of appealing Non Domestic Rates (NDR) revaluations which will be imposed from 1st April 2017. It was agreed that £150,000 be earmarked from the favourable 2016-17 outturn position to fund these appeals. The balance of this earmarking for the sum of £115,000 is still required for 2019/20 as NDR valuation appeals have been lodged but have not been heard yet. We will not know the level of savings, and in turn the corresponding charge to us, until the appeals are concluded which should be later on this year.	115	0	0
005	Executive Director (Douglas Hendry)	Head of Commercial Services	Management of Asbestos	159	53		106	27	79	Providing asbestos management on an ongoing basis by employing 2.5 FTE to ensure compliance with all regulatory requirements.	80	79	0
006	Executive Director (Douglas Hendry)	Head of Legal and Regulatory Support	New Schools Project - Additional Monitoring	85			85	85	0	As a result of the Edinburgh Schools Inquiry, the Cole report has been issued addressing issues in relation to the monitoring of construction projects. Earmarking will provide resource to enable the Council to review monitoring arrangements across a number of projects to ensure compliance. New Schools Project Additional Monitoring, the original sum agreed was £250,000 and £80,000 was spent in 2017/18 and £85,000 in 2018/19 by way of CFCR as the actual spend takes place against the New Schools Capital Project. Similar will happen in 2019/20 with £85k programmed to be spent.	85	0	0
007	Executive Director (Douglas Hendry)	Head of Education	Youth Employment Opportunities Fund	23	23		0	0	0	Fund established in 2012/13 to be spent over more than one year. Monies will mainly be used for Modern Apprenticeship scheme.	23	0	0
008	Executive Director (Kirsty Flanagan)	Head of Customer Support Services	Business Development Training	58			58	58	0	This budget is funding ongoing leadership development, coaching, action learning sets and commissioned training including Priority Management.	58	0	0
009	Executive Director (Kirsty Flanagan)	Head of Customer Support Services	Digital Transformation	30	30		0	0	0	This funds the temporary post currently supporting Education Transformation	30	0	0

Ref	Department	Service	Description	Opening Balance £000	Budget Drawdown £000	Released back to General Fund £000	Remaining Balance £000	Still to be drawdown in 19/20 £000	Planned to spend in future years £000	Plans for Use	Amount Planned to be Spent in 2019/20 £000	Amount Planned to be Spent in 2020/21 £000	Amount Planned to be Spent from 2021/22 onwards £000
010	Executive Director (Kirsty Flanagan)	Head of Customer Support Services	Growing our Own and Modern Apprentices	109			109	109	0	Funding earmarked to support trainee development and Modern Apprenticeship Opportunities based on priority workforce risk areas. Service workforce plans have now been completed and a risk matrix is being applied (Spet 2019). This will identify the priority areas of spend for trainees/apprentices and training.	109	0	0
011	Executive Director (Kirsty Flanagan)	Head of Customer Support Services	Learning and Development	44			44	44	0	In order to maximise the opportunities and efficiencies of digital learning, this funding is being used for a temporary Digital Learning Officer who will develop new digital materials and systems to optimise and improve digital learning	44	0	0
012	Executive Director (Kirsty Flanagan)	Head of Customer Support Services	Living Wage Consolidation Team	63	54		9	0	9	This proposal relates to the first of a two stage project to review and update the Council's Pay and Grading model to incorporate the Scottish Local Government Living Wage arrangements. The first stage will involve the establishment of a project team to carry out an options appraisal and present a preferred and costed option to Council to agree the implementation of Living Wage consolidation and the required changes to the Pay and Grading model. There are 2 employees in post (LGE11 and LGE9). Project progressing to plan. Profiled to complete the project in 2020/21	54	9	0
013	Executive Director (Kirsty Flanagan)	Head of Customer Support Services	Transformation and Budget Reconstruction	50			50	50	0	This proposal seeks earmarked funding for temporary additional staff to support the effective delivery of employee change processes (increased requirements for redundancy quotes, retirement quotes, job evaluation, redeployment etc) involved in the Council's current Transformation Programme. There are 2 LGE 6 employees in post and drawdown will be made in 19/20	50	0	0
014	Executive Director (Kirsty Flanagan)	Head of Development and Economic Growth	Inveraray Avenue Screen Inveraray Arches Re-tender	150	150		0	0	0	Full spend has been committed. Waiting for lime harling to cure before the lime painting is done in September.	150	0	0
015	Executive Director (Kirsty Flanagan)	Head of Development and Economic Growth	Oban Strategic Development Framework	75	62		13	13	0	The Destination and origin survey is underway for a contract price of £62.5k. Work will be complete by the end of the calendar year following analysis of results.	75	0	0
016	Executive Director (Kirsty Flanagan)	Head of Development and Economic Growth	Oban TIF (Tax Incremental Financing)	813	142		671	0	671	Currently we are reviewing this commitment. There is a need to deliver remaining Lorn Arc outcomes to secure £2.6m of potential income over the life of the TIF. Focus is currently on the development of the Oban Strategic Development Framework, the Half Way roundabout and Oban airport Business Park. A meeting is scheduled with the Scottish Futures Trust & the Scottish Government in the 1st quarter of 2020 to determine future direction.	142	671	0
017	Executive Director (Kirsty Flanagan)	Head of Commercial Services	Rothsay Pavilion Essential repairs	306			306	306	0	Essential repairs to deal with potential health and safety risks and to avoid further deterioration. Budget provision was approved by the Policy and Resources Committee on 21 August 2014.	306	0	0
018	Executive Director (Kirsty Flanagan)	Head of Development and Economic Growth	Royal National Mod	80			80	0	80	One off funding allocation for the Royal National Mod agreed as part of the budget setting process for 2019-20. Grant contract issued. Proposed payment of £20k per annum starting 2020/21 (2023/24 final payment of £20k)	0	20	60
019	Executive Director (Kirsty Flanagan)	Head of Development and Economic Growth	Scottish Submarine Museum	40	40		0	0	0	Commonwealth Submarine Pavilion; proposal to create a new Naval Submarine Museum in Helensburgh as a visitor attraction and celebrate the town's links with HM Faslane Naval Base. This was agreed as part of the 2014/15 Budget as a demand pressure by Council on 13 February 2014. We have recently received information in terms of charity status, hours of operation and visitor numbers from the grantee and we are reviewing this in order to make the final grant payment which is anticipated before the end of the calendar year.	40	0	0
020	Executive Director (Kirsty Flanagan)	Head of Roads and Infrastructure Services	3G pitches / Tarbert Sports Pitches	610			610	104	506	November 2018 Council agreed to a maintenance funding package to be progressed for a number of 3G pitches including Tarbert. This funding will provide an estimated 6.5 years' worth of ongoing maintenance and the available funding should be profiled over an initial 6.5 year period.	104	80	426
021	Executive Director (Kirsty Flanagan)	Head of Roads and Infrastructure Services	Amenity Services introduction of management information system	43	7		36	36	0	WDM project now progressing with new Team Leader in post. This earmarking will be utilised in year for development work within the WDM system and for tablets/devices for teams on the ground.	43	0	0

Ref	Department	Service	Description	Opening Balance £000	Budget Drawdown £000	Released back to General Fund £000	Remaining Balance £000	Still to be drawdown in 19/20 £000	Planned to spend in future years £000	Plans for Use	Amount Planned to be Spent in 2019/20 £000	Amount Planned to be Spent in 2020/21 £000	Amount Planned to be Spent from 2021/22 onwards £000
022	Executive Director (Kirsty Flanagan)	Head of Roads and Infrastructure Services	Dalningart Forestry Plan	11			11	0	11	The service is working with officers in commercial services exploring using private companies to restock Dalningart as part of their carbon off-setting/ planning conditions for other works. This may come at a reduced cost to the council. The £11k to be retained to help facilitate these works.		11	0
023	Executive Director (Kirsty Flanagan)	Head of Development and Economic Growth	Development Policy	20			20	5	15	To be used in support of delivering the LDP in general: including developing IT and GIS capabilities required to support publishing the LDP.	5	15	0
024	Executive Director (Kirsty Flanagan)	Head of Roads and Infrastructure Services	Kintyre Recycling Limited (KRL)	23	23		0	0	0	One off funding allocation for Kintyre Recycling Limited agreed as part of the budget setting process for 2019-20	23	0	0
025	Executive Director (Kirsty Flanagan)	Head of Roads and Infrastructure Services	Street Lighting Survey	112	21		91	32	59	Previously funded the LMS WDM Post within the WDM team at Manse Brae. Due to the imminent set up of the HUB as well as personnel moves this post was required to be retained for 2018/2019 and part of 2019/2020. The rest of the earmarked reserves was partly utilised to fund the introduction of an apprentice electrician over a 4 year period and the rest will be utilised to fund training and support for the Apprentice Electrician as well as the Trainee Street Lighting Engineer.	53	59	0
026	Executive Director (Kirsty Flanagan)	Head of Roads and Infrastructure Services	Waste Management	194			194	0	194	Will be used towards long term waste management strategy/model, including but not limited to scoping work for the creating of a waste transfer station .	0	0	194
027	Social Work	Head of Adult Care	Autism Strategy	8	8		0	0	0	Carry forward on monies received late in 2012-13 to fund the development of an autism strategy for both adults and children. Report to Community Services Committee 8th May 2014 noting The Health and Social Care Strategic Partnership are leading work in Argyll and Bute to develop services for clients with an Autism Spectrum Disorder (ASD). Work is underway and remainder of funding will be utilised in 2019-20.	8	0	0
028	HQ Non Dept	n/a	Community Resilience Fund	76			76	0	76	Fund established in 2012/13 to be spent over more than one year. Fund reduced at the Council meeting on 11 February 2016		0	76
029	Other	Other	Underwriting development of Rothesay Pavilion	1,000			1,000	0	1,000	Funding to meet additional costs identified as necessary for the refurbishment of Rothesay Pavilion.		1,000	0
				4,409	647	0	3,762	1,042	2,720		1,689	1,964	756

## APPENDIX 2

Risk Assessment for Review of Reserves		
Risk Category	Comment	Assessment
Cost and Demand Pressures	As part of maintaining the medium term budgetary outlook, cost and demand pressures for 2020-21 and beyond have been kept under review. The cost and demand pressures for 2020-21 amount to £0.435m for Council services. A general allowance for unidentified cost and demand pressures has been built into the budget outlook for 2021-22 and 2022-23: £0.250m per annum in the mid-range scenario and £0.500m per annum in the worst case scenario.	Medium (2019-20 Medium)
Service Income	Service income levels have been reviewed as part of constructing the budget. In addition fees and charges have been reviewed.	Low (2019-20 Low)
Council Wide Cost Risks	The financial risk analysis identified 5 council wide cost risks currently amounting to £3.701m. Only one (IJB referring to Council for additional funding) has been categorised as possible. The other four (Council Tax income, shortfall in savings options, utility costs and general inflation) have been categorised as unlikely. Although the IJB shortfall is a risk, any additional payment would require to be repaid to the Council from future payments. Due to the HSCP financial position, the overall risk for this factor will be left at Medium/High.	Medium/High (2019-20 Medium/High)
Funding Risks	The Scottish Budget was announced on 6 February 2020 and finance circular with the local authority allocations issued the same day. Stage 1 of Parliamentary process is due to be announced on 27 February 2020 which may result in additional funding. The other element of funding is Council Tax. There is a proposed increase to Council Tax of 3%. The Council has made a prudent estimate of Council Tax income and has a sound history of achieving collection targets. The General Capital Grant was estimated to	Medium/High (2019-20 Medium)

<b>Risk Assessment for Review of Reserves</b>		
<b>Risk Category</b>	<b>Comment</b>	<b>Assessment</b>
	remain constant from 2019-20 for the following three years. However the 2020-21 settlement has reduced the grant by £2.601m from the 2019-20 amount. Therefore there is a risk that future settlements in 2021-22 and 2022-23 will not be at the levels previously estimated. As a result, this risk has been moved to Medium/High.	
Savings Risks	The Council agreed to a number of management/operational and policy savings as part of the 2018-19 and 2019-20 budgets that would deliver an additional £1.632m of savings in 2020-21. There are also further savings proposals amounting to £6.653 for 2020-21. The Council have a good track record on delivering savings options and the risk remains and Low/Medium.	Low/Medium (2019-20 Low/Medium)
Inflation Rates	CPI inflation has continued on a falling trend, reaching 1.3% in December 2019, this is below the Monetary Policy Committee's target of 2%. In 2019 the UK economy slowed because of the uncertainties about the UK's withdrawal from the EU, spending was reduced and growth in the world economy slowed. Latest data suggests that the uncertainty facing businesses has fallen and global growth has stabilised and, with that, there will be an upward movement in CPI inflation back towards the 2% target. If the economy develops as expected by the Monetary Policy Committee, there will be an upward pressure on prices over the next few years. Hence it would be prudent to consider a level of inflation over above and the unavoidable/ inescapable provision and a general inflation 1% inflation has been included within the worst case scenario for 2021-22 and 2022-23 of £500k per annum. For 2020-21, the inflation estimates are considered to be sufficient.	Medium (2019-20 Medium)
Interest Rates	The Council has a large proportion of its borrowing secured at fixed rates which reduces the risk to increases in interest rates. Borrowing is being	Low (2019-20 Low)

<b>Risk Assessment for Review of Reserves</b>		
<b>Risk Category</b>	<b>Comment</b>	<b>Assessment</b>
	<p>managed to reduce where possible surplus cash available for investment subject to working capital/cash flow requirements.</p> <p>Surplus funds are invested and whilst investment returns are likely to remain low in 2020-21 this is reflective of current market condition. The rate of return achieved by the Council has consistently compared favourably with the target of 7 day LIBID rates. This reduces risk exposure on surplus funds. Current forecasts of interest rates are based on advice from our treasury advisors. Current investment rates are fairly low and therefore there is little scope for them to reduce any further.</p>	
Financial risks	The Council has managed surplus funds invested to reduce exposure to risks associated with money market deposits. It retains a working balance of £10m 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 borrow in an unplanned way from the money markets.	Low (2019-20 Low)
Strategic risks	The strategic risk register is subject to a formal review by SMT bi-annually, and these reviews have already taken place in May and October of 2019. SMT have agreed the current actions to address the risks.	Medium (2019-20 Medium)
Operational risks	Operational risks are reviewed formally each quarter by Departmental Management Teams. Any operational risks that are identified as high are reported to the Strategic Management Team as part of the bi-annual review of the Strategic Risk Register.	Medium (2019-20 Medium)
Impact of UK withdrawal from the EU	In 2017 the Council established the Industry and Regional Development Sounding Board in response to both the EU Referendum and the subsequent UK Industrial Strategy. The Chief Executive established a	Medium/High (2019-20 Medium)

Risk Assessment for Review of Reserves		
Risk Category	Comment	Assessment
	tactical team to support preparedness for exit from EU and all relevant departments and the Health and Social Care Partnership are representative on the tactical group. The group prepared and managed a EU exit risk register and action plan and reported on progress as a standard agenda item to the SMT. SMT have also approved an entry into the Strategic Risk Register with regards to Withdrawal from the EU. The UK formally left the EU on 31 January 2020 and the tactical team will continue to work to manage the impact and risks this creates for the Council. As there remains much uncertainty over the medium to longer term impact on the Council's financial position the risk assessment has been moved up to Medium /High.	
General financial climate	<p>The finance settlement covers 2020-21. The Scottish Government gave a commitment last year to provide a three year settlement from 2020-21 onwards and this was welcomed. Due to the uncertainties and delays with the UK's withdrawal from the EU and the UK General Election, the budget announcement is for one year only. It is hoped that a three year budget will be provided next year as funding is one of the biggest areas of uncertainty which make future year planning difficult. 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.</p> <p>The fiscal responsibilities of the Scottish Parliament are expanding rapidly, with new powers over taxation and welfare. Around 40% of devolved expenditure will now be funded by tax revenues collected in Scotland – a figure that will rise to 50% once VAT revenues are assigned. In future, in addition to the block grant, the resources available to the Scottish Government will depend on a complex interaction between the revenues from taxes transferred to the Scottish Government and the revenues from the equivalent taxes in the rest of the UK. The Scottish economy, consistent</p>	Medium (2019-20 Medium)

<b>Risk Assessment for Review of Reserves</b>		
<b>Risk Category</b>	<b>Comment</b>	<b>Assessment</b>
	<p>with the UK economy, remains at risk of the uncertainty created by the UK's withdrawal from the EU.</p> <p>It would be prudent to keep this risk as medium.</p>	
Availability of contingency funds	The Council currently has sufficient contingency funds to meet its target.	Low (2019-20 Low)
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. Cost and demand pressures are identified and provided for if necessary. The Council have a Transformation Board who have identified further longer term options worthy of pursuit. Overall the financial standing of the Council continues to be one of low risk.	Low (2019-20 Low)
Track record in budget management	The Council has a good track record of containing expenditure within budget. The Council is on track to contain costs within budget for 2019-20, after the application of £2.500m of savings generated by the review of the loans fund. However, the Social Work element of the Health and Social Care Partnership is overspent, which has an impact on the Council's General Fund.	Low (2019-20 Low)
Financial information and reporting arrangements	Revenue and capital budgets are monitored on a monthly basis with budget allocated to responsible managers. A risk based approach is taken to budget monitoring and the budget monitoring process is continually being reviewed to identify ongoing improvements.	Low/Medium (2019-20 Low/Medium)



<b>Risk Assessment for Review of Reserves</b>		
<b>Risk Category</b>	<b>Comment</b>	<b>Assessment</b>
Insurance cover	The Council has adequate insurance cover.	Low (2019-20 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 and Scrutiny Committee continues to actively develop and adopt good practice.	Low/Medium (2019-20 Low/Medium)
Health and Social Care Partnership Financial Position	<p>It is prudent to have a factor in terms of the Health and Social Care Partnership financial position. If there is an overspend on Social Work, that cannot be funded by IJB reserves or by an underspend by the other partner body, then the Council will require to give an additional payment. Any additional payment would require to be paid back to the Council in the future. There was an overspend on Social Work in 2017-18 of £1.155m and in 2018-19 of £3.127m. The current forecast position on Social Work for 2019-20 is an overspend of £1.310m. If this is the final outturn in 2019-20 the Council will have advanced £5.592m to the HSCP. The risk is whether the HSCP will be able to repay this and when. As part of the Council's risk analysis we have reported a risk based on the average of the previous three years Social Work overspend - this equates to a £1.864m to the Council in 2020-21.</p> <p>During 2019-20 the HSCPs projected outturn decreased from an overspend of £2.307m in June 2019 to the projected £1.310m in December. This month on month improvement provides some assurance that actions by management and those agreed within the HSCP recovery plan are making a difference. It is hoped that these measures in addition to more focus on delivery of savings will help the HSCP to achieve financial balance and</p>	Medium (2019-20 Medium)

<b>Risk Assessment for Review of Reserves</b>		
<b>Risk Category</b>	<b>Comment</b>	<b>Assessment</b>
	reduce the risk to the partners. The risk factor remains at Medium at this stage.	

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**ARGYLL AND BUTE COUNCIL****COUNCIL****FINANCIAL SERVICES****27 FEBRUARY 2020**

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**CAPITAL PLAN SUMMARY REPORT**

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**1. EXECUTIVE SUMMARY**

- 1.1 This report details the revisions proposed to the capital plan approved in February 2019 for the period 2020-21 to 2021-22 and extends the capital plan for a further year to 2022-23. The revisions are based on updated capital funding assumptions, phasing and cost changes.
- 1.2 The annual General Capital Grant for 2020-21 and 2021-22 was previously based on the 2019-20 settlement of £12.262m when the plan was agreed last year and further used as the basis for the 2022-23 block allocations. The settlement was announced on 6 February 2020 and the General Capital Grant for 2020-21 was £2.601m less than estimated at £9.661m.
- 1.3 In light of the significantly reduced settlement in 2020-21, consideration was given to the Capital Grant assumption for future years. An average over the last four years settlements has been assumed and this provides an estimated annual General Capital Grant of £12.278m. As this is significantly higher than the settlement in 2020-21, there is a risk that the actual settlement is lower and Members should give consideration as to the funding of the capital plan beyond 2021-22 should that be the case. This could be further impacted if there are any additional capital monies allocated later in the financial year.
- 1.4 The amount of capital resources allocated to Private Sector Housing Grant (PSHG) is £1.033m per annum, similar to previous years.
- 1.5 The additional Specific Grant monies must be spent on Cycling, Walking and Safer Streets and therefore an additional £0.142m will be built into the capital programme for this.
- 1.6 Restricted capital funding of £69.606m is noted within Appendix 2. This relates to income which is restricted to specific projects and has been matched with expenditure against the project, thereby showing the gross cost of the project. £50m of this relates to the Rural Growth Deal.
- 1.8 The capital plan as at December 2019, including the new block allocation for 2022-23, has been compared to the estimated funding and there is a gap up to 2022-23 of £2.619m. After adjusting for the intolerable red risks and cost pressures identified within section 3.6 of this report, the total gap within the capital programme is £9.412m, see table below. It is recommended that this gap is funded by the one-off re-profiling gain as a result of the loans fund review.

**CAPITAL PLAN SUMMARY REPORT**

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**2. INTRODUCTION**

2.1 This report details the revisions proposed to the capital plan approved in February 2019 for the period 2020-21 to 2021-22 and extends the capital plan for a further year to 2022-23. The revisions are based on updated capital funding assumptions, phasing and cost changes.

**3. DETAIL**

3.1 This report is split into the following sections:

- Estimated Capital Funding 2020-21 to 2022-23
- Summary of Capital Plan reported as at 31 December 2019
- Proposed Revisions to Capital Plan
- Proposed Block Allocations for 2021-22 and 2022-23
- Comparison of Revised Plan to Estimated Capital Funding
- Updated Capital Plan.

**3.2 Estimated Capital Funding 2020-21 to 2022-23**

3.2.1 Funding for the capital plan comes from the Scottish Government (General Capital Grant and Specific Ring-Fenced Capital Grants), other capital grants (including European Funding), capital receipts from asset disposals, revenue contributions to capital, prudential borrowing and borrowing funded by the loan charges provision in the revenue budget.

3.2.2 The Local Government Finance Circular published on 6 February 2020 provides detail of the provisional total revenue and capital funding allocations for 2020-21. The provisional total funding allocations form the basis for the annual consultation between the Scottish Government and COSLA ahead of the Local Government Finance (Scotland) Order 2019 being presented to the Scottish Parliament before 11 March 2020.

3.2.3 The General Capital Grant allocation for 2020-21 amounts to £9.661m, excluding the adjustment in relation to the Campbeltown Flood Scheme that is essentially ring fenced for that purpose and will require a 20% Council contribution should Council approve the full business case (see paragraphs later on in this report).

3.2.4 The annual General Capital Grant for 2020-21 was estimated when the plan was agreed last year to be £12.262m. The updated General Capital Grant is now £9.661m, and is therefore a £2.601m reduction on previous estimate.

3.2.5 In light of the significantly reduced settlement in 2020-21, consideration was given to the Capital Grant assumption for future years. An average over the last four years settlements has been assumed and this provides an estimated annual General Capital Grant of £12.278m. As this is significantly higher than the settlement in 2020-21, there is a risk that the actual settlement is lower and Members should give consideration as to the funding of the capital plan beyond 2021-22 should that be the case. This could be further impacted if there are any additional capital monies allocated later in the financial year. The settlements for the last four years are noted below.

2017-18	£14.491m
2018-19	£12.699m
2019-20	£12.262m
2020-21	£9.661m.

3.2.6 The amount of capital resources allocated to PSHG is £1.033m per annum. This amount has remained at the same level since 2016-17. Members may wish to review the amount allocated to PSHG.

3.2.7 As part of the revision to the funding assumptions for the capital plan, a detailed review of the likely level of capital receipts has been undertaken by Commercial Services. The estimated level of receipts will be kept under review as market conditions will change, as will values following due diligence undertaken by prospective purchasers on the condition of asset. The assets to be disposed of are listed in Appendix 1.

3.2.8 The restricted capital funding of £69.606m is noted within Appendix 2. This relates to income which is restricted to specific projects and has been matched with expenditure against the project, thereby showing the gross cost of the project. £50m of this relates to the Rural Growth Deal.

3.2.9 Included in the funding table below is prudential borrowing in relation to the Harbour Investment Programme. The Council is currently working to a ten year asset management plan for Piers and Harbours which is being funded through prudential borrowing utilising a fee increase over and above inflation to pay for the loan charges incurred.

3.2.10 There is also funding from insurance claims and a number of areas of funding from earmarked reserves.

3.2.11 The estimated capital funding to 2022-23 is set out in the table below.

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	Future Years £m	Total £m
General Capital Grant - Estimated	12.262	12.262	12.278	12.278		49.080
Adjustment for Capital Grant received in 2020-21 per settlement		(2.601)				(2.601)
General Capital Grant - Reallocated	2.634					2.634
Campbeltown Flood Protection Scheme	0.031					0.031
General Flooding Allocation	0.155	0.155				0.310
Less Allocation to Private Sector Housing Grants	(1.033)	(1.033)	(1.033)	(1.033)		(4.132)
Ring Fenced Capital Grant	0.118					0.118
Ring Fenced Capital Grant - Reallocated	0.025					0.025
Capital Receipts	1.382	1.202	1.202	1.202		4.988
Capital Receipts Helensburgh Waterfront					1.000	1.000
Receipts from Vehicle Sales	0.037					0.037
Receipts from Insurance Claims	1.585					1.585
Restricted Funding/Ring Fenced Capital Grant	10.769	2.837	5.000			18.606
Restricted Funding - Rural Growth Deal					50.000	50.000
Harbour Investment Programme	3.300	4.200	14.000	14.852	54.900	91.252
TIF - Borrowing paid from NDR						0.000
Prudential Borrowing/Borrowing supported by loans charges	5.192	14.748	0.234			20.174
Additional Funding from Revenue						0.000
Funded by Reserves	1.739	6.985				8.724
<b>Funding Consistent with Revenue Budget</b>	<b>38.196</b>	<b>38.755</b>	<b>31.681</b>	<b>27.299</b>	<b>105.900</b>	<b>241.831</b>

### 3.3 Summary of Capital Plan reported as at 31 December 2019

3.3.1 The capital plan included in the December capital monitoring is summarised in the table below:

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	Future Years £m	Total £m
<b>Executive Director - Douglas Hendry:</b>						
Education	8.714	7.953	2.949			19.616
Facility Services - Shared Offices	2.097	1.500	0.725			4.322
Major Projects/CHORD	7.406	9.489	7.352	1.462		25.709
<b>Interim Executive Director - Kirsty Flanagan:</b>						
ICT	0.909	1.011	1.011			2.931
Roads and Infrastructure	15.624	16.94	19.655	14.852	54.9	121.971
Development and Economic Growth	1.632	2.388	0.364	0.217		4.601
<b>Health and Social Care Partnership</b>	0.764	0.895	0.536			2.195
<b>Live Argyll</b>	1.085	0.396	0.563			2.044
<b>Area Committees</b>	0.044					0.044
<b>Total</b>	<b>38.275</b>	<b>40.572</b>	<b>33.155</b>	<b>16.531</b>	<b>54.900</b>	<b>183.433</b>

### 3.4 Proposed Revisions to Capital Plan

- 3.4.1 As part of the capital planning process, departments reviewed the approved capital plan in terms of the timing and cost of projects and updated the Service Asset Management Plans (SAMPs) accordingly.
- 3.4.2 The adjustments largely relate to amending the presentation of projects funded by restricted funds within the capital plan going forward to ensure external funding is identified separately. The main project this applies to is the 1140 hours within Education where a £1.650m adjustment has been made. This will not affect the value of funding required to complete the projects from Argyll and Bute Council as it is merely a presentational issue.
- 3.4.3 Other amendments include transferring Dunoon CARS, Rothesay THI, Lochgilphead CARS, Helensburgh CARS and Kilmartin Museum from the capital programme to Earmarked Reserves. These assets are not owned by the Council therefore, similar to other assets of this nature, the budget should sit on the Earmarked Reserves schedule and be drawn down as grants are awarded to these projects. The revisions are summarised in the table below.

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	Future Years £m	Total £m
<b>Executive Director - Douglas Hendry:</b>						
Education		1.650				1.650
Facility Services - Shared Offices						0.000
Major Projects/CHORD	(0.342)					(0.342)
<b>Interim Executive Director - Kirsty Flanagan:</b>						
ICT						0.000
Roads and Infrastructure		0.255	(0.100)			0.155
Development and Economic Growth		(0.904)	(0.364)	(0.217)		(1.485)
<b>Health and Social Care Partnership</b>						0.000
<b>Live Argyll</b>						0.000
<b>Area Committees</b>						0.000
<b>Total</b>	<b>(0.342)</b>	<b>1.001</b>	<b>(0.464)</b>	<b>(0.217)</b>	<b>0.000</b>	<b>(0.022)</b>

### 3.5 Proposed Block Allocations 2022-23

- 3.5.1 The block allocation for 2022-23 is based on the General Capital Grant award for 2019-20 of £12.262m, adjusted to remove the PSHG allocation of £1.033m leaving a block allocation available to spend on capital projects of £11.229m.
- 3.5.2 The block allocation is allocated to services based on a proportionate percentage basis. Services have each prepared SAMPs in which they outline the projects they would propose to spend their block allocation on.

### 3.6 Risks/Cost Pressures Identified

#### *Intolerable Red Risks*

- 3.6.1 As part of the Service Asset Management plans, a number of intolerable red risks, amounting to £0.574m, have been identified that require additional funding over and above the block allocation. The most significant is in relation to the replacement of three key business applications. It is recommended they are funded by the one-off re-profiling savings as a result of the loans fund review.

### ***Cost Pressures***

- 3.6.2 As capital projects are based on cost estimates at a point in time, there is always a risk they will cost more than originally planned, particularly where there has been project delays. Where there are major change projects there is a high likelihood of the project requiring more budget than is currently in the capital programme such as Helensburgh Waterfront and Rothesay Pavilion. At this stage, figures are still to be finalised and some are commercially sensitive. There are also financial implications for rural and island authorities arising from the ban on Biodegradable Municipal Waste (BMW) being disposed of via landfill from 2025. It would be prudent to set aside a provision of £4.613m in recognition that the overall risk is likely to be higher and any funding would not be released until it had been approved by Council.
- 3.6.3 The Campbeltown Flood Protection Scheme is estimated to cost around £9.330m and Scottish Government will fund 80% of this with the Council expected to contribute the balance of 20%. The Council has already committed some matched budget for investigation and design work and the remaining 20% contribution from the council is £1.406m. A full business case will be brought to council for approval however it would be prudent to set aside funding as currently the only way to fund the remaining 20% contribution is to reduce the Roads Reconstruction allocation in 2021-22 and 2022-23. Should the Council not proceed with the scheme, then the Council will need to refund the Scottish Government the amount it has spent to date on investigation and design work which is anticipated to be £0.461m at the end of March 2020.
- 3.6.4 A paper was presented to Policy and Resources Committee on 17 October 2019 advising of a replacement cost for Lismore ferry of £0.500m. From January 2022 the current vessel will no longer meet the requirements of the Maritime and Coastguard Agency. There have been a number of discussions with Transport Scotland regarding transfer of ferries or alternatively additional funding to provide the ferries. At the time of writing, no additional funding has been confirmed for Argyll and Bute Council, however, there is £1m additional funding for ferries provided for within the Scottish Budget that has still to be distributed and the hope is that some of this funding is for Argyll and Bute Council. In the absence of any confirmation, work will need to commence on procuring a replacement for the MV The Lismore requiring capital funding of circa £0.200m.

### ***Other Risk Areas***

- 3.6.5 The Capital Programme has been structured to address the majority of the Council's high risk assets. In 2020-21, service asset managers will develop business cases and plans to tackle the other high risk assets which are not addressed by projects within the Capital Programme for 2020-21 to 2022-23. A



brief description of these can be found within section 3.14 of the Corporate Asset Management Plan.

### 3.7 Comparison of Revised Plan to Estimated Capital Funding

3.7.1 The capital plan as at 31 December 2019, including the new block allocation for 2022-23, has been compared to the estimated funding (noted in section 3.2).

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	Future Years £m	Total £m
Capital Plan as at December 2019	38.275	40.572	33.155	16.531	54.900	<b>183.433</b>
Rural Growth Deal					50.000	<b>50.000</b>
Proposed revisions to capital plan	(0.342)	1.001	(0.464)	(0.217)		<b>(0.022)</b>
Estimated future years block allocation				11.229		<b>11.229</b>
Projected underspend as at December 2019	(0.190)					<b>(0.190)</b>
<b>Total Revised Plan</b>	<b>37.743</b>	<b>41.573</b>	<b>32.691</b>	<b>27.543</b>	<b>104.900</b>	<b>244.450</b>
Total Revised Funding	38.196	38.755	31.681	27.299	105.900	<b>241.831</b>
<b>Total Surplus / (Gap)</b>	<b>0.453</b>	<b>(2.818)</b>	<b>(1.010)</b>	<b>(0.244)</b>	<b>1.000</b>	<b>(2.619)</b>

3.7.2 The total gap currently within the capital programme to 2022-23 is £2.619m. Various elements contribute to this gap as summarised in the table below. After adjusting for the intolerable red risks and cost pressures identified within section 3.6 of this report, the total gap within the capital programme is £9.412m, see table below. It is recommended that this gap is funded by the one-off re-profiling gain as a result of the loans fund review.

Summary	Detail	£m
Projected underspend as at 31st December 2019	As reported in December Capital monitoring report there is an anticipated underspend of £0.178m in the Capital Plan. There is only one project with a variance greater than £0.050m which is the Carbon Management Group Heating Conversion Project which is reporting an underspend of £0.068m.  The remaining variances relate to small over and under spends or variances that will be rectified by the year end, leaving an increased underspend to be considered as part of the capital budget of £0.190m.	0.190
2020/21 Capital Grant	Capital grant for 2020-21 (less)/more than previously anticipated.	(2.601)
Capital Receipts Adjustments within existing programme	Last year we estimated to receive £1.203m of capital receipts in 2019-20, this has now increased to £1.382m therefore an additional £0.179m is expected. Receipts from vehicle sales in 2019-20 are currently £0.037m. The above are all offset by lower than anticipated receipts in 2018-19 of £0.301m.	(0.085)
Flooding Allocation	Expenditure not previously included within the capital plan, funded by Scottish Government Capital Grant specifically for flooding.	(0.155)
General Capital Grant Funding for 2021-22 and 2022-23	Net adjustment in relation to increase in estimated funding per paragraph 3.2.5 of this report	0.032
<b>Total Surplus / (Gap) prior to Intolerable Red Risks and Cost Pressures</b>		<b>(2.619)</b>
Intolerable Red Risks	Intolerable red risks per table in 3.7.1. Recommend that this is funded from one off savings from Loans Fund Review.	(0.574)
Significant Strategic Change Projects	There are major change projects where there is a high likelihood of the project requiring more budget than is currently in the capital programme in respect of Helensburgh Waterfront and Rothesay Pavilion. At this stage, figures are still be finalised and some are commercially sensitive. There are also financial implications for rural and island authorities arising from the ban on Biodegradable Municipal Waste (BMW) being disposed of via landfill from 2025. It would be prudent to set aside a provision of £4.613m in recognition that the overall risk is likely to be higher and any funding would not be	(4.613)
Campbeltown Flood Protection Scheme	The Campbeltown Flood Protection Scheme is estimated to cost around £9.33m and Scottish Government will fund 80% of this with the Council having to contribute 20%. The remainder of the Council's 20% contribution is £1.406m and the full business case will be brought to Council for approval. Recommend that this is funded from one off savings from Loans Fund Review.	(1.406)
Lismore Ferry	A paper was presented to P&R on 17 October 2019 advising of a replacement cost for Lismore ferry of £0.500m. From January 2022 the current vessel will no longer meet the requirements of the Maritime and Coastguard Agency. There have been a number of discussions with Transport Scotland regarding transfer of ferries or alternatively additional funding to provide the ferries. At the time of writing, no additional funding has been confirmed for Argyll and Bute Council, however, there is £1m additional funding for ferries provided for within the Scottish Budget that has still to be distributed and the hope is that some of this funding is for Argyll and Bute Council. In the absence of any confirmation, work will need to commence on procuring a replacement for the MV The Lismore requiring capital funding of circa £0.200m.	(0.200)
<b>Total Surplus / (Gap) including Intolerable Risks and Cost Pressures</b>		<b>(9.412)</b>

### 3.8 Updated Capital Plan

- 3.8.1 The table below shows a summary of the updated capital plan and further detail is contained within Appendix 3. This excludes the intolerable red risk and cost pressures identified as these are subject to Member approval.

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	Future Years £m	Total £m
<b>Executive Director - Douglas Hendry:</b>						
Education	8.732	9.603	2.949	2.920		<b>24.204</b>
Facility Services - Shared Offices	1.926	1.500	0.725	0.561		<b>4.712</b>
Major Projects/CHORD	7.078	9.489	7.352	1.462	50.000	<b>75.381</b>
<b>Interim Executive Director - Kirsty Flanagan:</b>						
ICT	0.909	1.011	1.011	1.011		<b>3.942</b>
Roads and Infrastructure	15.624	17.195	19.555	20.467	54.900	<b>127.741</b>
Development and Economic Growth	1.610	1.484				<b>3.094</b>
<b>Health and Social Care Partnership</b>	0.765	0.895	0.536	0.561		<b>2.757</b>
<b>Live Argyll</b>	1.099	0.396	0.563	0.561		<b>2.619</b>
<b>Total</b>	<b>37.743</b>	<b>41.573</b>	<b>32.691</b>	<b>27.543</b>	<b>104.900</b>	<b>244.450</b>

#### 4. CONCLUSION

- 4.1 The capital plan funding assumptions have been updated, the plan extended for a further year and block allocations allocated to services for the additional year. Taking into consideration the current capital programme, intolerable red risks and cost pressures, there is a reported gap of £9.412m. It is recommended that the gap of £9.412m is funded by the one-off re-profiling gain as a result of the loans fund review.
- 4.2 Estimated funding for the 2021-22 and 2022-23 capital programme has been based on the average General Capital Grant over the last four years. As the 2020-21 settlement is £2.601m less than the estimated future annual General Capital Grant, there is a risk that the actual settlement is lower and Members should give consideration as to the funding of the capital plan beyond 2021-22. This could be further impacted if there are any additional capital monies allocated later in the financial year.

#### 5. IMPLICATIONS

- 5.1 Policy – Sets out the approach to capital planning.
- 5.2 Financial – Outlines the funding and commitments for the capital plan 2019-23.
- 5.3 Legal - The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.
- 5.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design Team and the design team within Roads and Amenity Services.
- 5.5 Fairer Scotland Duty – None.
- 5.5.1 Equalities – None.
- 5.5.2 Socio-Economic Duty – None.
- 5.5.3 Islands Duty – None.

- 5.6 Risk - There are risks around level of capital receipts which could result in red risk assets not being addressed.
- 5.7 Customer Service – None.

**Policy Lead for Strategic Finance and Capital Regeneration Projects:  
Councillor Gary Mulvaney**

**Kirsty Flanagan  
Section 95 Officer  
13 February 2020**

For further information please contact:  
Anne Macdougall, Finance Manager 01586-555269

**APPENDICES:**

- Appendix 1 - Proposed Asset Disposals
- Appendix 2 - Restricted Funding
- Appendix 3 - Proposed Capital Plan 2020-23

**Appendix 1 - Proposed Asset Disposals**

<b>Property</b>
Land at Former Police Station, Garelochhead
Hermitage Park Depot, Helensburgh
Dunclutha Children's Home, Dunoon & View Cottage
Former Kirn Girl Guides Hut, Dunclutha Lane, Kirn, Dunoon
Bridge of Orchy School/House
Blairvadach
Land, Fountainhead, Bunessan
Site of former Cowal Teacher's Training Centre , Sandbank, Dunoon
Lochgilphead Primary School, Lochgilphead
Rothesay Academy, Rothesay, Isle of Bute
Ardchonnell Primary School, Eredine
Tayinloan P.C.
Plot of ground, Pilot Street, Dunoon.
Former Council Offices, Witchburn Road, Campbeltown
Site of former Guide Hut, Stag Park, Lochgilphead
Area of ground adjoining Pier House Fionnphort
Appin Roads depot
Port Ellen Schoolhouse
Witchburn Road site, former finance offices

**Appendix 2 - Restricted Funding**

	2019-20 £m	2020-21 £m	2021-22 £m	2022-23 £m	Future Years £m	Total £m
<b>Education</b>						
Early Years 1140 hours	2.500	1.700				4.200
<b>Education Total</b>	<b>2.500</b>	<b>1.700</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>4.200</b>
<b>Roads &amp; Infrastructure Services</b>						
STTS	1.708					1.708
Other Roads Reconstruction	0.300					0.300
Electric Vehicle Chargers	0.486					0.486
Coastal Communities - Campbeltown Flood	0.270					0.270
Witchburn Road Demolition	0.146					0.146
<b>Roads &amp; Infrastructure Services Total</b>	<b>2.910</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2.910</b>
<b>Development &amp; Economic Growth</b>						
CWSS	0.635	0.142				0.777
SPT	0.100					0.100
H&L Cycleways	0.100					0.100
Town Centre Fund	1.291					1.291
<b>Development &amp; Economic Growth Total</b>	<b>2.126</b>	<b>0.142</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>2.268</b>
<b>Major Projects</b>						
Helensburgh Waterfront Development		0.195			1.000	1.195
Helensburgh Waterfront Development - Libor Grant			5.000			5.000
Rothesay CHORD	3.233	0.800				4.033
Rural Growth Deal					50.000	50.000
<b>Major Projects Total</b>	<b>3.233</b>	<b>0.995</b>	<b>5.000</b>	<b>0.000</b>	<b>51.000</b>	<b>60.228</b>
<b>TOTAL FUNDING</b>	<b>10.769</b>	<b>2.837</b>	<b>5.000</b>	<b>0.000</b>	<b>51.000</b>	<b>69.606</b>

**CAPITAL PLAN 2019-23**  
**Overall Summary**

**APPENDIX 3**

<b>Service</b>	<b>2019-20 £000s</b>	<b>2020-21 £000's</b>	<b>2021-22 £000's</b>	<b>2022-23 £000s</b>	<b>Future Years £000s</b>	<b>Total £000s</b>
Education	8,732	9,603	2,949	2,920	0	24,204
Shared Offices	1,926	1,500	725	561	0	4,712
Major Projects	7,078	9,489	7,352	1,462	50,000	75,381
ICT	909	1,011	1,011	1,011	0	3,942
Roads, Fleet and Infrastructure	12,324	12,995	5,555	5,615	0	36,489
Harbour Investment Programme	3,300	4,200	14,000	14,852	54,900	91,252
Development and Economic Growth	1,610	1,484	0	0	0	3,094
Health and Social Care Partnership	765	895	536	561	0	2,757
Live Argyll	1,099	396	563	561	0	2,619
<b>Overall Total</b>	<b>37,743</b>	<b>41,573</b>	<b>32,691</b>	<b>27,543</b>	<b>104,900</b>	<b>244,450</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
<b>Asset Sustainability</b>	<b>Education</b>	Asbestos Control/Removal Works	7	0	0	0	0	7
		Block Allocation - Education	10	2,900	2,920	2,920	0	8,750
		Free School Meals	14	0	0	0	0	14
		Homeless Houses - Housing Quality Standard	1	0	0	0	0	1
		Internal Refurbishment Budget	8	38	0	0	0	46
		Pre-5's/Nurseries	2	0	0	0	0	2
		Primary Schools	2,133	923	26	0	0	3,082
		School Houses - Housing Quality Standard	0	2	0	0	0	2
<b>Secondary Schools</b>			168	200	3	0	371	
<b>Asset Sustainability Total</b>			<b>2,343</b>	<b>4,063</b>	<b>2,949</b>	<b>2,920</b>	<b>0</b>	<b>12,275</b>
<b>Service Development</b>	<b>Education</b>	Bowmore Primary School - Pre Five Unit	-3	0	0	0	0	-3
		Clyde Cottage - 600 hours provision	40	0	0	0	0	40
		Craignish Primary School - Pre Five Extension (600 hours funding)	35	0	0	0	0	35
		Early Learning and Childcare	2,058	3,931	0	0	0	5,989
		Iona Primary School - Pre Five Unit (600 hours funding)	40	0	0	0	0	40
		Islay High & Rosneath PS Pitches	670	24	0	0	0	694
		Lochgoilhead Primary School - Pre Five Unit (600 hours funding)	23	0	0	0	0	23
		Park Primary Extension and Pre Fives Unit	5	0	0	0	0	5
<b>Sandbank Gaelic Pre Five Unit</b>			16	0	0	0	16	
<b>Service Development Total</b>			<b>2,884</b>	<b>3,955</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,839</b>
<b>Strategic Change</b>	<b>Education</b>	Campbeltown Schools Redevelopment	271	50	0	0	0	321
		Dunoon Primary School	2,629	985	0	0	0	3,614
		Kirn Primary School	301	0	0	0	0	301
		Replacement of Oban High School	304	550	0	0	0	854
<b>Strategic Change Total</b>			<b>3,505</b>	<b>1,585</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,090</b>
<b>Overall Total</b>			<b>8,732</b>	<b>9,603</b>	<b>2,949</b>	<b>2,920</b>	<b>0</b>	<b>24,204</b>



Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
<b>Asset Sustainability</b>	<b>Shared Offices</b>	Argyll House, Dunoon	375	105	0	0	0	480
		Asbestos Capital Property Works	0	57	0	0	0	57
		Block Allocation	24	561	561	561	0	1,707
		Bowmore Area Office	25	48	3	0	0	76
		Burnett Building	62	98	3	0	0	163
		Capital Property Works	29	0	0	0	0	29
		Castle House, Dunoon	9	1	0	0	0	10
		Dunoon Office Rationalisation	5	215	7	0	0	227
		Fire Risk Assessment Works	60	0	0	0	0	60
		Hill Street Dunoon Rewire	0	32	1	0	0	33
		Joint Valuation Board	0	39	0	0	0	39
		Kilmory Castle	194	0	0	0	0	194
		Legionella Control Works	281	150	150	0	0	581
		Lorn House, Oban	2	22	0	0	0	24
		Manse Brae District Office	67	87	0	0	0	154
		Manse Brae Roads Office	2	0	0	0	0	2
		Oban Municipal Buildings	27	0	0	0	0	27
		Old Quay Offices, Campbeltown	0	15	0	0	0	15
		Rothesay Office Rationalisation	30	0	0	0	0	30
		Tobermory Area Office	14	50	0	0	0	64
Whitegates Office, Lochgilphead	25	0	0	0	0	25		
<b>Asset Sustainability Total</b>			<b>1,231</b>	<b>1,480</b>	<b>725</b>	<b>561</b>	<b>0</b>	<b>3,997</b>
<b>Strategic Change</b>	<b>Shared Offices</b>	Campbeltown Office Rationalisation	1	0	0	0	0	1
		Carbon Management - Group Heating Conversion Project (PB)	10	0	0	0	0	10
		Carbon Management Business Cases (FPB)	60	0	0	0	0	60
		Carbon Management Capital Property Works 16/17	0	20	0	0	0	20
		Helensburgh Office Rationalisation (FPB,REC)	338	0	0	0	0	338
		Non-NPDO Schools PV Panel Installations	88	0	0	0	0	88
		NPDO Schools Solar PV Panel Installations	183	0	0	0	0	183
		Oil to Gas Heating Conversions (FPB)	5	0	0	0	0	5
		Rothesay Office Rationalisation	10	0	0	0	0	10
<b>Strategic Change Total</b>			<b>695</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>715</b>
<b>Overall Total</b>			<b>1,926</b>	<b>1,500</b>	<b>725</b>	<b>561</b>	<b>0</b>	<b>4,712</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
<b>Strategic Change</b>	<b>Major Projects</b>	CHORD - Dunoon	284	0	0	0	0	284
		CHORD - Helensburgh -Public Realm Imprv	21	383	0	0	0	404
		CHORD - Oban	813	15	0	0	0	828
		CHORD - Rothesay	5,581	160	0	0	0	5,741
		Helensburgh Waterfront Development	379	8,931	7,352	1,462	0	18,124
		Rural Growth Deal	0	0	0	0	50,000	50,000
<b>Strategic Change Total</b>			<b>7,078</b>	<b>9,489</b>	<b>7,352</b>	<b>1,462</b>	<b>50,000</b>	<b>75,381</b>
<b>Overall Total</b>			<b>7,078</b>	<b>9,489</b>	<b>7,352</b>	<b>1,462</b>	<b>50,000</b>	<b>75,381</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
<b>Asset Sustainability</b>	<b>ICT</b>	Block Allocation - ICT	0	1,011	1,011	1,011	0	3,033
		Computer Network Security	22	0	0	0	0	22
		MS Exchange & Doc Sharing	17	10	0	0	0	27
		PC Replacement	706	-32	0	0	0	674
		Server Sustainability	74	0	0	0	0	74
		Telecomms Network	67	0	0	0	0	67
<b>Asset Sustainability Total</b>			<b>886</b>	<b>989</b>	<b>1,011</b>	<b>1,011</b>	<b>0</b>	<b>3,897</b>
<b>Service Development</b>	<b>ICT</b>	Applications Projects	23	22	0	0	0	45
<b>Service Development Total</b>			<b>23</b>	<b>22</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45</b>
<b>Overall Total</b>			<b>909</b>	<b>1,011</b>	<b>1,011</b>	<b>1,011</b>	<b>0</b>	<b>3,942</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
Asset Sustainability	Roads, Fleet and Infrastructure	Astro Pitch Repairs	26	0	0	0	0	26
		Block Allocation	0	0	0	5,615	0	5,615
		Bridge Strengthening	150	867	250	0	0	1,267
		Cemetery Houses	10	0	0	0	0	10
		Environmental Projects	10	477	0	0	0	487
		EV Quick Chargers	486	0	0	0	0	486
		Fleet Management	384	3,796	449	0	0	4,629
		Flood Prevention	179	275	0	0	0	454
		Footway Improvements	348	0	0	0	0	348
		Glengorm - Capping	7	88	0	0	0	95
		Lighting	0	307	0	0	0	307
		Oban Play Park	124	0	0	0	0	124
		Public Convenience Upgrades	66	100	0	0	0	166
Roads Reconstruction	8,427	5,586	4,719	0	0	18,732		
<b>Asset Sustainability Total</b>			<b>10,217</b>	<b>11,496</b>	<b>5,418</b>	<b>5,615</b>	<b>0</b>	<b>32,746</b>
Service Development	Roads, Fleet and Infrastructure	Campbeltown Old Quay	45	0	0	0	0	45
		Lismore Ferry Replacement	0	0	0	0	0	0
		Oban Depot Development	1,532	68	0	0	0	1,600
		Preliminary design for Regional Transport projects (tif)	0	16	0	0	0	16
<b>Service Development Total</b>			<b>1,577</b>	<b>84</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,661</b>
Strategic Change	Roads, Fleet and Infrastructure	Campbeltown Flood Scheme	280	465	137	0	0	882
		Street Lighting LED Replacement	250	950	0	0	0	1,200
<b>Strategic Change Total</b>			<b>530</b>	<b>1,415</b>	<b>137</b>	<b>0</b>	<b>0</b>	<b>2,082</b>
<b>Overall Total</b>			<b>12,324</b>	<b>12,995</b>	<b>5,555</b>	<b>5,615</b>	<b>0</b>	<b>36,489</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
Strategic Change	Harbour Investment Programme	Harbour Investment Programme PB	3,300	4,200	14,000	14,852	54,900	91,252
<b>Strategic Change Total</b>			<b>3,300</b>	<b>4,200</b>	<b>14,000</b>	<b>14,852</b>	<b>54,900</b>	<b>91,252</b>
<b>Overall Total</b>			<b>3,300</b>	<b>4,200</b>	<b>14,000</b>	<b>14,852</b>	<b>54,900</b>	<b>91,252</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
<b>Service Development</b>	<b>Development and Economic Growth</b>	Cycleways - H&L (FSPT)	100	0	0	0	0	100
		Safe Streets, Walking and Cycling (CWSS)	761	142	0	0	0	903
		SPT - bus infrastructure	100	0	0	0	0	100
		Town Centre Funds	285	1,006	0	0	0	1,291
<b>Service Development Total</b>		<b>1,246</b>	<b>1,148</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,394</b>	
<b>Strategic Change</b>	<b>Development and Economic Growth</b>	01 TIF - Lorn/Kirk Road	211	0	0	0	0	211
		05 TIF - North Pier Extension	10	336	0	0	0	346
		09 TIF - Oban Airport Business Park	143	0	0	0	0	143
<b>Strategic Change Total</b>		<b>364</b>	<b>336</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>700</b>	
<b>Overall Total</b>		<b>1,610</b>	<b>1,484</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,094</b>	

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	2022-23 £000s	Future Years £000s	Total £000s
<b>Asset Sustainability</b>	<b>Health and Social Care Partnership</b>	Ardfenaig	16	98	242	0	0	356
		Block Allocation	0	0	0	561	0	561
		Capital Property Works	20	8	142	0	0	170
		Digitalising telecare	50	50	0	0	0	100
		Eadar Glinn	83	68	40	0	0	191
		Glencruitten Hostel	5	38	0	0	0	43
		Gortonvogie	21	0	0	0	0	21
		Greenwood/Woodlands	3	0	100	0	0	103
		Kilmory Castle Top Floor Toilet Refurb	55	0	0	0	0	55
		Lochgilphead Resource Centre	16	0	0	0	0	16
		Lorn Resource Centre	370	12	0	0	0	382
		Rothesay Community Education Centre	1	0	0	0	0	1
		Struan Lodge Boiler	13	250	0	0	0	263
		Thomson Home Rothesay	43	90	3	0	0	136
Tigh An Rudha HFE	13	281	9	0	0	303		
<b>Asset Sustainability Total</b>			<b>709</b>	<b>895</b>	<b>536</b>	<b>561</b>	<b>0</b>	<b>2,701</b>
<b>Service Development</b>	<b>Health and Social Care Partnership</b>	Dunclutha Childrens Home	56	0	0	0	0	56
<b>Service Development Total</b>			<b>56</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>56</b>
<b>Overall Total</b>			<b>765</b>	<b>895</b>	<b>536</b>	<b>561</b>	<b>0</b>	<b>2,757</b>

Category	Service	Project	2019-20 £000s	2020-21 £000's	2021-22 £000's	022-23 £00	Future Years £000s	Total £000s
Asset Sustainability	Live Argyll	Aqualibrium	111	6	0	0	0	117
		Campbeltown Community Centre - Fire Alarm and Door Upgrade	37	1	0	0	0	38
		Campbeltown Museum - Burnet Bldg	24	1	0	0	0	25
		Capital Property Works	2	273	561	561	0	1,397
		Corran Halls Gaelic Centre	6	0	0	0	0	6
		Dunoon Community Education Centre	0	48	2	0	0	50
		Helensburgh Swimming Pool - Roofing	9	0	0	0	0	9
		Inveraray CARS	21	0	0	0	0	21
		Moat Centre (Roofing)	9	0	0	0	0	9
		Riverside Leisure Centre - Cladding Upgrade	30	0	0	0	0	30
		Rothesay Swimming Pool	771	24	0	0	0	795
		Victoria Hall, Campbeltown	2	0	0	0	0	2
Victoria Halls, Helensburgh	41	43	0	0	0	84		
<b>Asset Sustainability Total</b>			<b>1,063</b>	<b>396</b>	<b>563</b>	<b>561</b>	<b>0</b>	<b>2,583</b>
Strategic Change	Live Argyll	Carbon Management	36	0	0	0	0	36
<b>Strategic Change Total</b>			<b>36</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36</b>
<b>Overall Total</b>			<b>1,099</b>	<b>396</b>	<b>563</b>	<b>561</b>	<b>0</b>	<b>2,619</b>



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**ARGYLL AND BUTE COUNCIL****COUNCIL****STRATEGIC ASSET MANAGEMENT BOARD****27 FEBRUARY 2020**

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**CORPORATE ASSET MANAGEMENT STRATEGY**

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**1. EXECUTIVE SUMMARY**

- 1.1 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.
- 1.2 The Corporate Asset Management Strategy establishes the Council's overall approach to management of its asset base. In particular it sets out:
- the Council's approach and commitment to sound asset management
  - that the aims and objectives of the Corporate Asset Management Strategy are to ensure that all Council assets are required for operational and regeneration/economic development purposes
  - links between asset management, the Corporate Plan, the Argyll and Bute Outcome Improvement Plan (ABOIP), Service Plans, Live Argyll and the Argyll and Bute Health and Social Care Partnership (HSCP)
  - the Governance arrangements for asset management
  - an overview of the performance improvement framework for asset management
  - the need for asset management to be forward looking to deliver the assets the Council requires for future service delivery.

**CORPORATE ASSET MANAGEMENT STRATEGY**

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**2. INTRODUCTION**

2.1 The Corporate Asset Management Strategy establishes the Council's overall approach to management of its asset base. In particular it sets out:

- the Council's approach and commitment to sound asset management
- that the aims and objectives of the Corporate Asset Management Strategy are to ensure that all Council assets are required for operational and regeneration/economic development purposes
- links between asset management, the Corporate Plan, the ABOIP, Service Plans, Live Argyll and the HSCP
- the Governance arrangements for asset management
- an overview of the performance improvement framework for asset management
- the need for asset management to be forward looking to deliver the assets the Council requires for future service delivery.

**3. DETAIL****Definition and Core Values of Asset Management**

3.1 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.

3.2 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.

3.3 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.

3.4 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.

### **Approach and Commitment to Sound Asset Management**

- 3.5 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.
- 3.6 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.
- 3.7 Asset management has potential to contribute to achievement of efficiency savings.
- 3.8 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.
- 3.9 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, such as the Scottish Heads of Property Services group.
- 3.10 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 and ABOIP objectives, by providing the basis for corporate challenge and a focus on the future asset requirements in respect of service delivery.

### **Aims and Objectives of the Corporate Asset Management Strategy**

- 3.11 Plans for the future should ensure that assets are used primarily to enable the most effective provision of services together with the achievement of strategic objectives; and that 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 and challenge services in this regard. A primary objective of asset management is to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes, linked to corporate, service and ABOIP objectives, while reducing the total cost of ownership and maximising the benefits from investment in these assets.
- 3.12 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.

- 3.13 The Council's short term strategic objective is to improve the asset management performance by challenging services to ensure the most efficient and effective use of assets focused on delivery of the ABOIP, corporate and service objectives.
- 3.14 The following governing criteria underpin the Corporate Asset Management Strategy and provide a basis for corporate challenge:
- The Council's fixed assets must support current and future service delivery requirements.
  - 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 and Bute.
  - The Council's Climate Change Declaration informs and directs the improvements required for assets to meet the Council's carbon reduction targets.
  - The criteria of condition, suitability and risk are applied to measure asset performance.
  - The balance between 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 and expenditure, utilisation and disposal.
- 3.15 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.
- 3.16 Specific aims of the Corporate Asset Management Strategy are to:
- Provide a framework for conducting a corporate challenge to ensure that all assets held by the Council are required for operational and regeneration/economic development purposes, linked to corporate, service and ABOIP objectives.
  - 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 effects 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.

### **Links Between Asset Management and Key Corporate Policies**

- 3.17 The Corporate Plan sets out the Council's corporate objectives and outcomes. The key features of the Corporate Plan are incorporated within this strategy.
- 3.18 The Council's vision is for Argyll and Bute's Economic Success to be built on a Growing Population. This is supported by making Argyll and Bute a place people choose to live, learn, work and do business.
- 3.19 The Corporate Asset Management Plan will need to move its focus from the current estate to considering what future service provision needs will be and the demands this will place on the asset base. This will ensure that in planning for the future the impact of the ABOIP, corporate objectives and national priorities will be taken into account as part of the corporate challenge contained within the asset management process.
- 3.20 There are important links between the Corporate Plan and the ABOIP. The outcomes set out in the Corporate Plan are the Council's contribution to the ABOIP. Each outcome is directly linked to one or more of the national outcomes set by the Scottish Government. The future service delivery requirement for assets is considered as part of the asset management process. This includes assets owned by the Council but operated by the HSCP and Live Argyll.
- 3.21 Community planning partners have worked in partnership with the Council to ensure that the ABOIP 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. In particular we continue to engage with the Scottish Futures Trust (SFT) in view of their emerging role of promoting asset rationalisation between public sector agencies and have increased the capacity of the Transformation Board and Special Projects Team to take forward strategic asset projects.

### **Governance Arrangements for Asset Management**

- 3.23 Council governance of asset management by elected members is on the basis of the Council directing the work of the Council through the Strategic Management Team.
- 3.24 Responsibility for Council assets is held by the two Departments:
- Executive Director Douglas Hendry
  - Interim Executive Director Kirsty Flanagan

These Departments are headed by an executive director reporting to the Chief Executive and supported by heads of service who are responsible for day to day service provision and the effective and efficient use of assets. Assets owned by the Council but operated by the HSCP and Live Argyll continue to be the responsibility of the Council.

- 3.25 The Head of Commercial 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, and preparation of the Capital Plan.
- 3.26 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 for providing corporate challenge within the asset management process.
- 3.27 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.
- 3.28 The Strategic Asset Management Board responsibilities are:
1. To oversee asset management within the Council by applying a corporate challenge which ensures that all assets held by the Council are required for operational and regeneration/economic development purposes linked to corporate, service and ABOIP objectives and the requirements of Live Argyll and the HSCP.
  2. To develop, introduce and fully establish asset management performance, planning and governance systems.
  3. To plan for economic, efficient and effective use of assets, ensuring compliance with statutory regulations.
  4. To prepare the Council's Corporate Asset Management Strategy and Corporate Asset Management Plan.
  5. To manage the approval process for Service and Group Asset Management Plans.
  6. To provide objective appraisal of Initial Business Cases, Outline Business Cases and Full Business Cases.
  7. To provide objective appraisal of Service Asset Management Plans (SAMPs) and Group Asset Management Plans (GAMPs).
  8. To provide objective appraisal of Asset Group Summary templates in relation to the Capital Plan.
  9. To work with stakeholders, both internal and external, in managing its assets including community planning partners.
  10. To review delivery of the Capital Programme.
  11. To review the resourcing of the delivery of the Capital Programme.

12. To ensure the capital works undertaken are of a high standard the Board should ensure that feedback of projects is sought by the users of the building / school / IT system etc. The board should review this feedback and pick up on any lessons learnt.
13. To resolve issues in respect of project risks for individual projects that have impacted (reached a level above tolerance).
14. To ensure life cycle costs in terms of building, maintain and decommissioning are considered in procurement and prior to committing to the project.
15. To oversee the standardisation and future development of asset specification and procurement.
16. To undertake a full review of Asset Management IT systems held by the Council and the development of a strategic approach towards future system integration.
17. Seek to ensure that adequate provision is made for planned programme maintenance.

### **Performance Improvement Framework for Asset Management**

- 3.29 The Council must underpin asset management, business case development and capital and revenue decision making with robust asset performance data. The Performance Improvement Framework supports 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.
- 3.30 The table below summarises the asset base of the Council. The Council has an asset base at 31 March 2019, with a Net Book Value of £617.752m (2018 - £608.200m) that includes:

<b>Description</b>	<b>Number</b>	<b>Description</b>	<b>Number</b>
Administrative Buildings	30	Roads (km)	2,286
Operational Depots	20	Public Road Bridges	901
Primary Schools	72	Car Parks	118
Secondary Schools	5	Marine Structures	41
3-18 Schools	5	Public Road Coastal Protection (km estimated)	200
Joint campuses	1	Public Road Retaining Wall (estimated)	1,000
Gaelic Medium Units	7	Public Conveniences	85
Adult Learning Centres	2	Waste Disposal facilities	11
Early Learning Centres (50 Council with 1 partner)	51	Ferries	6
School Houses	19	Airports	3
Learning Centre for pupils with additional support needs	1	Cemeteries	131
Leisure Centres	5	Crematoria	1
Community Centres	4	Lighting Units	14,642

Halls	5	Vehicles and Plant	500
Libraries	11	IT Systems and Devices (estimated)	11,605

The table includes the majority of the Council's assets but is not exhaustive.

- 3.31 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 in Appendix 1. In addition Services have been encouraged to develop policy statements in respect of each asset group.
- 3.32 Each year the Corporate Asset Management Plan will be prepared on the basis of the Corporate Asset Management Strategy and it will take account of the risks identified in the SAMPs and GAMP. 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.
- 3.33 The Corporate Asset Management Plan sets out how services will ensure that the opportunity cost of financial resources tied up in assets is minimised and that there is:
- an integrated corporate approach towards asset management, capital planning and budgeting process for both capital and revenue
  - a process for changing the Council's asset portfolio consistent with the Corporate Plan and ABOIP
  - a process for asset decision making which is consistent with services' requirements
  - an identification of opportunities for innovation, asset investment or disposal
  - provision of a context for capital project evaluation helping to prioritise decisions on spending.
- 3.34 Each executive director is responsible for the completion of their SAMP, GAMP and Asset Group Summary templates. Service asset managers will prepare the SAMP, GAMP, and Asset Group Summary templates, 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 SAMP (including Asset Management Plans prepared by the HSCP and Live Argyll), GAMP, and Asset Group Summary template, from which the Corporate Asset Management and Capital Plan will be prepared.
- 3.35 In preparing SAMPs, 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 ensure robust 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 and Third Sector to maximise public benefit.

3.36 Community empowerment legislation has recently been enacted. The Council has established an asset transfer policy and process to reflect the legislation and guidance.

3.37 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 and have been subject to robust corporate challenge. 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 Council's Climate Change Declaration.

3.38 In terms of procurement, the Council will take cognisance of traditional or emerging delivery options. It will have regard to the delivery options afforded, for instance, by the SFT and the Northern Hub Co, where appropriate.

3.39 Services continue to use a set of asset performance indicators and an associated programme of asset surveys that were previously introduced by the Strategic Asset Management Board. The performance indicators form part of the Service Asset Management Planning process to allow services and the Council to benchmark asset performance and better inform decision making. In the future the Strategic Asset Management Board will monitor the survey frequency for specific asset groups and continually develop a programme of asset surveys in line with the agreed frequencies.

3.40 In order to fully support this strategy, the Council have implemented a corporate property management IT system to develop and improve its asset management and performance reporting capabilities.

3.41 The Asset Management Board will increasingly work closely with the Council's Transformation Board and Commercial Services Team to exploit opportunities for improved efficiency in asset planning and utilisation. The “One Council” approach to property management is now fully implemented and aims to provide improved asset management and quicker disposal of surplus assets.

#### **4. CONCLUSION**

4.1 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.

#### **5. IMPLICATIONS**

5.1 Policy – The report sets out the Council's policy in respect of asset management.

5.2	Financial -	None.
5.3	Legal -	None.
5.4	HR -	None.
5.5	Fairer Scotland Duty -	None.
5.5.1	Equalities -	None.
5.5.2	Socio-Economic Duty -	None.
5.5.3	Islands Duty -	None.
5.6	Risk -	None.
5.7	Customer Service -	None.

**Policy Lead for Financial Services and Major Projects: Councillor Gary Mulvaney**

**Ross McLaughlin, Head of Commercial Services**

**Kirsty Flanagan, Section 95 Officer**

**13 February 2020**

For further information please contact:  
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**APPENDICES**

Appendix 1 – Asset Management Policies

## APPENDIX 1 – ASSET MANAGEMENT POLICIES

1.0 INTRODUCTION

2.0 OPERATIONAL PROPERTY ASSET POLICY STATEMENT

3.0 NON-OPERATIONAL PROPERTY ASSET POLICY STATEMENT

4.0 ASSET DISPOSALS POLICY STATEMENT

5.0 ASSET ACQUISITIONS POLICY STATEMENT

6.0 FLEET ASSET POLICY STATEMENT

7.0 INFRASTRUCTURE ASSET POLICY STATEMENT

8.0 ICT ASSET POLICY STATEMENT

9.0 BUILDING ELEMENT RISK CATEGORY POLICY STATEMENT

## 1.0 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 under the Community Empowerment Act.

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. 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
- ICT
- Building Element Risk

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 ASSET 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, environmental credentials 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 ASSET 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 review.

## 4.0 ASSET 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 disposals to the appropriate Committee of the Council seeking approval to proceed in line with Council Constitution.

Audit Scotland recommend that consideration should be given to using “legislation which allows councils to sell assets at below market value if it is for public benefit, where this is consistent with a published policy objective, and would achieve Best Value for the public sector overall”. Therefore in advance of any move to dispose of an asset, the Council will consider benefits from retaining an asset which may accrue to the public sector overall.

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.

In addition to the foregoing, Part 5 of the Community Empowerment (Scotland) Act 2015 has introduced a right for community bodies to make asset transfer requests to specified public bodies for the transfer of an interest in land or buildings for a specified purpose. The act requires public bodies to assess requests against a list of criteria and to agree the request unless there are reasonable grounds for refusal.

The Council has developed a set of enhanced procedures to provide a clear and transparent asset transfer request process to ensure compliance with the act. Web pages have also been developed to provide an interactive tool with advice and guidance, a list of the Council's assets, contact details, the relevant forms and documents required to make a request, an “expression of interest form” (to facilitate early informal discussions between organisations and officers). A single point of contact for enquiries is also provided.

## 5.0 ASSET 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 Commercial Service.
- 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 and other frameworks.
- Requiring the demonstration of comprehensive value for money approach.
- Participating and leading, where appropriate, post project reviews.

## 6.0 FLEET ASSET 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.

Fleet Management ensure that services have:-

- Appropriate vehicles in place to carry out their responsibilities and duties.
- Vehicles which are maintained to DVSA (Driver and Vehicle Standards Agency) standard.
- Appropriate data available to measure performance and use of fleet and plant and to enable targets to be established.
- Proportionate information to enable optimum use to be made of the fleet.
- An appropriate training programme in place to support relevant staff and operators.
- Robust business cases developed to underpin vehicle retention and best value procurement solutions.
- Plans in place where appropriate to develop a "Green Fleet" policy, including infrastructure for public charging.
- Plans are developed to manage a single council fleet with vehicle brokerage to ensure best value through vehicle utilisation and whole life costing.

## 7.0 INFRASTRUCTURE ASSET POLICY STATEMENT

The infrastructure portfolio is a complicated collection of diverse asset groups such as roads, bridges, piers, airports, amenity (e.g. cemeteries, memorials and parks), street lighting, landfill sites 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 Annual Status and Options Report has been developed for the road, lighting and bridge/structures assets. This document includes deterioration modelling and investment scenarios that model likely future conditions.

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.
- Infrastructure meets the needs of users' requirements and compliance with relevant legislation and regulations is achieved.
- Data continues to be gathered and held on appropriate systems.
- Benchmarking activities continue to inform business improvement actions.
- All of the above within the confines of the available budgets.

## 8.0 ICT ASSET 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.



## 9.0 BUILDING ELEMENT RISK CATEGORY POLICY STATEMENT

The risk category for building elements is used as part of the condition surveys undertaken by Property Services. The classification for fabric related elements and building services are as follows:

**Fabric** – The condition of an element is based on a combination of factors including site visual appearance, manufacturer's guidance on the lifecycle of the element and frequency of repeated maintenance based on historical knowledge and recorded data. In taking cognisance of all factors an assessment is made and a score (out of ten) is applied resulting in a condition percentage being allocated to the element. A score of less than 40% is classified as **bad** and categorised as a red risk. A score between 40% and 60% is classified as **poor** and categorised as an amber risk. A score between 60% and 85% is classified as **satisfactory** and categorised as a yellow risk. A score greater than 85% is classified as **good** and categorised as a green risk.

In addition to overall condition and therefore the risk associated with elements, the Property Officers also identify "Hot Spots". These are generally small areas of an element whose condition is such that they do not significantly influence the overall score but require attention as their failure is likely to result in a significant disruption to the building functioning as intended. An example of this would be a bad condition flat roof over a boiler house where the failure of the roof element would potentially result in the heating failing.

As a result, a capital programme is established that deals with high risk elements including "Hot Spots". It is also prudent to include a Health and Safety budget to deal with any emergent issues throughout the financial year.

**Services** - Mechanical & Electrical – this assessment is based on the elemental lifecycle of the specific mechanical or electrical element or sub element. The assessment is coupled with the support of statutory cyclical service reports and industry standard recommendations. In taking cognisance of all factors an assessment is made and a score (out of ten) is applied resulting in a condition percentage being allocated to the element. A score of less than 40% is classified as **bad** and categorised as a red risk. A score between 40% and 60% is classified as **poor** and categorised as an amber risk. A score between 60% and 85% is classified as **satisfactory** and categorised as a yellow risk. A score greater than 85% is classified as **good** and categorised as a green risk.

In addition to the overall elemental condition and therefore the risk associated with elements, the Property and Technical Officers also identify "Hot Spots". These are generally parts of an element where condition is such that they do not significantly influence the overall score but require attention as their failure is likely to result in a significant disruption to the building functioning as intended.

As a result, a capital programme is established that deals with high risk elements including "Hot Spots". It is also prudent to include a Health and Safety budget to deal with any emergent issues throughout the financial year.

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**ARGYLL AND BUTE COUNCIL****COUNCIL****STRATEGIC ASSET MANAGEMENT BOARD****27 FEBRUARY 2020**

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**CORPORATE ASSET MANAGEMENT PLAN**

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**1. EXECUTIVE SUMMARY**

- 1.1 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, Service Asset Management Plans (SAMPS), ICT Group Asset Management Plan (ICT GAMP) and Asset Group Summary templates and provides the basis for corporate challenge within the asset management process.
- 1.2 The Corporate Asset Management Plan reflects the Council's strategic objectives contained in the Argyll and Bute Outcome Improvement Plan (ABOIP) and Corporate Plan, capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2020-21 and beyond. These projects have been developed taking account of the future service delivery requirements of the Council, the Argyll and Bute Health and Social Care Partnership (HSCP) and Live Argyll.
- 1.3 On an ongoing basis all services assess the risk arising from the condition and suitability of the assets they have responsibility for. This enables the prioritisation of projects for inclusion within the capital plan.
- 1.4 The continued reduction in revenue maintenance budgets has had an impact on planned maintenance programmes. This in turn increases the rate of deterioration in asset condition across the Council leading to increasing demand for capital investment in the asset base to maintain service delivery. Furthermore, if the 2020-21 reduction in General Capital Grant continues into future years there may be increased difficulties in sustaining the asset base.

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**ARGYLL AND BUTE COUNCIL****COUNCIL****STRATEGIC ASSET MANAGEMENT BOARD****27 FEBRUARY 2020**

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**CORPORATE ASSET MANAGEMENT PLAN**

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**2. INTRODUCTION**

- 2.1 The Corporate Asset Management Plan reflects the Council's strategic objectives contained in the ABOIP and Corporate Plan, capital investment priorities and Service Plans to support Strategic Change, Service Development and Asset Sustainability projects in 2020-21 and beyond. These projects have been developed taking account of the future service delivery requirements of the Council, Live Argyll and the HSCP. The Council is also aware of the potential implications of future agreements in securing investment through a Rural Growth Deal for the council area.
- 2.2 The Strategic Change programme identifies the Council's strategic planning priorities which include the CHORD programme, School Replacement, Helensburgh Waterfront development, Harbour Investment Programme and Road and Infrastructure projects.
- 2.3 The Service Development and Asset Sustainability programmes focus on addressing a combination of 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 2020-21.
- 2.4 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, SAMPs, ICT GAMP, Asset Group Summary templates and provides the basis for corporate challenge within the asset management process.

**3. DETAIL****Corporate Asset Management Planning – Key Issues**

- 3.1 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 the Lorn Arc Tax Incremental Funded project, with SAMPs, ICT GAMP, Asset Group summary templates, the HSCP and Live Argyll Asset Management Plan and capital plans.
- 3.2 SAMPs and ICT GAMP and Asset Group summary templates 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.

- 3.3 Departments were asked to complete Asset Group Summary templates for the assets they have responsibility for. These summarise the information contained within the SAMPs and GAMP highlighting the key pieces of information. The SAMPs and GAMP are still completed and available to refer to but these summary reports allow high level information to be obtained quickly with the back-up detail available if required.
- 3.4 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 Programme Planning and Management Guide). 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. Progress has been made with the standard of IBCs for the Asset Sustainability programme but will continue to be a focus for further development within the capital monitoring process. The Capital Programme Planning and Management Guide, which was approved in May 2010, updated January 2018 and is reviewed regularly, contains templates for each form of business case with the OBC incorporating life cycle costing.
- 3.5 The SAMPs and ICT GAMP 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 and corporate challenge in relation to asset disposal.
- 3.6 The main sources of data for the Corporate Asset Management Plan are the SAMPs, the ICT GAMP and the HSCP and Live Argyll asset management plans, all of which are then summarised within the Asset Group Summary templates. The plans are based on the objective assessment of condition, suitability and risk that has been applied to asset groups.
- 3.7 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 SAMPs. Relevant legislation includes:
- Legislation involving Care Inspectorate issues
  - Legislation relating to Education Scotland
  - Roads (Scotland) Act 1984
  - New Roads and Street Works Act 1991
  - Flood Risk Management Act (Scotland) 2009
  - Coastal Protection Act 1949
  - Health and Safety legislation
  - Environmental and other protective legislation
  - Legionella - Approved Code of Practice and Guidance Document

### **Corporate Asset Management Plan Development**

- 3.8 The Strategic Asset Management Board has a set of Asset Performance Indicators and the associated programmes of asset surveys/inspections. This will continue to improve the quality of asset management plans which allows the Council to benchmark asset performance and provide the basis for corporate challenge within the corporate decision making. Our approach will be further refined in due course following the publication of updated guidance on core fact information for schools which is currently subject to national review.
- 3.9 The Corporate Asset Management Plan is updated annually to reflect national policy requirements. In addition, strategic asset management planning arrangements between other public bodies and major community planning partners within Argyll and Bute are becoming more effective. The Council has an approved policy in place for this.
- 3.10 The gateway system for appraising and approving future capital expenditure has been in operation since 2010. The process has been utilised again for 2020-21 with consideration being given to addressing highest risks and improvements to the Condition and Suitability of assets. The programme for 2020-21 includes projects which have been previously approved by the Council as summarised in the following sections.

### **Capital Projects Previously Approved**

- 3.11 The following significant strategic change projects have been previously approved by the Council:
- Progress and deliver the CHORD programme
  - Progress the delivery of Helensburgh Waterfront Development
  - LED street lighting
  - Marine infrastructure improvements
- 3.12 The following significant service development projects have been previously approved by the Council:
- Early learning and childcare (1140 hours)
  - Depot rationalisation
  - Town centre fund projects
- 3.13 The following section summarises the position with regard to asset sustainability projects previously approved by the Council:
- Roads and Infrastructure
    - The Roads Reconstruction programme is targeted on sections identified as high and medium risk by the Roads Maintenance and the Scottish Road Maintenance Condition Survey Road (SRMCS) and roads inspectors. Prioritisation is given to those routes which are likely to contribute greatest to economic growth and improved quality of life within our communities.
    - The other Asset Sustainability programmes included in 2020-21 onward are Flood Prevention, Bridge Strengthening, Street Lighting,

Environmental, Footway Improvements and Fleet Management.

- Education
  - The 2020-21 to 2022-23 capital programme will continue to include works to address the condition issues of the departments assets informed by the surveys carried out by Property Services. For the school estate, asset sustainability projects will target suitability and condition issues.
- 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.
  - Shared Offices: the main thrust of the programme is health and safety upgrades to address red risk elements in strategically important shared offices and key Council buildings. In addition the service will continue to support office and depot rationalisation projects to ensure that the estate is managed efficiently.
- Live Argyll
  - The programme for Live Argyll will include works identified in conjunction with Property Services to address condition and suitability issues on Council owned assets.
- Argyll and Bute Health and Social Care Partnership
  - The HSCP will focus on ensuring current assets are maintained in a safe, wind and watertight condition but will continue to explore opportunities for co-location. In addition, the digitalisation of Telecare will be progressed as approved in the 2018-19 budget motion.

### **High Risk Assets Not Addressed within Capital Plan Proposals for 2020-21**

3.14 The Capital Programme for 2020-21 has been structured to address the majority of the Council's high risk assets. In 2020-21, service asset managers will develop business cases and plans to tackle the following high risk assets which are not addressed by projects within the 2020-21 to 2022-23 Capital Programme.

- Education
  - Education Services have allocated all asset sustainability projects a high, medium and low priority ranking on an assessment of the condition and suitability requirements for each property. High priority projects should be completed by 2019-2020 however due to the limited funding available some will be required to be delivered in 2020-21 and medium priority projects in 2020-21 and 2021-22. Low priority projects have not yet been allocated within the five year horizon of this SAMP. The condition of our assets is beginning to reflect the inspection grading's received by both Education Scotland and the Care Inspectorate.

- Shared Office Accommodation
  - The programme of asset sustainability projects to address red risks in strategically important offices and other buildings has been limited in recent years due to the restricted funding available. This has led to a scenario where work has had to be planned over several years thereby creating a backlog of urgent projects including rewires, fire alarm upgrades, heating upgrades and structural improvements. As a result, the Council is facing the increased risk of property element failures that could adversely affect service delivery.
  - The current funding levels are inadequate to address all the Statutory and Regulatory requirements in relation to Health and Safety with work having to be delivered over a longer timescale than is desirable. In addition there is limited budget allocation to address emergent works associated with Capital Property Work which historically has required annual funding of between £50k and £100k.
- ICT
  - The reduction in capital funding will have an impact on the Council's ability to maintain and upgrade its applications, IT infrastructure and equipment to keep pace with improvements in technology. The critical service emerging priorities will not all be met following the reduction in capital. The programme will instead deliver limited infrastructure maintenance and a much reduced development programme covering only the highest priority projects. There is insufficient funding in 2020-21 to cover the Cashless Catering System upgrade and the replacement of key business applications CareFirst, Ebusiness Suite and Resourcelink.
- Lighting
  - The street lighting project underway with Energy Efficient Scotland provides a very positive opportunity to upgrade low maintenance lighting infrastructure funded from savings from reduced energy. Replacement of aged columns and cabling is required and upgrading of lighting stock at some locations to improve lighting levels and accessibility as well as reliability.
- Amenity
  - The council is responsible for managing and maintaining burial grounds within the council area. There are 131 cemeteries ranging from small churchyard cemeteries to large 'municipal' cemeteries.  
  
Of the 131 cemeteries within the Argyll and Bute cemetery estate 65 remain available for the purchase of new lairs and 66 are already 'closed' to the sale of lair spaces and are effectively 'full' with only re-openings of existing lairs where depth remains or for the interment of ashes. This current proportion of active 'v' closed



cemeteries has been reasonably stable since 2005. Although the cemetery may be classed as closed, under the Burial and Cremation (Scotland) Act 2016, local authorities in Scotland are responsible for the maintenance and upkeep of burial grounds and crematoriums, which effectively requires a sustained budget to maintain ongoing costs for the upkeep of cemetery grounds.

Argyll and Bute has 65 cemeteries with lair space, however there a number of sites that are expected to run out of space over the next 5 years based on new lairs being taken for each interment.

- Our grass playing fields have had no significant drainage work carried out over 15 years and extensive funding is required to bring them into an acceptable condition. This can be further supported with upgrades to children's play areas which are now coming to an end of their useful life.
- Various amenity buildings have a condition rating of C or D that will required investment to bring them up to an acceptable standard. These buildings include public conveniences, stores, depots and workshops.
- Flood Protection Infrastructure
  - Second round of Local Flood Risk Management Plan due to start in 2022 is expected to involve some schemes in Argyll and Bute for which 20% of funding will fall to the Council to provide. Level of funding is expected to be confirmed in 2021 - it may total at £10 - 15m. Scottish Government provide 80%.
- Waste Services
  - Review of the waste management strategy driven by changing requirements for zero waste to landfill. Revised strategy needs to be progressed in conjunction with Renewi (previously known as Shanks) who have a contract with the council until 2026.
- Capital Regeneration Programme
  - There are risks associated with Rothesay Pavilion and Helensburgh Waterfront Development where there may be additional costs that are not currently funded within the current capital programme.
- HSCP
  - Building upgrades within Homes for the Elderly including rewires, structural upgrades and internal upgrades.
- Live Argyll
  - Building upgrades within Libraries and Community Education Centre's including rewires and internal upgrades.

### Anticipated Developments Within Next Five Years

- 3.15 In the future, the Corporate Asset Management Plan will need to move its focus from the current estate to considering what future service provision needs will be and the demands this will place on the asset base. This will ensure that in planning for the future the impact of the ABOIP, corporate objectives including the transformation programme and national priorities will be taken into account. The impact of reducing maintenance budgets will also have to be considered as they will accelerate the deterioration of the condition of the Council's assets and may result in elemental failure which will increase the risk to service delivery and require the capital plan to be focused on asset sustainability projects.
- 3.16 The main issues identified within the Asset Group Summary templates which must be considered within future asset management planning include:
- Ongoing sustainability of ICT infrastructure assets to best support services in the delivery of Council services and ensuring compliance with PSN, CyberEssentials Plus, Data Protection (incl. GDPR) and PCI DSS regulations.
  - Office rationalisation programmes will continue to be developed by Property Services over the next two years and will be carried out in conjunction with asset sustainability and carbon/energy management programmes.
  - Water Quality/Legionella is a key consideration in terms of asset management and Property Services has subsequently conducted a robust re-assessment of risks in water systems throughout the Council's entire estate and will continue with the necessary risk remediation's.
  - Depot rationalisation will be progressed to reduce operating costs
  - Cemetery extensions and woodland burial sites
  - Cemetery infrastructure review, refurbishment and regeneration
  - Infrastructure improvements for roads including vehicle restraint systems and slope stability, coastal protection, flood infrastructure, bridges and retaining walls
  - Car, coach and lorry parks
  - Heavy vehicle and plant replacement
  - Ongoing work to facilitate implementation of the Flood Risk Management Act
  - Investment to address the needs of island landfill sites and waste management infrastructure.
  - Business case development for future waste management
  - The Marine asset inspection regime to be dealt with on an asset management basis similar to that in place for roads assets
  - Vessel inspections will remain subject to annual refit and certification by the MCA
  - Replacement of aged columns and cabling and upgrade lighting stock at some locations to improve on lighting levels and accessibility as well as reliability.
  - Lorn Arc projects
  - Create hangarage and fuelling infrastructure at Oban Airport.
  - Investment in the built heritage of our towns through potential bids to future CARS/THI funding rounds.
  - High priority projects identified from condition and suitability surveys to

ensure the school estate meets statutory and regulatory requirements and meet the needs of 21<sup>st</sup> century learning.

- Implementation of energy/water efficiency measures and installation of renewable technologies to contribute to the reduction in carbon emissions within the school estate.
- Completion of upgrades to Pre-5 and Primary Schools for the introduction of 1140 Hours Early Learning and Childcare.
- Ongoing programme of asset sustainability projects to address red risk assets/elements to enable Live Argyll Leisure Trust to deliver its services
- Ongoing programme of asset sustainability projects to address red risk assets/elements within the HSCP. In addition, co-location working is also being progressed.

3.17 As a priority, services must develop asset management planning, options appraisal and business case development to address all high risk assets. This will assist in the development of the proposed approach to capital prioritisation.

3.18 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 by carrying out appropriate mitigation works. This will be achieved through the Council's business case gateway process.

### **Leased Land and Property**

3.19 The Council leases land and properties to external parties giving a rental income of circa £700k per annum and leases property and land assets from external landlords with an outgoing rental of circa £280k per annum. As part of the One Council property approach the Estates and Property Development Section will look to continue to increase income from the lease of assets where there is a market opportunity and to reduce outgoing rentals in conjunction with the occupying services.

### **Asset Register Systems and Software**

3.20 The Strategic Asset Management Board is overseeing the final stages of implementation of the new integrated property management system Concerto which will combine a number of processes (including maintenance of the Corporate Finance Asset Register) which have operated independently and as a result simplify obtaining reliable property asset performance data as well as recording and maintaining that data.

3.21 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.

## **4. CONCLUSION**

4.1 The Corporate Asset Management Plan sets out the way in which the Council's Corporate Asset Management Strategy will be delivered in 2020-21 and beyond.

- 4.2 The reduction in maintenance budget will increase the risk of asset failure which may have an impact on service delivery. The proposed move to a prioritisation approach to capital planning will be developed to allow projects to be aligned to Council priorities.

## **5. IMPLICATIONS**

- 5.1 Policy – Sets out how the Corporate Asset Management Strategy will be delivered.
- 5.2 Financial – None.
- 5.3 Legal – The funding for new expenditure may not address all the Statutory and Regulatory requirements in relation to Health and safety.
- 5.4 HR - There are risks that the funding available will have an impact on the sustainability of the Property Design and Roads Design Teams.
- 5.5 Fairer Scotland Duty - None
- 5.5.1 Equalities – None
- 5.5.2 Socio-Economic Duty – None
- 5.5.3 Islands Duty – None
- 5.6 Risk - There are insufficient resources to address all the red risk assets.
- 5.7 Customer Service – None.

**Policy Lead for Financial Services and Major Projects: Councillor Gary Mulvaney**

**Ross McLaughlin, Head of Commercial Services**

**Kirsty Flanagan, Section 95 Officer**

**13 February 2020**

For further information please contact:  
Anne Macdougall, Finance Manager 01586-555269

### **APPENDICES:**

Appendix 1 – Asset Group Summary Templates

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Service Area</b>	Education Service, Customer Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Morag Brown – Business Improvement Manager, Customer Services	
<b>2019/20 Investment</b>	£8.732M (includes £2.058M for Early Learning and Childcare)	
<b>2020/21 Anticipated Investment</b>	£9.603M (includes £3.931M for Early Learning and Childcare)	
<b>Proposed Outcome from the 2019/2020 investment</b>	<p>This will enable us to only complete the very highest priority asset sustainability projects. These projects have been identified from condition surveys to ensure the school estate meets statutory and regulatory requirements and our education establishments are suitable to meet the needs of 21<sup>st</sup> century learning. Projects identified ensure that we address health and safety issues and those that will have an impact on the learning and teaching environment for the largest number of pupils. Completing this work should ensure we maintain the current condition scores for these properties. However there is a risk that failure to invest in planned capitalised maintenance in a timeous manner across such a large estate will see a reduction in the scores of other properties and / or could result in component failure and building closure across the school estate. There is a backlog of work which includes roof repairs, rewiring, damp repairs, heating upgrades and suitability works.</p>	
<b>3 Years of Indicative Funding And The Projected Outcomes</b>	<b>2020/21</b>	<b>2021/22 and 2022/23</b>
	<p>£2.949M High priority projects identified from condition and suitability surveys to ensure the school estate meets the statutory and regulatory requirements and education establishments are suitable to meet the needs of 21<sup>st</sup> century learning. Works include roof repairs, rewiring, damp repairs, heating upgrades, internal refurbishment and assorted suitability works.</p> <p>In addition in 2020/21 the service will continued to invest in Early Learning and Childcare (ELC) settings to ensure there is compliance with the introduction of 1,140 hours ELC.</p>	<p>£2.920M High and medium priority projects identified from condition and suitability surveys to ensure the school estate meets the statutory and regulatory requirements and education establishments are suitable to meet the needs of 21<sup>st</sup> century learning. Works include roof repairs, rewiring, damp repairs, heating upgrades, kitchen upgrades, internal refurbishment and assorted suitability works, including improvements to outdoor play areas.</p>
<b>Backlog Maintenance Figure</b>	In a similar manner to other Scottish Local Authorities, this figure is not recorded because the cost of doing so would be disproportionate to the benefit, particularly when budgets are restricted. Instead a risk based approach is adopted.	

<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b> There are no external or match funding opportunities available for planned maintenance of the education estate.</p>															
	<p><b>Opportunities in 2020/21</b> There are no external or match funding opportunities available for planned maintenance of the education estate.</p>															
<b>Description Of Asset Group (assessment)</b>	<p>The Education Services is responsible for 69 primary schools, 5 secondary schools, 5 x 3-18 schools, 7 Gaelic medium units within schools, 1 standalone learning centre for pupils with additional support needs, 2 early learning and childcare centres, 2 adult learning centres and 19 school houses. The details for these are as follows:</p> <p><u>School Buildings Owned &amp; In Use</u> Number: 73 Overall Average Condition: B Overall Average Suitability: B</p> <p><u>Buildings Provided via NPDO</u> Number: 5 Overall Average Condition: A Overall Average Suitability: A</p> <p><u>Buildings Provided via Schools for the Future Programme</u> Number: 2 Overall Average Condition: A Overall Average Suitability: A</p> <p><u>School Houses Buildings Owned</u> Number: 19 Overall Average Condition: B Overall Average Suitability: C</p> <p>Notwithstanding these overall averages, individual property elements deteriorate on an ongoing basis and are at risk of failure thereby requiring the need for ongoing investment. The capital projects identified in the 2019/20 programme are for the school buildings which are owned and in use. The current condition and suitability scores for all of these buildings is summarised in the table below:</p> <table border="1" data-bbox="643 1541 1410 1760"> <thead> <tr> <th>% of the school estate in use</th> <th>Condition scores</th> <th>Suitability scores</th> </tr> </thead> <tbody> <tr> <td>A</td> <td>15%</td> <td>21%</td> </tr> <tr> <td>B</td> <td>85%</td> <td>66%</td> </tr> <tr> <td>C</td> <td></td> <td>13%</td> </tr> <tr> <td>D</td> <td></td> <td></td> </tr> </tbody> </table> <p>As a result of limited capital and revenue budgets, expenditure is targeted at the property condition issues. However there needs to be an awareness of the impact of poor suitability ratings, particularly if they result in any noncompliance of regulatory authority requirements. This is particularly challenging as many of the properties were inherited at the time of local government re-organisation and were not designed with current approaches to service delivery in mind and nor do they have the flexibility in terms of their construction to be easily modified to do so.</p>	% of the school estate in use	Condition scores	Suitability scores	A	15%	21%	B	85%	66%	C		13%	D		
% of the school estate in use	Condition scores	Suitability scores														
A	15%	21%														
B	85%	66%														
C		13%														
D																

<b>Asset Management System supporting condition assessment criteria</b>	<p>Building condition and suitability is measured for school buildings in accordance with the Scottish Government's School Core Facts. Other building assets are measured in a similar manner via the Local Government Benchmarking Framework (LGBF). The condition rating of buildings is measured through an assessment of the main elements of the building (roof, walls, windows, doors, services etc.) via a weighted scoring matrix. Suitability is measured in a similar manner but instead of building elements the head teachers assess the areas within the school including learning and teaching spaces, internal social spaces, internal facilities, external social spaces and external facilities following the guidance provided by the Scottish Government "The suitability core fact". These assessment methodologies have recently changed and in moving forward will require more input/assessment for each property. Core Facts returns are submitted on an annual basis to the Scottish Government. LGBF are also submitted annually.</p>
<b>Methodology used to set priorities/programmes of work</b>	<p>The prioritisation of projects identified in the capital programme for Education follows a risk based approach informed by the Condition and Suitability surveys. This also takes into account health and safety issues, life cycle costs and any emerging service or legislative requirements. In addition inspections by the regulatory bodies Education Scotland and the Care Inspectorate highlight improvement works required to properties to maintain or improve gradings.</p>
<b>Implications of Underinvestment</b>	<p>In the absence of adequate funding many buildings 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 is beginning to impact on the use of buildings, capacity of the school, flexibility to deliver the curriculum, support for pupils with complex needs and our inspection gradings. This will continue unless the number of properties is reduced or the capital and revenue budget is increased.</p>
<b>Statutory Duties</b>	<p>The following, while not exhaustive, are the main pieces of legislation which drive the need for investment in the Education Estate:</p> <ul style="list-style-type: none"> <li>• Education (Scotland) Act 2016</li> <li>• Education (Scotland) Act 1980</li> <li>• Education (Additional Support for Learning) (Scotland) Act 2009</li> <li>• Children and Young Persons (Scotland) Act 2014</li> <li>• Public Bodies (Joint Working) (Scotland) Act 2014</li> <li>• Schools Consultation (Scotland) Act 2010</li> <li>• Standards in Scotland's Schools etc. Act 2000</li> <li>• Scottish Schools (Parental Involvement) Act 2006</li> <li>• Protection of Children (Scotland) Act 2003</li> <li>• Regulation of Care (Scotland) Act 2001</li> <li>• Fire Scotland Act 2012</li> <li>• Health and Safety and Work Act 1974</li> <li>• Legionella - Approved Code of Practice</li> <li>• Equalities Act 2010</li> </ul>

	<p>There are new and emerging legislative duties in the term of the current Council which will impact on its potential use of assets, notably the:</p> <ul style="list-style-type: none"><li>• Expansion of the provision of funded Early Learning and Childcare (ELC) from the current 600hrs to 1140 hours by 2020</li><li>• “The National Improvement Framework for Scottish Education: Achieving Excellence and Equity”, published in December 2016</li><li>• “Education Governance: Next Steps”.</li><li>• There is also greater adherence to the legislation for the provision of ASN support in the Education (Scotland) Act 2016</li></ul>
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## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Shared Office Accommodation (The asset group incorporates a museum and Council archives)	
<b>Service Area</b>	Commercial Services, Customer Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Craig Houston, Property Services Manager	
<b>2019/20 Investment</b>	£1.926M	
<b>2020/21 Anticipated Investment</b>	£1.500M	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>The funding will be used to deliver asset sustainability projects in Shared Office Accommodation buildings that have red risk elements and/or have significant ongoing revenue budget maintenance requirements.</p> <p>The works will generally include roof/partial roof upgrades, works to address deficiencies with building services (e.g. re-wires/boiler plant upgrades), structural stabilisation works, works to assist with compliance with Equality Act and safe access/egress (e.g. lift upgrade and escape fire stair replacement) and a relatively small contingency element to deal with emergent issues associated with health and safety matters, fire risk assessments and asbestos containing materials in Shared Office Accommodation. In addition there is an allowance to facilitate further office rationalisation to reduce ongoing revenue costs to the Council. It also includes an allowance to undertake legionella control works in all council buildings that have a water supply.</p> <p>As a result of the investment, the condition of individual elements will improve but the impact on the overall condition of the assets is anticipated to remain static, or marginally decline given that the condition of other building elements is deteriorating.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	Anticipated Funding £725k	Anticipated Funding £561k
	Ongoing programme of asset sustainability projects to address red risk elements/assets (roof upgrades, window upgrades, re-wires, heating plant upgrades and ongoing compliance with health and safety, fire risk etc.) to achieve value for money whilst providing the best outcome for both building users and the Local Government Benchmarking Framework on Building Condition.	Ongoing programme of asset sustainability projects to address red risk elements/assets (roof upgrades, window upgrades, re-wires, heating plant upgrades and ongoing compliance with health and safety, fire risk etc.) to achieve value for money whilst providing the best outcome for both building users and the Local Government Benchmarking Framework on Building Condition.

<b>Backlog Maintenance Figure</b>	In a similar manner to other Scottish Local Authorities, this figure is not recorded because the cost of doing so would be disproportionate to the benefit, particularly when budgets are restricted. Instead a risk based approach is adopted. As an example of up-and-coming risk, investment of will be required in the next 2 to 3 years to re-wire Kilmory Castle (circa £1.4M) and Whitegates (circa £0.25M).
<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b></p> <p>The capital allocation for Shared Office Accommodation is used to primarily address red risk elements as asset sustainability (major maintenance) projects. There is no external funding available to address major maintenance of buildings.</p>
	<p><b>Opportunities in 2020/21</b></p> <p>The capital allocation for Shared Office Accommodation is used to primarily address red risk elements via asset sustainability (major maintenance) projects. There is no external funding available to address major maintenance of buildings. However, by the end of 2019/20, Property Services should complete the development of opportunities for local heat and energy efficiency following funding from the Scottish Government. Given that there is a need to ensure greenhouse gases are reduced, Property Services will identify opportunities for low carbon solutions in the wider Argyll and Bute area, which could attract external funding in future years to deliver projects that could result in revenue savings or additional income for the Council.</p>
<b>Description Of Asset Group (assessment)</b>	<p>Shared Office Accommodation is split into buildings that are owned by the Council and buildings leased-in by the Council. The details for these are as follows:</p> <p><b><u>Buildings Owned</u></b>  Number: 28  Gross Internal Floor Area: 22,065m<sup>2</sup>  Gross Book Value: £16.1M  Overall Average Condition: B  Overall Average Suitability: B</p> <p><b><u>Buildings Leased-In</u></b>  Number: 2  Gross Internal Floor Area: 215m<sup>2</sup>  Overall Average Condition: B  Overall Average Suitability: B</p> <p>Notwithstanding these overall averages, individual property elements deteriorate on an ongoing basis and are at risk of failure thereby requiring the need for ongoing investment.</p>
<b>Asset Management System supporting condition assessment criteria</b>	Building condition and suitability and measured in accordance with the Local Government Benchmarking Framework (LGBF) which in turn references the Scottish Government's School Core Facts. The condition rating of buildings is measured through an assessment of the main elements of the building (roof, walls, windows, doors, services etc.) via a weighted scoring matrix. Suitability is measured in a similar manner but instead of

	<p>building elements assesses themes including: location; accessibility; building facilities; the working environment; and ICT infrastructure etc. These assessment methodologies have recently changed and in moving forward will require more input/assessment for each property.</p> <p>All information is recorded within the Council's property management system, Concerto, and LGBF returns are made on an annual basis.</p>
<p><b>Methodology used to set priorities/programmes of work</b></p>	<p>Property condition and suitability assessments are reviewed annually along with input from Property Officers on burdensome maintenance issues to inform elements of buildings that are needing attention/investment. In addition output from statutory inspection of building services (typically annual inspection) also inform the need for investment.</p> <p>These works are prioritised as per health and safety legislative requirements and given the limited budget, ensure that buildings remain wind and watertight and safe for use by members of staff and visitors.</p>
<p><b>Implications of Underinvestment</b></p>	<p>The main implications for underinvestment are:</p> <ul style="list-style-type: none"> <li>• Lack of revenue maintenance funding leads to limited planned maintenance leading to building element failures. This increases demand for capital expenditure on asset sustainability (major maintenance) projects.</li> <li>• Risk of increased likelihood of building closure thereby impacting on ability of the Council to deliver services.</li> <li>• Risk of reputational damage to the Council from poor appearance of buildings.</li> <li>• Risk of increase in third party insurance claims from building users (both staff and visitors).</li> </ul>
<p><b>Statutory Duties</b></p>	<p>Commercial Services is responsible for the provision of all statutory health and safety property inspection, testing and maintenance requirements which are governed by more than 50 pieces of legislation, codes of practice and British and European standards. The following, while not exhaustive, are the main pieces of legislation which drive the need for investment in Shared Office Accommodation:</p> <ul style="list-style-type: none"> <li>• Health &amp; Safety at Work Act</li> <li>• Management of Health and Safety at Work Regulations</li> <li>• Electricity at Work Regulations</li> <li>• Control of Substances Hazardous to Health Regulations</li> <li>• Control of Asbestos Regulations</li> <li>• Fire Precautions Act/Fire (Scotland) Act</li> <li>• Gas Safety Regulations</li> <li>• Lift Operations and lifting Equipment Regulations</li> <li>• Legionella - Approved Code of Practice and Guidance.</li> <li>• Climate Change (Scotland) Act</li> </ul>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	<i>ICT</i>									
<b>Service Area</b>	<i>ICT, Customer and Support Services, Customer Services</i>									
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	<i>Gerry Wilson</i>									
<b>2019/20 Investment</b>	<i>£0.909m</i>									
<b>2020/21 Anticipated Investment</b>	<i>Known or anticipated budget £1.011m</i>									
<b>Proposed Outcome from the 2020/21 investment</b>	<table border="1"> <tr> <td>Server Sustainability</td> <td>Replacement of standalone Sun Server in Kilmory in order to be robust, supported and fit for purpose for at least 5 years. <b>Red Risk Total : £3k 2020/21 Investment : £3k</b></td> </tr> <tr> <td>PC Replacement</td> <td>Replacement of Corporate PCs due to become red risk assets (&gt; 4 years old) in 2020/21, resulting in fitness for purpose with 3 years of warranty. Replacement of Education PCs that either are already red risk assets or due to become red risk assets (&gt; 5 years old) in 2020/21, resulting in fitness for purpose with 3 years of warranty. Note – the PC replacement programme is based on a continuous cycle of investment. One quarter of all corporate PCs were expected to be replaced each year alongside one fifth of Education PCs each year. Under funding over the past four years has led to a shortfall and an increase in red risk assets. (At current replacement rates, underfunding of corporate PCs, which would preferably be replaced on a 3 year cycle equates to £215k). <b>Red Risk Total : £743k 2020/21 Investment : £528k</b></td> </tr> <tr> <td>Telecoms Network</td> <td>Replacement of Telecoms Infrastructure technologies which are either due to become or are already red risk assets in 2020/21, resulting in fitness for purpose for potentially 5 years. <b>Red Risk Total : £83k 2020/21 Investment : £83k</b></td> </tr> <tr> <td>Block Allocation</td> <td>The remainder of the 2020/21 block allocation (397k) is available for red risk business applications (emerging departmental priorities). The ICT Steering Board await business cases in early 2020 for 3 key business system replacements however the remaining block allocation in 2021 falls short of meeting demand by around 424k. Additional emerging red risk business applications increase the shortfall by a further 250k over the next 2 years. <b>Red Risk Total : £800k 2020/21 Investment : £397k</b></td> </tr> </table>		Server Sustainability	Replacement of standalone Sun Server in Kilmory in order to be robust, supported and fit for purpose for at least 5 years. <b>Red Risk Total : £3k 2020/21 Investment : £3k</b>	PC Replacement	Replacement of Corporate PCs due to become red risk assets (> 4 years old) in 2020/21, resulting in fitness for purpose with 3 years of warranty. Replacement of Education PCs that either are already red risk assets or due to become red risk assets (> 5 years old) in 2020/21, resulting in fitness for purpose with 3 years of warranty. Note – the PC replacement programme is based on a continuous cycle of investment. One quarter of all corporate PCs were expected to be replaced each year alongside one fifth of Education PCs each year. Under funding over the past four years has led to a shortfall and an increase in red risk assets. (At current replacement rates, underfunding of corporate PCs, which would preferably be replaced on a 3 year cycle equates to £215k). <b>Red Risk Total : £743k 2020/21 Investment : £528k</b>	Telecoms Network	Replacement of Telecoms Infrastructure technologies which are either due to become or are already red risk assets in 2020/21, resulting in fitness for purpose for potentially 5 years. <b>Red Risk Total : £83k 2020/21 Investment : £83k</b>	Block Allocation	The remainder of the 2020/21 block allocation (397k) is available for red risk business applications (emerging departmental priorities). The ICT Steering Board await business cases in early 2020 for 3 key business system replacements however the remaining block allocation in 2021 falls short of meeting demand by around 424k. Additional emerging red risk business applications increase the shortfall by a further 250k over the next 2 years. <b>Red Risk Total : £800k 2020/21 Investment : £397k</b>
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	<p>The ICT Infrastructure requires a continuous cycle of investment to maintain current operation levels. The Infrastructure will naturally generate more than £1m worth of red risk assets each year and the current investment levels will fail to sustain the asset group condition at current levels. The allocation for ICT does not cover School iPad red risks of £400k in 2020/21. It does not include replacement of additional purchases outwith ICT Capital made by schools for PC/Laptops (20k) and does not bring back corporate PCs to a 3 year replacement cycle (215k).</p> <p>With £1.011m available for ICT in 2020/21, there is insufficient funding available to adequately invest in improved/updated business application systems during 2019/20 that would be allocated under the usual business case submissions via the ICT Steering Board.</p> <p><b>In order to resolve all ICT red risks in 2020/21, funding of £1.63m is required or £2.05m if the Council wished to address the School iPad risks and additional school purchases.</b></p>					
<p><b>3 Years of Indicative Funding And The Projected Outcomes</b></p>	<p><b>2020/21</b></p> <p><i>£1.011m - Ongoing sustainability of ICT infrastructure assets including networks components, servers, PCs and laptops - to best support services in the delivery of Council services and ensuring compliance with PSN, CyberEssentials Plus, Data Protection (incl. GDPR) and PCI DSS regulations. Contribution towards replacement of critical red risk Business Applications</i></p>	<p><b>2021/22</b></p> <p><i>£1.011m - Ongoing sustainability of ICT infrastructure assets including networks components, servers, PCs and laptops - to best support services in the delivery of Council services and ensuring compliance with PSN, CyberEssentials Plus, Data Protection (incl. GDPR) and PCI DSS regulations. Negligible funding available for replacement of critical red risk Business Applications.</i></p>				
<p><b>Backlog Maintenance Figure</b></p>	<p><i>The overall replacement value of all the Councils red risk ICT assets at present</i></p> <table border="1" data-bbox="517 1518 1426 1626"> <tr> <td data-bbox="517 1518 991 1626"> <p><b>Current Red Risk Assets(incl. £215k for 3year cycle for corp PCs and 800k for business applications)</b></p> </td> <td data-bbox="991 1518 1426 1626"> <p>1,690k</p> </td> </tr> </table> <table border="1" data-bbox="517 1697 1426 1771"> <tr> <td data-bbox="517 1697 991 1771"> <p><b>Current Amber Risk Assets(incl. £215k for 3year cycle for corp PCs)</b></p> </td> <td data-bbox="991 1697 1426 1771"> <p>1,185k</p> </td> </tr> </table> <p>There is insufficient funding to fully fund the replacement of some critical red risk business applications that include the Councils Financial Management system, Carefirst Social Care System and Resourcelink, the corporate HR and Personnel system. The level of shortfall totals £424k in 2020/21.</p> <p>There is also insufficient funding to bring back corporate PCs to a 3 year replacement cycle (215k).</p> <p><b><i>The overall shortfall for replacement of red risk assets is therefore £639k</i></b></p>		<p><b>Current Red Risk Assets(incl. £215k for 3year cycle for corp PCs and 800k for business applications)</b></p>	<p>1,690k</p>	<p><b>Current Amber Risk Assets(incl. £215k for 3year cycle for corp PCs)</b></p>	<p>1,185k</p>
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<p><b>Current Amber Risk Assets(incl. £215k for 3year cycle for corp PCs)</b></p>	<p>1,185k</p>					

	School iPads are currently excluded from the PC Replacement budget and funded directly by schools. They are not included in the backlog maintenance figure or the condition summary above, but condition details are held separately. An initial investment of £400k would be required to clear iPad red risks in 2020/21 and an additional £115k per annum would be needed from 2021/22 to include iPads in a 4 year cycle of replacement.					
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2020/21</b>  <i>None</i>					
	<b>Opportunities in 2021/22</b>  <i>None</i>					
<b>Description Of Asset Group (assessment)</b>						
The ICT Asset Group is broken into sub Asset categories that comprise the ICT Infrastructure and Business Applications.						
<i>Condition Summary (Reference ICT GAMP Nov 2019 Appendix 1 Asset Inventory)</i>						
<b>Red</b>	<i>Beyond expected warranted life or unsupported Corporate PCs – older than 4 years Education PCs – older than 5 years</i>					
<b>Amber</b>	<i>Approaching end of life or no longer updated Corporate PCs – older than 3 years Education PCs – older than 4 years</i>					
<b>Yellow</b>	<i>Within warranty but will need replaced within next two years Corporate PCs – older than 2 years Education PCs – older than 3 years</i>					
<b>Green/ Purple</b>	<i>Current/new, warranties valid for at least 2 years</i>					
Replacement of ICT assets where condition is already categorised as “red risk” or will become “red” in 2020/21.						
			<b>CONDITION</b>			
<b>Asset Group</b>	<b>Value</b>	<b>Number</b>	<b>Red</b>	<b>Amber</b>	<b>Yellow</b>	<b>Green/ Purple</b>
<b>Server Infrastructure Overall</b>	<b>£1,268k</b>	<b>198</b>	<b>0%</b>	<b>8%</b>	<b>15%</b>	<b>77%</b>
<i>Microsoft Servers</i>	<i>£361k</i>	<i>138</i>	<i>0%</i>	<i>11%</i>	<i>21%</i>	<i>68%</i>
<i>IBM Server Hardware Kilmory</i>	<i>£499k</i>	<i>14</i>	<i>0%</i>	<i>12%</i>	<i>0%</i>	<i>88%</i>
<i>IBM Server Hardware Helensburgh</i>	<i>£408k</i>	<i>46</i>	<i>2%</i>	<i>0%</i>	<i>0%</i>	<i>98%</i>
<b>PC, Laptops and Tablet Devices – Corporate</b>	<b>£882k</b>	<b>1837</b>	<b>20%</b>	<b>24%</b>	<b>0%</b>	<b>56%</b>
<b>PC, Laptop and Tablet Devices – Education</b>	<b>£2,038k</b>	<b>5678</b>	<b>18%</b>	<b>35%</b>	<b>0%</b>	<b>47%</b>
<b>Communications Equipment incl phones and Broadband</b>	<b>£1,525k</b>	<b>1298</b>	<b>2%</b>	<b>7%</b>	<b>58%</b>	<b>33%</b>
<b>Supported Business Software Applications</b>	<b>N/A</b>	<b>87</b>	<b>3%</b>	<b>4%</b>	<b>21%</b>	<b>72%</b>
<b>Asset Management System supporting</b>	<i>Not Applicable</i>					

<b>condition assessment criteria</b>	
<b>Methodology used to set priorities/programmes of work</b>	The ICT Development framework establishes a consistent and transparent method for the evaluation of ICT proposals being presented to the ICT Steering Board and Strategic Asset Management Board. The framework allows competing demands for Council resources to be compared like for like with the purpose of establishing an ICT Development Plan that will include a mix of small and significant ICT developments that are both affordable and deliverable. The ICT Development Plan will be the sole mechanism for determining the ICT Asset service development priorities and the levels of funding required to meet them.
<b>Implications of Underinvestment</b>	<p>Failure of key infrastructure supporting technology components that are critical for day to day service delivery across all services of the Council. The severity and the reach of the impact will very much depend on which components fail and consequences for individual services but could also be cross Council affecting.</p> <p>As technology components age and move out of support, the Council risks non-compliance with PSN, Cybersecurity and PCI DSS obligations.</p>
<b>Statutory Duties</b>	<ul style="list-style-type: none"> <li>• Public Services Network (PSN);</li> <li>• CyberEssentialsPlus;</li> <li>• Data Protection (incl GDPR);</li> <li>• Payment Card Industry Data Security Standards (PCI DSS).</li> </ul>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Road Infrastructure (carriageways and footways)	
<b>Service Area</b>	Roads and Infrastructure Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Hugh O'Neill – Network and Standards Manager (for inventory information and programme development) Tom Murphy – Operational Delivery	
<b>2019/20 Investment</b>	£8.427m Roads Reconstruction and £0.384m footways (STTS Funding bid received for £1.708 (See match Funding)) Revenue £3.486m	
<b>2020/21 Anticipated Investment</b>	£5.586m Roads Reconstruction and Zero on footways Revenue £3.4m STTS Funding £1m (Dependent on our own Reconstruction Budget) (See match Funding)	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>Carry out a mix of surface dressing, edge strengthening, resurfacing works. The surfacing works will include proportionate drainage works. Works will be identified from condition surveys, collision data, and known development activity and from customer demands. Final programmes may be adjusted to take account of any winter deterioration.</p> <p>£5.5m capital budget with the current level of revenue funding would not be sufficient to enable officers to keep the network from deteriorating, dependent on the severity of winter weather this could further deteriorate the network.</p>	
<b>3 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	£4.719m Ongoing programme of surface dressing, edge strengthening, resurfacing works and barriers to achieve value for money whilst providing the best outcome for the Road Condition Index (RCI) score which will not be sufficient to stop the road network from deterioration.	£4.394m Ongoing programme of surface dressing, edge strengthening, resurfacing works and barriers to achieve value for money whilst providing the best outcome for the Road Condition Index (RCI) score which will not be sufficient to stop the road network from deterioration.
<b>Backlog Maintenance Figure</b>	Independently calculated at £112m (this is the amount required to bring all of Argyll and Bute's road network up to an A1 condition.	
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b>  Strategic Timber Transport Fund (available to strengthen roads to allow timber extraction) £1.708M secured for 2019/20 which has been used to extend schemes in the council programme, thus reducing reactive demands for repairs.	



	<p><b>Opportunities in 2020/21</b></p> <p>Grant funding opportunities will be pursued through the STTF fund. Any further opportunities e.g. from whisky production companies, aquaculture etc.</p>																										
<p><b>Description Of Asset Group (assessment)</b></p>	<p>2286km of road network with 23% built on peat</p> <table data-bbox="596 443 1005 616"> <tr> <td>A Class Roads</td> <td>505.3km</td> </tr> <tr> <td>B Class Roads</td> <td>613.5km</td> </tr> <tr> <td>C Class Roads</td> <td>434.3km</td> </tr> <tr> <td>Unclassified Roads</td> <td>733.0km</td> </tr> <tr> <td>Total Network Length</td> <td>2286.1km</td> </tr> </table> <p>Road condition is measured by the Scottish Road Maintenance Condition Survey (SRMCS) which assesses parameters such as surface texture and cracking, smoothness and rutting. This provides an indication of the residual life of the road structure.</p> <p>The RCI survey results indicates that 54.2% of the carriageway network should be considered for maintenance treatment (compared to 55.4% in the previous survey, see below for comparison from last year's survey)</p> <table data-bbox="596 1014 1380 1153"> <thead> <tr> <th>Roads assessed:</th> <th>2019/20</th> <th>2018/19</th> <th>Improvement</th> </tr> </thead> <tbody> <tr> <td>In <b>Red</b> Category</td> <td>16.1%</td> <td>16.34%</td> <td>Yes</td> </tr> <tr> <td>In <b>Amber</b> Category</td> <td>38.07%</td> <td>38.08%</td> <td>Yes</td> </tr> <tr> <td>In <b>Green</b> Category</td> <td>45.83%</td> <td>45.58%</td> <td>Yes</td> </tr> </tbody> </table> <p>The Council's Annual Status and Options Report (ASOR) provides a detailed analysis of the condition of the road infrastructure. The ASOR also provides an analysis of the projected condition based on the financial investment available.</p>	A Class Roads	505.3km	B Class Roads	613.5km	C Class Roads	434.3km	Unclassified Roads	733.0km	Total Network Length	2286.1km	Roads assessed:	2019/20	2018/19	Improvement	In <b>Red</b> Category	16.1%	16.34%	Yes	In <b>Amber</b> Category	38.07%	38.08%	Yes	In <b>Green</b> Category	45.83%	45.58%	Yes
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<p><b>Asset Management System supporting condition assessment criteria</b></p>	<p>Annual SCANNER Surveys carried out as part of a Scotland wide programme. The Surveys produce a Road Condition Index (RCI) which is used locally and by Audit Scotland to monitor asset condition.</p>																										
<p><b>Methodology used to set priorities/programmes of work</b></p>	<p>Capital formula established at 2006 Council Committee to determine area allocation.</p> <p>Local priorities based on output from machine surveys, SCRIM, STATS 19, engineering judgement, service demands. Roads assessed as amber and those with the greatest impact on the economy.</p> <p>Maintaining Scotland's Roads – Audit Scotland, February 2011  <i>“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.”</i></p>																										

	<p>The road infrastructure is also covered by the Roads Asset Management Plan (RAMP) which has been carried out as part of a national project steered by SCOTS. This means that the roads asset infrastructure's condition can be compared not only across Argyll and Bute, but across the whole of Scotland.</p>
<p><b>Implications of Underinvestment</b></p>	<p>Increase in third party insurance claims.  Restricted traffic and the possibility of some roads having to be closed on safety grounds.  Detriment to business and tourism should the road network deteriorate to a point that its condition is not convenient for the travelling public.</p> <p>This area can be expanded with the provision of a risk register picking up risk, impact and mitigation for each of the issues raised above.</p>
<p><b>Statutory Duties</b></p>	<p>Roads Scotland Act 1984  New Road and Street Works Act 1991  Road Traffic Act 1984  And various other associated statutory instruments</p>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Street Lighting	
<b>Service Area</b>	Roads and Infrastructure Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Hugh O'Neill – Network and Standards Manager (for inventory information and programme development) Tom Murphy – Operational Delivery	
<b>2019/20 Investment</b>	£250k LED Scheme Funding through Prudential Borrowing	
<b>2020/21 Anticipated Investment</b>	£1.257m Capital and £275k Revenue	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>Remaining LED funding will be used to complete the Luminaire fitting and upgrading of Category 4 Columns (Columns which are in urgent need of replacement).</p> <p>Street Lighting Capital Schemes will be brought forward for the replacement of street lighting columns and or buried cables to further improve our asset reliability and minimise the reactive maintenance requirement. Further spend will also include Pedestrian Crossings, Traffic Lights upgrades.</p> <p>Routine reactive and cyclic maintenance of the existing street lighting asset will be funded through revenue budget.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	<p>Zero Capital Investment will prevent the replacing of aged columns and cabling and upgrading lighting stock at some locations to improve on lighting levels and accessibility as well as reliability.</p> <p>This will also be the same for replacement of a number of lit signs at junctions as well as annual investment for Pedestrian Crossings, Traffic Lights and outside schools. Install some new lighting schemes in at least one location. £275k will allow annual maintenance only, this will cover reactive and planned.</p>	<p>Zero Capital Investment will prevent the replacing of aged columns and cabling and upgrading lighting stock at some locations to improve on lighting levels and accessibility as well as reliability.</p> <p>This will also be the same for replacement of a number of lit signs at junctions as well as annual investment for Pedestrian Crossings, Traffic Lights and outside schools. Install some new lighting schemes in at least one location.</p> <p>£275k will allow annual maintenance only, this will cover reactive and planned.</p>
<b>Backlog Maintenance Figure</b>	This cannot be accurately calculated due to complications in respect of our Lighting column infrastructure and is estimated at approximately £5m.	

<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b></p> <p>Nil however, the continuing LED upgrade replacement programme has been funded by prudential borrowing – A £3.9m scheme to replace sox and son fittings with LED energy efficient cost saving luminaires is now 90% complete. With a final completion date in the first quarter of 2020/21.</p> <p><b>Opportunities in 2020/21</b></p> <p>There has been no further match funding identified for this financial year.</p>
<b>Description Of Asset Group (assessment)</b>	<p>Gross street lighting stock replacement cost (new replacement) from Asset Register £47m</p> <p>14,642 Luminaires</p> <p>434 Illuminated Signs</p> <p>27 Traffic Lights/Signals (Sets)</p> <p>13,616 Lighting Columns (9920 Galvanised Steel, 2266 Un-galvanised Steel, 1278 Aluminium Columns, 42 Concrete Columns, 110 Lights on Wooden Poles)</p> <p>35% of these columns have exceeded their expected service life.</p>
<b>Asset Management System supporting condition assessment criteria</b>	<p>Service Standards to ensure that electrical certification / testing is required every 6 years with column condition and ranking carried out every 4 years as part of scheduled planned maintenance</p>
<b>Methodology used to set priorities/programmes of work</b>	<p>Study of Planned Maintenance findings, analysis of fault records and reliability, Light level meter checks for inadequacies, column condition scores – All will be considered to compile and prioritise programs of work</p>
<b>Implications of Underinvestment</b>	<p>Increase in third party insurance claims.</p> <p>Detriment to business and tourism should the network deteriorate to a point that its condition is not convenient or safe for the travelling public / pedestrians and motorists.</p>
<b>Statutory Duties</b>	<p>There is no statutory duty to provide street lighting but where the Authority has provided street lighting there is a duty to maintain to BS5489</p> <p>Electricity at Work Act and BS 7671Electrical regulations S5489</p> <p>Road Traffic Act 1984 (for illuminated signs)</p>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Bridges & Retaining Walls	
<b>Service Area</b>	Roads and Infrastructure Services, Infrastructure Design	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Arthur McCulloch	
<b>2019/20 Investment</b>	Capital Bridge Strengthening and Replacement Programme - £150k Revenue Structural Maintenance - £231k Revenue Structural Assessment - £65k	
<b>2020/21 Anticipated Investment</b>	Capital Bridge Strengthening and Replacement Programme - £867k Revenue Structural Maintenance - £231k Revenue Structural Assessment - £65k	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>Capital Bridge Strengthening and Replacement Programme</p> <ul style="list-style-type: none"> <li>- Strengthening &amp; Replacement of Bridges &amp; Retaining Walls</li> </ul> <p>Revenue Structural Maintenance</p> <ul style="list-style-type: none"> <li>- Bridge &amp; Wall Inspections</li> <li>- Bridge &amp; Wall Maintenance Repairs</li> <li>- Management of Abnormal Load Notifications</li> <li>- Technical Approval</li> <li>- Asset Management</li> </ul> <p>Revenue Structural Assessment</p> <ul style="list-style-type: none"> <li>- Assessment of Bridges and Retaining Walls</li> </ul> <p>The current level of total capital &amp; revenue funding is expected to result in an increase in the number of restricted bridges in the longer term as well as a reduction in the overall Bridge Condition indicator (BCi).</p> <p>It should be noted that structural assets deteriorate slowly and road users and members of the public are generally not aware of their condition, unless a weight restriction is put in place.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	£250k capital and £296k revenue. Ongoing programme of strengthening, replacement, maintenance, assessment and management of structures.  Value Management Prioritisation shall be used to ensure available finances are	£300k capital and £296k revenue. Ongoing programme of strengthening, replacement, maintenance, assessment and management of structures.  Value Management Prioritisation shall be used to ensure available finances are

	allocated to the most suitable structures.	allocated to the most suitable structures.
<b>Backlog Maintenance Figure</b>	<p>Backlog of £16m under Bridge Strengthening and Replacement Programme</p> <p>Backlog of £3.7m under Revenue Structures Maintenance.</p>	
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b>	
	None	
	<b>Opportunities in 2020/21</b>	
	None	
<b>Description Of Asset Group (assessment)</b>	<p>901 Bridges (over 1.5m span)  1000 Retaining Walls (over 1m retained height) (circa. 80% of assets recorded)  (Culverts under 1.5m span managed by Roads Operations are excluded from the above – but when they are replaced can be reclassified as bridges due to the increase in size generally required to mitigate flood risk. Retaining walls under 1m retained height are likewise managed by Roads Operations.)</p> <p>Bridge Condition is calculated through Structural Inspections carried out by in-house Bridge Inspectors through the National Asset Management Software used by the Council.</p> <p>Structural condition is measured through the in-house inspection of assets which considers each element of a structure. National guidance documents are utilised as well as a standardised Asset Management system.</p> <p>The Bridge Condition indicator for the Council's structures stock is 89.18 – a deterioration compared to 90.72 in 2012/13). As stated above, it should be noted that structural assets deteriorate slowly.</p>	
<b>Asset Management System supporting condition assessment criteria</b>	<p>24 Months bridge inspections primarily carried out in-house provide data to calculate the Bridge Condition indicator (BCi) for each structure. This BCi is used locally and by SCOTS and Audit Scotland to monitor asset condition. This is also being used to rank the parapet systems in place.</p> <p>Structural Assessments in accordance with relevant guidance documents in Design Manual for Roads &amp; Bridges (DMRB) used to support Roads Scotland Act (1984). These assessments determine whether any structural restrictions should be considered as well as inform the priorities in the replacement/strengthening programme.</p>	
<b>Methodology used to set priorities/programmes of work</b>	<p>Bridge Strengthening and Replacement Programme is prioritised using an in-house method which has been modified in recent years to take account of new SCOTS guidance.</p>	

	<p>Revenue Structural Maintenance is currently prioritised based primarily on engineering judgement. Following a restructuring of the management of structural maintenance repairs, along with new guidance being issued on Value Management Prioritisation from UK Roads Liaison Group 'Well-managed highway infrastructure' a risk based prioritisation methodology is being incorporated for 2020/21 onwards.</p> <p>Parapets have been ranked using an in-house system of factors.</p>
<b>Implications of Underinvestment</b>	<p>Increase in risk of bridge / road restrictions or closures.</p> <p>Communities left isolated should any single access areas have closures imposed.</p> <p>Inspections, assessments and works will need to be prioritised to best manage the risks and available funding against the Council's responsibilities for its assets.</p>
<b>Statutory Duties</b>	<p>Roads Scotland Act 1984 to ensure this is properly applied, the following guidance documents are followed:</p> <ul style="list-style-type: none"> <li>- UK Roads Liaison Group Code of Practice 'Well-managed highway infrastructure' along with associated SCOTS guidance / frameworks.</li> <li>- Design Manual for Roads &amp; Bridges</li> <li>- Eurocodes</li> </ul> <p>New Road and Street Works Act 1991</p> <p>Various other associated statutory instruments</p>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Car Parking	
<b>Service Area</b>	Roads and Infrastructure Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Hugh O'Neill – Network and Standards Manager	
<b>2019/20 Investment</b>	Nil capital (£0.75m Revenue Income), with £239k allocated specifically on Car Park Maintenance (Amended from previous SAMP due to reductions in parking fee returns)	
<b>2020/21 Anticipated Investment</b>	Nil Capital (£1m revenue income), with £239k allocated specifically on Car Park Maintenance (if TRO processes are progressed)	
<b>Proposed Outcome from the 2020/2021 investment</b>	Improvements to lining, car park surfaces and associated maintenance of grounds and parking machines. Improve current condition of sites with the most deterioration in line with finances available.	
<b>3 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	Nil capital £1m revenue Improvements to lining, car park surfaces and associated maintenance of grounds and parking machines. Improve current condition of sites with the most deterioration in line with finances available.	Nil Capital £1m revenue Improvements to lining, car park surfaces and associated maintenance of grounds and parking machines. Improve current condition of sites with the most deterioration in line with finances available.
<b>Backlog Maintenance Figure</b>	Argyll and Bute have 118 off street car parks all in various states of repair. To bring the car parks to A1 condition regarding the surface, access and associated amenities such as toilets, grass cutting and picnic areas this is estimated at £10m	
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b>  Nil	
	<b>Opportunities in 2020/21</b>  Tourism Infrastructure if still available.	
<b>Description Of Asset Group (assessment)</b>	118 off street car parks of various sizes and locations throughout Argyll and Bute. Currently the majority of car parks are maintained to a satisfactory standard.  Argyll and Bute parking policy framework.	
<b>Asset Management System supporting condition assessment criteria</b>	No fixed scoring mechanism. Wardens and local roads inspectors report issues as and when required.	



<b>Methodology used to set priorities/programmes of work</b>	Informal assessment process by wardens and roads inspectors
<b>Implications of Underinvestment</b>	Increase in 3 <sup>rd</sup> party insurance claims Loss of revenue if parking meters are not fixed timeously Reduction in visitors to Argyll and Bute which would also affect the local economy/tourism and businesses. Increase in Fly-tipping
<b>Statutory Duties</b>	<b>Health and Safety Act</b>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Amenity	
<b>Service Area</b>	Roads and Infrastructure	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Hugh O'Neill, principal manager Tom Murphy Operational Manager	
<b>2019/20 Investment</b>	£0.010m Capital £3.8m revenue	
<b>2020/21 Anticipated Investment</b>	£0.577m capital. £3.8m revenue	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>Environmental Projects: <u>Cemetery Extensions and infrastructure.</u> We currently have in excess of 65 cemeteries which have reached end-of-life from a total of 131 (currently 66 are live and able to accept new internments). Proposal is to extend cemeteries which are at critical point and unable to accept new internments.</p> <p><u>Children's Play areas:</u> Upgrades to facilities which are now coming to the end of their lifespan are required. We have previously involved 3<sup>rd</sup> sector assistance here however a number of play areas have not been upgraded or taken on by 3<sup>rd</sup> sector parties. The current budget covers the necessary maintenance and repairs ensuring health and safety is not compromised.</p> <p><u>Toilet Facilities:</u> Discussions have taken place over the last three years in respect of identifying public conveniences for potential income streams. We have successful partnerships in several areas who manage the facilities for a minimum fee. We will continue to build on this with a view to getting further partnerships. Turnstiles are currently being installed at Oban North Pier Toilets and an entry system will also be installed at Inveraray and Lochgilphead for cost recovery. Other locations have had honesty boxes installed and a small amount of income is being recovered annually.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	<p>Nil allocated at present however there is a need for circa £0.75m capital identified at present. Ongoing programme of burial provision (Cemetery Extensions/Infrastructure) and enhancing sports and recreation facilities to a safe and acceptable standard.</p>	<p>Nil allocated at present however there is a need for circa £1m capital identified at present. Ongoing programme of burial provision (Cemetery Extensions/Infrastructure) and enhancing sports and recreation facilities to a safe and acceptable standard.</p>

<b>Backlog Maintenance Figure</b>	<p>In 2014 an internal review was carried out on Cemetery sites which identified £980,000 would be required to upgrade sites to an acceptable standard. Since then several more sites have become full and further funding would now be required in the region of £1.2m ie total of circa £2.2m.</p> <p>Parks and Open spaces have not been properly funded for several years and will require extensive funding to bring them to an acceptable condition, in the region of £1m</p> <p>Public Conveniences: Various public conveniences require turnstile improvements and general upgrades. £250k</p>
<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b></p> <p>Grounds maintenance contract with ACHA which brought in approximately £40k</p> <p><b>Opportunities in 2020/21</b></p> <p>Public Conveniences: We could look at using partners where we would support them initially with a start off fund and agree they seek external funding which would bring back income to Argyll and Bute Council to improve local facilities.</p> <p>We could look at a partnership agreement with Sports Scotland to match fund some drainage projects. There is also the opportunity to create partnerships around sports facilities where user partners can seek external funding, discussions are currently ongoing with user groups in regards to Mossfield Stadium in Oban, if successful this could be a model which is duplicated across geographical areas.</p>
<b>Description Of Asset Group (assessment)</b>	<p>131 Burial Grounds In excess of 15 pitches 85 Public Conveniences 30 Childrens play areas</p>
<b>Asset Management System supporting condition assessment criteria</b>	<p>Regular Inspections in line with council practices.</p>
<b>Methodology used to set priorities/programmes of work</b>	<p>Suitability Studies carried out by internal staff.</p>
<b>Implications of Underinvestment</b>	<p>Unable to carry out statutory duty of burying the dead. Breach of health and safety legislation if the toilets are not maintained to a clean condition. Underinvestment may lead to the closure of our facilities.</p>
<b>Statutory Duties</b>	<p>Bury the dead – Burial and Cremation Act 2016 Health and Safety Act</p>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Depots
<b>Service Area</b>	Roads and Amenity Services, Development and Infrastructure
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Tom Murphy (Operations) John Blake (Fleet) with Depot Rationalisation Programme (Mark Calder)
<b>2019/20 Investment</b>	<p><b>Nil net Capital required from Council</b></p> <p><b>Oban depot rationalisation</b> £1.532m (Oban insurance claim)</p> <p>Any contractual additional costs beyond contract value subject to discussion with the insurer. Total policy cover is £1.6million The Oban insurance claim income to be spent 19/20 with handover expected March 2020)</p> <p><b>Lochgilphead depot rationalisation</b> Discussions are ongoing on the Lochgilphead depot rationalisation which will be funded through Prudential Borrowing and initial works have been undertaken during 2019-20.</p>
<b>2020/21 Anticipated Investment</b>	<p><b>Nil net capital required from Council</b></p> <p>Anticipated total budget £3.5million (programme). £68k currently in capital plan for Oban Depot.</p> <p>The £3.5million figure is based on prudential borrowing against revenue income derived from vacated depot sites plus any capital receipts from sites which are sold (Ref template TB07 Depots Council meeting February 2018). It is unlikely that this sum will be fully raised or spent entirely in 2020/21 although some costs will be incurred in relation to developmental design work on Islay, Bute and in Campbeltown (these sites comprising Phase Two of the programme after Phase One Oban and Lochgilphead). The Oban site is being fully funded through the insurance claim.</p> <p>The total funding would be dependent on the capital receipts received from depot disposal. It remains to be seen if or whether the monies raised from vacated sites will be sufficient to complete the depot rationalisation programme. Investment levels required to be determined on a case by case basis on realistic service requirements per site.</p>
<b>Proposed Outcome from the 2020/2021 investment</b>	<p><b>Lochgilphead depot rationalisation</b> Move all services to the current Kilmory Depot. Specifically this will involve:</p>

	<ul style="list-style-type: none"> <li>• construction of a new office and meeting facility;</li> <li>• construction of a new fleet workshop;</li> <li>• expanding the footprint of the current site, build up/levelling and including new hard standing for heavy vehicle parking;</li> <li>• refit of the current welfare facility;</li> <li>• relocation of the fuel tank from Bishopton Road to the depot entrance;</li> <li>• construction of material storage etc.; and</li> <li>• new salt store.</li> </ul> <p>It is expected that all facilities in the new Lochgilphead depot will be in A1 condition – this project represents both an improvement on the current asset condition as well as a rationalisation of assets.</p> <p>Types of work – design, construction.</p> <p><b>Bute, Islay, Campbeltown</b> As Lochgilphead</p> <p>Types of work – preparation for design, initial design</p> <p><b>NOTE:</b> given the agreed depot rationalisation programme it is expected that any investment required in current assets such as the Lochgilphead fleet workshop will be only that which is absolutely necessary to safely continue the operation (managed decline) until such time as new facilities are in place.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	<p><b>Nil net capital required.</b></p> <p>Develop Bute; Islay and Campbeltown via prudential borrowing.</p>	<p><b>Nil net capital required.</b></p> <p>Deliver Dunoon and Mull via prudential borrowing.</p> <p><b>NOTE:</b> these timings are based on the savings timetable (ref TB07). The actual programme is likely to run beyond the three year timeframe, with specific project timescales determined on a case by case basis</p>
<b>Backlog Maintenance Figure</b>	<p>Unknown.</p> <p>Proactive investment in the depot rationalisation outlined above is designed to supersede any backlog maintenance requirement</p>	
<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b></p> <p>Although not external funding per se, the Oban Depot rationalisation is being funded via insurance monies from the Mill Park depot which was destroyed by fire. The total claim is £1,473,052.36.</p>	

	<p><b>Opportunities in 2020/21</b></p> <p>There are likely to be limited if any funding opportunities for the actual depot redevelopment works but there may be the opportunity to seek external funding in order to redevelop the vacated sites prior to taking them to market, particularly in relation to any future use as business incubator hubs.</p>
<b>Description Of Asset Group (assessment)</b>	<p>Main depots: 17</p> <p>Satellite depots/storage areas: 14:</p> <p>Average condition score (Property): 2.95; average condition rating: B</p>
<b>Asset Management System supporting condition assessment criteria</b>	Concerto Property System
<b>Methodology used to set priorities/programmes of work</b>	The priorities for the depot rationalisation programme are determined by operational requirements alongside commercial opportunities.
<b>Implications of Underinvestment</b>	<p><b>Risk: underinvestment in depot rationalisation meaning single site solutions not progressed</b></p> <p><b>Impact:</b> significant. The Council would continue to operate multiple sites with all the costs associated to these sites; efficiencies from shared working on service delivery would not be realised; culturally Operational Services would remain separated; lack of available land for business and industry use; lack of opportunity for wider economic growth</p> <p><b>Mitigation:</b> robust design process focussing on needs over wants; regular reporting as programme progresses; active marketing of sites to be vacated</p> <p><b>Risk:</b> general underinvestment in facilities means services cannot be delivered safely</p> <p><b>Impact:</b> the Council is unable to deliver its statutory duties in terms of roads maintenance, waste collections, burials etc.</p> <p><b>Mitigation:</b> regular monitoring of assets – potential to redefine programme if urgent needs have suitable visibility.</p>
<b>Statutory Duties</b>	<p>Specific to the operation of the sites, Health and Safety at Work Act 1974</p> <p>In general, suitable depot facilities allow the Council to meet its statutory obligations in terms of the Roads Scotland Act 1984; the Environmental Protection Act 1990; New Roads and Streetworks Act 1990; various statutory instruments.</p>

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Fleet Services	
<b>Service Area</b>	Roads and Infrastructure	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	John Blake	
<b>2019/20 Investment</b>	£0.384m capital (Prudential Borrowing)	
<b>2020/21 Anticipated Investment</b>	£3.796m capital (Prudential Borrowing)	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>Vehicle Replacement Programme.</p> <p>1. Vehicle replacement will be programmed ensuring that suitable, reliable fleet vehicles and plant equipment are available for service users.</p> <p>The Council has a duty to ensure vehicles are fit for purpose and comply with current legislation. In addition, capital and revenue savings have been identified in the procurement of new vehicles, this will also contribute to climate change with more modern vehicles and reduced CO2 emissions.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	£449k capital identified at present. (Prudential borrowing may be used to increase expenditure if financially viable). Ongoing replacement programme and short term priorities.	£449k capital identified at present. (Prudential borrowing may be used to increase expenditure if financially viable). Ongoing replacement programme and short term priorities.
<b>Backlog Maintenance Figure</b>	A review of the vehicle fleet and plant equipment has been undertaken and based on increasing costs it has been decided to begin a replacement programme to ensure capital and revenue costs savings can be made. The Council did not have a vehicle replacement programme in place and a decision was taken to replace necessary vehicles with the limited budget available. The cost of this exercise is circa £3m per annum. Other smaller priorities are noted above.	

<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b> External funding has been made available through the Scottish Government to support the drive towards the hybrid and electric vehicle agenda.
	<b>Opportunities in 2020/21</b> External funding may be made available through the Scottish Government to support the drive towards the hybrid and electric vehicle agenda.
<b>Description Of Asset Group (assessment)</b>	The Council currently operate a combination of fleet vehicles and plant equipment (466). Periodically, replacement will be required in line with the end of life cycle of the aforementioned.
<b>Asset Management System supporting condition assessment criteria</b>	Vehicles and plant will be maintained in line with current legislation.
<b>Methodology used to set priorities/programmes of work</b>	Assessment and review conducted by officers.
<b>Implications of Underinvestment</b>	The inability to provide reliable, safe fleet vehicles and plant to service users to fulfil statutory requirements relating to work plans.
<b>Statutory Duties</b>	Operating Licence Undertaking Health and Safety at Work Act 1974 The Road Vehicles (Construction and Use) Regulations Drivers Hours Regulations Operator Compliance Risk Score (OCRS) SEPA fuel regulations



## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Flood Protection Infrastructure	
<b>Service Area</b>	Roads and Infrastructure - Infrastructure Design	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Arthur McCulloch	
<b>2019/20 Investment</b>	Flood Prevention: £179k (Antrim View and Frederick Crescent, Port Ellen). <i>Possible increased spend for flood studies may increase this figure.</i> Campbeltown Flood Protection Scheme: £280k <b>Total £459k</b>	
<b>2020/21 Anticipated Investment</b>	Flood Prevention: £275k (includes £155k Scottish Government funding allocated in 20/21)  Campbeltown Flood Protection Scheme: £465k (Note that in total for the full scheme is expected to be receive 80% external funding from Scottish Government and 20% contribution from Council) <b>Total £740k</b>	
<b>Proposed Outcome from the 2020/2021 investment</b>	Flood Prevention: Flood risk reduction at flood risk sites as funding permits. Reactive works to mitigate long-standing flood risk. Involves construction of new, and improvement of existing assets. Development of Shoreline Management Plan (SMP).  Campbeltown Flood Protection Scheme (CFPS): Progressing scheme to detailed design stage pre-tender noting scheme value may be up to £9.33m.	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	£137k currently allocated for Campbeltown Flood with total costs expected circa £6,880k which would be funded from additional council funding and Scottish Government grant. £155k expected from Scottish Government for flooding	No budget allocated currently with expected spend of circa £150k which would be funded from additional council funding and Scottish Government grant. £155k expected from SG for general flooding. Possible funding from Scottish Government for prioritised flood schemes from 2022/23 FY.
<b>Backlog Maintenance Figure</b>	The maintenance backlog on designed flood protection assets is minimal currently (Rothesay and Dunoon) as these assets are relatively new. Estimated at £250k. Current flood prevention assets are maintained under a combination of flood, coastal, and roads budgets depending upon the context.  On a wider scale there are under and un-designed flood protection assets throughout Argyll and Bute which are not formally recognised as such and may not be owned by the Council but serve this purpose e.g. the banks of the Black Lynn through Oban. There is an unknown backlog on such assets but	

	would certainly run to tens of millions of pounds of investment to bring to an ideal condition.
<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b></p> <p>External funding from Scottish Government for Campbeltown Flood Protection Scheme - £4184k (cumulative £4787k to end of 19/20 of which spend to end 19/20 forecast as £501k i.e. funding has been provided by Scottish Government in advance of expenditure). Coastal Communities Fund has provided £270k towards Campbeltown Flood Protection Scheme. Scottish Government has also provided the Council with £155k to undertake flood studies. This sum has been split between 2019/20 and 2020/21.</p>
	<p><b>Opportunities in 2020/21</b></p> <p>Scottish Government is expected to award the Council circa £2557k for Campbeltown (which will be in advance of actual expenditure) and also £0.155m for Flooding. For Campbeltown the Scottish Government is expected to contribute up to £7.464M in total for the project. This represents a contribution of 80% to the project.</p>
<b>Description Of Asset Group (assessment)</b>	<p>Designed flood protection schemes in Rothesay (coastal) and Dunoon (two no. fluvial). No formal condition rating but assessed as good condition/green status.</p> <p>Other structures which provide flood protection to population centres would require to be documented in order to quantify the asset, owner, and condition. This is in part the purpose of the Local Flood Risk Management Plan, to assess risk in those areas affected by flooding.</p> <p>The current focus is delivery the two Local Flood Risk Management Plans which relate to Argyll and Bute as described in the Strategic Asset Management Plan.</p>
<b>Asset Management System supporting condition assessment criteria</b>	There is no condition index currently in use for measuring the condition of flood protection assets.
<b>Methodology used to set priorities/programmes of work</b>	On a strategic scale this is through the Local Flood Risk Management Plan(s) and the SEPA led National Flood Risk Assessment process to consider local history and impact of flooding as well as national flood risk based on climate change predictions. The cost of implementing each scheme has to be less than the damages avoided ie a benefit cost ratio of greater than one.
<b>Implications of Underinvestment</b>	A key risk is loss of investment from Scottish Government. There is a defined process currently for assessing flood risk and prioritising investment across Scotland. If ABC do not participate in this process then the potential for 80% funding of flood schemes is lost.

	<p>The long term risk without ongoing flood protection works is an increase in flood damages and impact on residential and commercial areas as well as impact on transport infrastructure which are key lifelines in Argyll and Bute.</p> <p>Populated areas on the coast are most at risk to long term rising sea levels based on the latest climate change predictions and how these are to be dealt will need to be considered.</p>
<b>Statutory Duties</b>	Defined by the Flood Risk Management Act (Scotland) 2009

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Marine	
<b>Service Area</b>	Marine Operations, Roads and Amenity Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Stewart Clark	
<b>2019/20 Investment</b>	£3.3m capital (Prudential Borrowing)	
<b>2020/21 Anticipated Investment</b>	Capital £4.200m Harbour Investment (Prudential Borrowing)	
<b>Proposed Outcome from the 2020/2021 investment</b>	Piers/harbours budget is ring fenced from Fees and Charges paid to the Council for the use of Marine Assets. The 10 year Marine Asset Management Plan has been reported through the Harbour Board.	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	£300k capital by A&BC for Lismore ferry vessel replacement. £14m by Prudential Borrowing for piers/harbours investment programme	£14.852 by Prudential Borrowing for piers/harbours investment programme
<b>Backlog Maintenance Figure</b>	<p>The majority of principal surveys have now been undertaken on the Council's major marine assets and this information forms the basis of the works identified in the marine asset management plan. Further principal surveys will be carried out to refine the actual sums required.</p> <p>The ferries are maintained in accordance with MCA standard and as such required maintenance is completed as needed. Replacement vessels are required starting with £500k for the Lismore service – see addendum for dates and estimated capital spend.</p>	
<b>Match Funding Opportunities/ External Funding</b>	<p><b>Achieved in 2019/20</b></p> <p>The service generated circa £6m per annum through Fees and Charges for use of the Council's piers and harbours. The ferry service generates income however at an overall loss of circa £400k.</p>	

	<p><b>Opportunities in 2020/21</b></p> <p>£6m of fee income is anticipated from external parties for the use of the Council's piers and harbours.</p>
<b>Description Of Asset Group (assessment)</b>	<p>The asset group includes piers, harbours, slipways, linkspans, breakwaters and associated marine infrastructure at 39 piers and harbours across Argyll and Bute. These range from small mass masonry slipways to multi-purpose facilities such as Campbeltown which provides service to a local fishing fleet, passenger ferries, commercial traffic and MoD vessels. As noted above Marine Operations also provide a ferry service which includes the ferries themselves.</p>
<b>Asset Management System supporting condition assessment criteria</b>	<p>Currently no national scoring system. However, the individual structures are scored individually as part of the condition assessment associated with the inspection process.</p>
<b>Methodology used to set priorities/programmes of work</b>	<p>The priorities have been set based on the demand of service users (e.g. Transport Scotland Vessel Deployment Strategy). A ten year asset management plan has been produced, this document having been reported to previous Harbour Boards.</p>
<b>Implications of Underinvestment</b>	<p>Marine infrastructure assets need to be fit for purpose, comply with the Port Marine Safety Code (PMSC) and, in general, be to the satisfaction of the MCA.</p> <p>Lismore ferry service will stop by the end of 2021 unless it is replaced – this is because of a change in legislation and the type of vessel will no longer be permitted to operate on this service.</p>
<b>Statutory Duties</b>	<ul style="list-style-type: none"> <li>• Port Marine Safety Code (PMSC)</li> <li>• The Health and Safety at Work etc. Act 1974</li> <li>• Management of Health and Safety at Work Regulations 1999</li> <li>• The Workplace (Health, Safety and Welfare) Regulations 1992</li> <li>• The Provision and Use of Work Equipment Regulations 1998</li> <li>• The Lifting Operations and Lifting Equipment Regulations 1998</li> <li>• The Electricity at Work Regulations 1989</li> <li>• The Gas Safety (Installation and Use) Regulations 1998</li> <li>• The Dangerous Substance and Explosive Atmosphere Regulations 2002</li> <li>• The Control of Asbestos Regulations 2006</li> <li>• Fire Scotland Act 2005</li> <li>• Fire Safety (Scotland) Regulations 2006</li> </ul>

**ADDENDUM**

Ageing ferry fleet will incur addition expense for maintenance / breakdown. Replacement costs in following order: £500k – Lismore (2020/21), followed by £1200k – Belanahua (2024/25), £220k Easdale (2025/26); and £2,000k - Eilean Dhiura (2030). There remains a question over the Lismore sailing - dependent upon future plans for ferry service to Lismore (one or two routes). Also, question remains over potential transfer of assets to Transport Scotland. Ferry services currently operate at an overall loss to the Council - replacement ferries could be either leased of funded through prudential borrowing.

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Airports	
<b>Service Area</b>	Strategic Transportation	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Moya Ingram	
<b>2019/20 Investment</b>	Nil Capital £10k to repair Oban airport boundary fence line from Revenue	
<b>2020/21 Anticipated Investment</b>	Nil Capital	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>The Council's airfields and associated buildings and specialist vehicles will require periodic capital investment to ensure they are maintained fit for purpose and meet standards set out by the Civil Aviation Authority. Oban airport opened in 2008 and its runway has a life span of around 20-25 years. Coll and Colonsay have a longer lifespan as they experience less traffic. White lining at Oban appears to require maintenance every 5 years. This has been refreshed in 2017/18 and the cost is approximately £27k funded through current revenue. Again the lining on the islands is in better condition. There are differing issues with the island runways compared to Oban, such as weed control and goose droppings on the runway (most notably on Coll). Ditch clearance and drainage work has also been undertaken on Coll due to ponding issues adjacent to the runway.</p> <p>Fire appliances – two replaced at Oban in 2015 and each of the fire appliances on the islands were replaced in 2018 though Fleet Services as these were at the end of their life cycle. Fire fighter breathing apparatus was replaced in 2017 at a cost of circa £30k. This is expected to have a service life of 10 years.</p> <p>Meteorological equipment was recently upgraded at Oban airport.</p>	
<b>3 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	Nil capital - £20k anticipated repairs to white lining – from revenue.	Nil capital
<b>Backlog Maintenance Figure</b>		
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b> European Funding through Smart Peripheral and Remote Airports (SPARA) – HITRANS. £20k for new waiting room furniture and signage at Oban airport.	
	<b>Opportunities in 2020/21</b> Development of Oban airport and air services to the central belt has been included as a Rural Growth Deal project (£3.5M).	
<b>Description Of Asset Group (assessment)</b>	Oban, Coll and Colonsay airports – Oban runway length 1200m, Coll and Colonsay runway lengths 500m. Both Coll and Colonsay	

	<p>have a small terminal facility comprising of office/waiting area/integral garage. Oban airport has a larger terminal building comprising of office/crew commander room/meeting room/waiting area/drying area/integral double garage. Oban airport also has a tower from which a Flight Information Service is offered. The current overall condition of the asset group is good.</p>
<b>Asset Management System supporting condition assessment criteria</b>	Building condition matrix, road condition index
<b>Methodology used to set priorities/programmes of work</b>	Runway Inspections are held daily with any defects noted. Annually the Civil Aviation Authority will undertake aerodrome audits at all three airports.
<b>Implications of Underinvestment</b>	Argyll and Bute Council operate three licensed aerodromes at Oban, Coll and Colonsay. These aerodromes are licensed by the Civil Aviation Authority as required by law to allow scheduled passenger flight services (for use by paying members of the public) to land and take off. The licence stipulates the required safety standards and fire cover required for each aircraft movement. Operations at the licensed aerodromes are audited on a regular basis by the CAA and require the appropriate level of resource.
<b>Statutory Duties</b>	<ul style="list-style-type: none"> <li>(i) European Commission Legislation Regulation (EC) No 1008/2008 of the European Parliament on operation of air services in the Community.</li> <li>(ii) Air Navigation Order (ANO). Under Article 128, the Civil Aviation Authority implements this Order by requiring that applicants/users comply with CAP168 – Licensing of Aerodromes.</li> </ul>



## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Waste Services	
<b>Service Area</b>	Roads and Infrastructure	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	John Blake	
<b>2019/20 Investment</b>	£95k.	
<b>2020/21 Anticipated Investment</b>	£88k Capital for Glengorm Capping £25,000 revenue	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>Welfare unit – Glengorm.</p> <p>1. Welfare unit - Glengorm.</p> <p>The Council has a duty to ensure that a suitable water supply is available for staff welfare and for operational purposes. Therefore, investment is required to ensure that this facility is in situ.</p> <p>The Glengorm waste team are using staff welfare facilities that the Council H&amp;S department have requested be replaced. This facility incorporates, toilets, a staff rest area and showers.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	Nil capital. Short term revenue priorities. R&A programme yet to be agreed.	Nil capital. Short term revenue priorities. R&A programme yet to be agreed.
<b>Backlog Maintenance Figure</b>	£25k	
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b>	
	Nil	
<b>Match Funding Opportunities/ External Funding</b>	<b>Opportunities in 2020/21</b>	
	Nil	
<b>Description Of Asset Group (assessment)</b>	N/A.	
<b>Asset Management System supporting condition assessment criteria</b>	To comply with SEPA regulations and the Health and Safety at Work act 1974.	
<b>Methodology used to set priorities/programmes of work</b>	Assessment and review conducted by officers.	

<b>Implications of Underinvestment</b>	Ensuring suitable staff welfare facilities are available for the workforce which include toilets, a staff rest area and showers.  Being compliant with SEPA by introducing a facility for water at the CA site in Blackhill.
<b>Statutory Duties</b>	Health and Safety at Work Act 1974 Refuse and Amenity Act 1978 Environmental Protection Act 1990 Waste (Scotland) Act 2012

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Service Area</b>	Commercial Services, Major Projects Client Management Team, Customer Services	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	John Gordon – MPCMT Programme Manager	
<b>2019/20 Investment</b>	£7.078M	
<b>2020/21, 2021/22, 2022/23 Anticipated Investment</b>	20/21 £9.489M 21/22 £7.352M 22/23 £1.462M	
<b>Proposed Outcome from the 2019/2020 investment</b>	<ol style="list-style-type: none"> <li>1. Agree Final Account for the Queens Hall Refurbishment and Public Realm Improvements, and release of Retentions to Main Contractor</li> <li>2. Achieve Practical Completion on the adaptive restoration of the Rothesay Pavilion, a Grade A Listed Structure.</li> <li>3. Procure the Main Contractor for the construction works on the Helensburgh Waterfront Development project, and commence enabling works associated with electrical utilities</li> <li>4. Following the demise of the original contractor on the Oban Public Realm Phase 2, commission A&amp;BC Roads to close out the physical works</li> <li>5. Close out the Oban North Pier works contracts (Transit Berthing Facility and Maritime Visitor Facility)</li> <li>6. Deliver works funded from the CHORD Helensburgh Surplus, 11 projects in total.</li> </ol>	
<b>3 Years of Indicative Funding And The Projected Outcomes</b>	<b>2020/21</b>	<b>2021/22 and 2022/23</b>
	<ol style="list-style-type: none"> <li>1. £0.015M - to complete the close out of the CHORD – Oban works</li> <li>2. £0.160M release of Retentions on CHORD – Rothesay Pavilion</li> <li>3. £0.383M – projects being funded from the CHORD Helensburgh Budget Surplus. This will include the transfer of budget to other Services/Teams to manage and deliver physical works</li> <li>4. £8.931M - construction works and professional fees etc. in respect of the Helensburgh Waterfront Development project. Focus of expenditure will be the construction of the new Leisure Centre and the improved Coastal Flood Defences</li> </ol>	<p><b>2021/2022</b></p> <ol style="list-style-type: none"> <li>1. £7.352M - construction works and professional fees etc. in respect of the Helensburgh Waterfront Development project. Focus of expenditure will be the construction of the car parking and public realm, and demolition of the existing Leisure Centre</li> </ol> <p>2022/2023</p> <ol style="list-style-type: none"> <li>1. Closing out of the Helensburgh Waterfront Development Contract, Release of Retentions, and agreement of Final Accounts on all contracts</li> </ol>
<b>Backlog Maintenance Figure</b>	£0M – refurbishment/restoration and new construction works address as appropriate any backlog maintenance issues with existing assets.	
	<b>Achieved in 2019/20</b>	

<b>Match Funding Opportunities/ External Funding</b>	<p>1. £0.008M Sustrans Funding for the Helensburgh Waterfront Development project</p> <p>2. £4.033M funding for the CHORD Rothesay Pavilion including from NHLF and ERDF</p> <p><b>Opportunities in 2020/21</b></p> <p>1. £5.000M Libor Funding Award to Helensburgh Waterfront Development project</p> <p>2. £01.95M S75 Funding contribution to Helensburgh Waterfront Development project</p> <p><b>Opportunities in 2021/22</b></p> <p>None Identified at Present</p> <p><b>Opportunities in 2020/21</b></p> <p>£1.000M potential capital receipt arising from the Helensburgh Waterfront Development project and future retail development on the site</p>
<b>Description Of Asset Group (assessment)</b>	<p>Combination of Civic Halls, Leisure Centre, car parking, public realm, maritime visitor and transit berthing facilities.</p>
<b>Asset Management System supporting condition assessment criteria</b>	<p><i>Condition assessed by combination of condition and structural surveys, asbestos management and demolition surveys, and/or ground and site investigations</i></p>
<b>Methodology used to set priorities/programmes of work</b>	<p><i>Argyll and Bute Council agreed to an ambitious and forward-looking programme to assist regeneration and economic development in five of its waterfront towns - Campbeltown, Helensburgh, Oban, Rothesay and Dunoon. In November 2008, the Council unanimously agreed to allocate more than £30 million to the 'CHORD' programme.</i></p> <p><i>Subsequently committed some £13M towards the cost of developing the Helensburgh Waterfront to include for the construction of a new Leisure centre, Improved Coastal Flood Defences, rationalised car parking provision, and public realm and environmental improvements.</i></p>
<b>Implications of Underinvestment</b>	<p><i>1. Restoration of Rothesay Pavilion is supported by match funding/external funding support from six key funding organisations. Should A&amp;BC be unable to provide its' funding contribution then completion of the restoration works would be put at risk. Additionally as a consequence of the various funding agreements A&amp;BC could be required to repay some or all of the external funding:</i></p> <ul style="list-style-type: none"> <li><i>• RCGF - £0.625M</i></li> <li><i>• CCF - £0.6M</i></li> <li><i>• HIE - £0.75M</i></li> <li><i>• HES - £0.75M</i></li> <li><i>• HLF - £4.188M</i></li> <li><i>• ERDF - £1.056M</i></li> </ul> <p><i>In addition the Rothesay Pavilion Charity has secured funding contributions of £0.446M</i></p>

	<p><i>2. Helensburgh Waterfront Development focusses on the pierhead site where the current swimming pool / leisure centre is located. The site, which extends out into the River Clyde, is currently at risk from coastal flooding, and this risk is only predicted to increase as a consequence of the latest Climate Change Predictions (UKCP18). Failure to improve the flood defences to the site will place the existing swimming pool/leisure centre at greater risk from flooding, with the greatest risk arising from the plant/filtration room being flooded and putting the swimming pool out of operation. Additionally the current swimming pool/leisure centre has passed its design life, despite refurbishment works being undertaken in 2007, to extend that life by 10years (to 2017).</i></p> <p><i>LIBOR Grant Funding of £5.000M towards the costs of the development would have to be repaid to UKG if the development does not proceed to construction. Additionally S75 Funding of £0.195M would be at risk.</i></p>
<b>Statutory Duties</b>	Rothesay Pavilion is an Grade 'A' Listed building

## STRATEGIC ASSET MANAGEMENT PLAN – ASSET GROUP SUMMARY

<b>Asset Group</b>	Council Owned HSCP Occupied Buildings	
<b>Service Area</b>	Adult Care/Children and Families	
<b>Responsible 3<sup>rd</sup> Tier Manager</b>	Judy Orr / David Ross	
<b>2019 /20 Investment</b>	£765k	
<b>2020/21 Anticipated Investment</b>	Anticipated budget £895k	
<b>Proposed Outcome from the 2020/2021 investment</b>	<p>The limited funding will be prioritised and used to assist in maintaining sustainability of the existing building assets through re-wiring and boiler/heating upgrades in council owned HSCP occupied buildings that have red risk elements and/or have significant ongoing revenue budget maintenance requirements.</p> <p>The works will generally include roof/partial roof upgrades, works to address deficiencies with building services (e.g. re-wires/boiler plant upgrades), internal and external upgrades, works to assist with compliance with Equality Act and/or safe access/egress and a relatively small contingency element to deal with emergent issues associated with health and safety matters, fire risk assessments and asbestos containing materials in HSCP occupied buildings.</p> <p>As a result of the limited investment, the condition of individual elements and the overall condition of the assets is anticipated to decline given that the condition of other building elements is deteriorating.</p> <p>A small amount of funding will be used to support the refurbishment and rationalisation of office space to support colocation in Oban, Campbeltown and Lochgilphead with other areas to follow.</p> <p>Earmarked funds are being used to support the initial digitalisation of Telecare. The full timescale for the move from analogue to digital for our area is not yet final.</p> <p>The limited funding will significantly impact on the ability to deliver any new projects.</p>	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	Anticipated Funding £536k	Anticipated Funding £561k
	Ongoing programme of asset sustainability projects to address red risk elements/assets (roof upgrades, window upgrades, re-wires, heating plant upgrades and ongoing compliance with health and safety, fire risk etc.) to achieve	Ongoing programme of asset sustainability projects to address red risk elements/assets (roof upgrades, window upgrades, re-wires, heating plant upgrades and ongoing compliance with health and safety, fire risk etc.) to achieve

	value for money whilst providing the best outcome for both building users and the Local Government Benchmarking Framework on Building Condition.	value for money whilst providing the best outcome for both building users and the Local Government Benchmarking Framework on Building Condition.
<b>Backlog Maintenance Figure</b>	In a similar manner to other Scottish Local Authorities, this figure is not recorded because the cost of doing so would be disproportionate to the benefit, particularly when budgets are restricted. Instead a risk based approach is adopted.	
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b> The capital allocation for HSCP occupied buildings is used to primarily address red risk elements as asset sustainability (major maintenance) projects. There is no external funding available to address major maintenance of buildings.	
	<b>Opportunities in 2020/21</b> The minimal capital allocation for HSCP occupied buildings is used to primarily address red risk elements via asset sustainability (major maintenance) projects. There is no external funding available to address major maintenance of buildings.	
<b>Description Of Asset Group (assessment)</b>	<p>HSCP occupied buildings are split into categories the details of which are as follows</p> <p><b><u>Children's Homes</u></b> Number: 3 Overall Average Condition: B Overall Average Suitability: B</p> <p><b><u>Elderly Persons' Homes</u></b> Number: 6 Overall Average Condition: B Overall Average Suitability: C</p> <p><b><u>Hostels</u></b> Number: 2 Overall Average Condition: B Overall Average Suitability: B</p> <p><b><u>Resource Centres</u></b> Number: 3 Overall Average Condition: B Overall Average Suitability: C</p> <p><b><u>HSCP Other</u></b> Number: 8 Overall Average Condition: B Overall Average Suitability: B</p> <p>Notwithstanding these overall averages, individual property elements deteriorate on an ongoing basis and are at risk of failure thereby requiring the need for ongoing investment.</p>	
<b>Asset Management System supporting condition assessment criteria</b>	Building condition and suitability and measured in accordance with the Local Government Benchmarking Framework (LGBF). The condition rating of buildings is measured through an	

	<p>assessment of the main elements of the building (roof, walls, windows, doors, services etc.) via a weighted scoring matrix. Suitability is measured in a similar manner but instead of building elements assesses themes including: location; accessibility; building facilities; the working environment; and ICT infrastructure etc. These assessment methodologies have recently changed and in moving forward will require more input/assessment for each property.</p> <p>All information is recorded within the Council's property management system, Concerto, and LGBF returns are made on an annual basis.</p>
<p><b>Methodology used to set priorities/programmes of work</b></p>	<p>Property condition and suitability assessments are reviewed annually along with input from Property Officers on burdensome maintenance issues to inform elements of buildings that are needing attention/investment. In addition output from statutory inspection of building services (typically annual inspection) also inform the need for investment.</p> <p>These works are prioritised as per health and safety legislative requirements and given the limited budget, ensure that buildings remain wind and watertight and safe for use by members of staff and visitors.</p>
<p><b>Implications of Underinvestment</b></p>	<p>The main implications for underinvestment are:</p> <ul style="list-style-type: none"> <li>• Lack of revenue maintenance funding leads to limited planned maintenance leading to building element failures. This increases demand for capital expenditure on asset sustainability (major maintenance) projects.</li> <li>• Risk of increased likelihood of building closure thereby impacting on ability of the Council to deliver services.</li> <li>• Risk of reputational damage to the Council from poor appearance of buildings.</li> <li>• Risk of increase in third party insurance claims from building users (both staff and visitors).</li> </ul>
<p><b>Statutory Duties</b></p>	<p>Commercial Services are responsible for the provision of all statutory health and safety property inspection, testing and maintenance requirements which are governed by more than 50 pieces of legislation, codes of practice and British and European standards. The following, while not exhaustive, are the main pieces of legislation which drive the need for investment in HSCP occupied buildings:</p> <ul style="list-style-type: none"> <li>• Health &amp; Safety at Work Act</li> <li>• Management of Health and Safety at Work Regulations</li> <li>• Electricity at Work Regulations</li> <li>• Control of Substances Hazardous to Health Regulations</li> <li>• Control of Asbestos Regulations</li> <li>• Fire Precautions Act/Fire (Scotland) Act</li> <li>• Gas Safety Regulations</li> <li>• Lift Operations and lifting Equipment Regulations</li> <li>• Legionella - Approved Code of Practice and Guidance.</li> <li>• Climate Change (Scotland) Act</li> </ul>



## STRATEGIC ASSET MANAGEMENT PLAN – LiveArgyll's ASSET GROUP SUMMARY

<b>Asset Group</b>	LiveArgyll	
<b>Service Area</b>	Leisure, Halls, Libraries, ComEds, (Museum and Archives are detailed within Share Office Accommodation template)	
<b>LiveArgyll Contact</b>	Marius Huysamer (Property and Projects Manager)	
<b>2019/20 Investment</b>	£1.099M Capital	
<b>2020/21 Anticipated Investment</b>	Of the £561k block allocation, funds will be accelerated to cover the costs of additional works required for the Rothesay Pool Roof refurbishment. Indicative allocation reduced to £396k for 2020/21.	
<b>Proposed Outcome from the 2020/2021 investment</b>	All proposed work is to sustain the current asset portfolio occupied and managed by the LiveArgyll Leisure Trust. Work is required to maintain the facilities in a wind and water tight condition and to ensure compliance to legislative and regulatory requirements. Work will include roof refurbishments, heating/electrical/ Air Handling upgrades, Absestos and Pool tank work. Works identified will address issues under the Equalities Act 2010 and Health and Safety regulations.	
<b>2 Years of Indicative Funding And The Projected Outcomes</b>	<b>2021/22</b>	<b>2022/23</b>
	£563K Ongoing maintenance programme to ensure asset sustainability; enabling Live Argyll Leisure Trust to deliver its services.	£561K Ongoing maintenance programme to ensure asset sustainability; enabling Live Argyll Leisure Trust to deliver its services.
<b>Backlog Maintenance Figure</b>	In a similar manner to other Scottish Local Authorities, this figure is not recorded because the cost of doing so would be disproportionate to the benefit, particularly when budgets are restricted. Instead a risk based approach is adopted.	
<b>Match Funding Opportunities/ External Funding</b>	<b>Achieved in 2019/20</b>	
	LiveArgyll has secured funding commitment of approximately £80k in respect of an enhanced storage facility project at its Helensburgh Victoria Halls locations. Funding of £50k has also been secured from Museum Galleries Scotland for works at Campbeltown Museum. Opportunities to secure additional funding for asset improvement works is restricted due not being the asset owners. In the majority of enquiries made to date, there is a requirement to demonstrate ownership or long term leasehold of the asset.	
	LiveArgyll continues to explore external / match funding opportunities. Discussions are on-going in respect of specific projects. The Council has agreed to look at any licence revisions required to secure funding on a case by case basis.	
<b>Description Of Asset Group (assessment)</b>	LiveArgyll manages the following Asset Group:  <b>Libraries &amp; Museums:</b> The service covers 11 libraries plus a mobile library vehicle, archives section and Campbeltown Museum. It aims to provide a comprehensive public library service including free access to a wide range of lending materials, ICT facilities and lifelong learning support. The Archives acts	

	<p>as the custodian of Argyll and Bute’s written heritage. Campbeltown Museum aims to curate, interpret and display the archaeology, social and industrial history, decorative and fine art and natural science material in the Council’s collections and to collect appropriate material for the enjoyment and education of the local community and visitors alike.</p> <p><b>Leisure, Active Schools and Sport Services:</b> The service manages 4 Leisure Centres (including swimming pools), Mid Argyll Sports Centre, 5 Halls ranging from large venues such as the Queen’s Hall, Dunoon to small local halls such as the Ramsay Hall, Port Ellen, Islay. LiveArgyll also operates 6 all-weather pitches, Campbeltown 3G, Dunoon Cages, Bendarroch Park, Tarbert, Tiree and Tobermory.</p> <p><b>Community Centres:</b> The service is responsible for 4 community centres in Campbeltown, Lochgilphead, Dunoon and Rothesay.</p> <p>A number of buildings listed under the below ratings do not fall within the licence agreement with LiveArgyll, but have historically been categorised under ‘Leisure Services’.</p> <table border="1" data-bbox="549 954 1410 1435"> <thead> <tr> <th>Asset Category</th> <th>Owned</th> <th>Leased</th> <th>Overall floor area</th> <th>Average Condition rating</th> <th>Average Suitability rating</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Community Centres</td> <td>6</td> <td></td> <td>4,079m<sup>2</sup></td> <td>B</td> <td>B</td> </tr> <tr> <td></td> <td>1</td> <td>261m<sup>2</sup></td> <td>B</td> <td>B</td> </tr> <tr> <td rowspan="2">Leisure Centres</td> <td>4</td> <td></td> <td>8373m<sup>2</sup></td> <td>B</td> <td>B</td> </tr> <tr> <td></td> <td>1</td> <td>3706m<sup>2</sup></td> <td>B</td> <td>B</td> </tr> <tr> <td rowspan="2">Halls</td> <td>5</td> <td>0</td> <td>8019.3m<sup>2</sup></td> <td>B</td> <td>A</td> </tr> <tr> <td></td> <td>7</td> <td>1750.75m<sup>2</sup></td> <td>B</td> <td>None available</td> </tr> <tr> <td>Libraries</td> <td>6</td> <td></td> <td>1686.37m<sup>2</sup></td> <td>A</td> <td>A</td> </tr> <tr> <td>Museum</td> <td colspan="5" rowspan="2">Detailed within Shared Office Accommodation’s template.</td> </tr> <tr> <td>Archives</td> </tr> </tbody> </table>	Asset Category	Owned	Leased	Overall floor area	Average Condition rating	Average Suitability rating	Community Centres	6		4,079m <sup>2</sup>	B	B		1	261m <sup>2</sup>	B	B	Leisure Centres	4		8373m <sup>2</sup>	B	B		1	3706m <sup>2</sup>	B	B	Halls	5	0	8019.3m <sup>2</sup>	B	A		7	1750.75m <sup>2</sup>	B	None available	Libraries	6		1686.37m <sup>2</sup>	A	A	Museum	Detailed within Shared Office Accommodation’s template.					Archives
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Halls	5	0	8019.3m <sup>2</sup>	B	A																																																
		7	1750.75m <sup>2</sup>	B	None available																																																
Libraries	6		1686.37m <sup>2</sup>	A	A																																																
Museum	Detailed within Shared Office Accommodation’s template.																																																				
Archives																																																					
<p><b>Asset Management System supporting condition assessment criteria</b></p>	<p>Building condition and suitability is measured in accordance with the Local Government Benchmarking Framework (LGBF). The condition rating of buildings is measured through an assessment of the main elements of the building (roof, walls, windows, doors, services etc.) via a weighted scoring matrix. Suitability is measured in a similar manner but instead of building elements assesses themes including: location; accessibility; building facilities; the working environment; and ICT infrastructure etc. These assessment methodologies have recently changed and in moving forward will require more input/assessment for each property.</p> <p>All information is recorded within the Council’s property management system, Concerto, and LGBF returns are made on an annual basis.</p>																																																				
<p><b>Methodology used to set priorities/programmes of work</b></p>	<p>Property condition and suitability assessments are reviewed annually along with input from Property Officers on burdensome maintenance issues to inform elements of buildings that need attention/investment.</p>																																																				

	<p>In addition outputs from statutory inspection of building services (typically annual inspection) also inform the need for investment.</p> <p>These works are prioritised as per health and safety legislative requirements and given the limited budget, ensure that buildings remain wind and watertight and safe for use by members of staff and visitors.</p> <p>Also impacting priority programming of projects is LiveArgyll's business plan and associated sector plans. Where appropriate, and in consultation with Council property officers, projects may feature which directly support the company in achieving its over-arching aim of being less reliant on management fee funding.</p>
<p><b>Implications of Underinvestment</b></p>	<p>The asset base managed by LiveArgyll is ageing and requires significantly more investment to ensure it remains in an operable state. Year-on-year the Capital Investment is becoming less which in turns places greater strain on already constrained central repairs budgets. Underinvestment of Capital funds will lead to facilities that will further deteriorate in condition and suitability and inevitably reach a stage where they are deemed not fit for purpose. Failure to maintain assets and ensure they are fit for purpose will adversely impact on LiveArgyll's ability to deliver agreed service specification requirements and fulfil charitable objectives. From a business plan perspective the failure or long term unavailability of an asset, particularly a leisure centre or venue may have a significant impact the Company's ability to generate income, thus reducing the likelihood of the Company achieving a primary objective of becoming less reliant on management fee funding. There is great potential to increase recurring income streams and generate new streams however amongst other things, this requires the Asset base to be fit for purpose and of a suitable standard and quality which ensure customers choose to use and pay for services. The council is contractually bound through the licence agreement with LiveArgyll Leisure Trust to invest in and maintain assets.</p>
<p><b>Statutory Duties</b></p>	<ul style="list-style-type: none"> <li>• Fire Scotland Act 2012</li> <li>• Health and Safety At Work Act 1974</li> <li>• Electricity at Work Regulations</li> <li>• Legionella - Approved Code of Practice</li> <li>• Control of Substances Hazardous to Health Regulations</li> <li>• Equalities Act 2010</li> <li>• Land Reform Act 2003</li> <li>• Management of Health &amp; Safety at Work Regulations 1999 (key regulation covering risk assessment requirements, contractors, shared premises plus more)</li> <li>• Confined Spaces Regulations 1997 (pool undercrofts etc.)</li> <li>• The Employment Rights Act 1996 (new/expectant mothers)</li> <li>• Workplace (Health, Safety &amp; Welfare) Regulations 1992</li> <li>• Pool Water Treatment Advisory Group (PWTAG) 'Swimming Pool Water Treatment &amp; Quality Standards' 1999</li> <li>• Health &amp; Safety Executive (HSE) 'Managing Health &amp; Safety in Swimming Pools' 2003 HS (G)179</li> <li>• Construction (Design &amp; Management) Regulations 2015 (demolition/construction)</li> </ul>

	<ul style="list-style-type: none"><li>• Occupiers Liability Act 1984</li><li>• Lifting Operations &amp; Lifting Equipment Regulations 1998 (LOLER)</li><li>• Lift Regulations 1997</li><li>• Working at Height Regulations 2005</li><li>• Manual Handling Operations Regulations 1992</li><li>• Health &amp; Safety (Safety Signs and Signals) Regulations 1996</li><li>• Provision and Use of Work Equipment Regulations 1998</li><li>• Pressure Systems Safety Regulations 2000</li><li>• Dangerous Substances and Explosive Atmospheres Regulations 2002 (fuel/gases)</li><li>• Control of Asbestos Regulations 2012</li><li>• Display Screen Equipment Regulations 1992</li></ul>
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