

Argyll and Bute Council
Comhairle Earra-Ghàidheal Agus Bhòid

Executive Director: Douglas Hendry



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26 November 2020

NOTICE OF MEETING

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held **VIA SKYPE** on **THURSDAY, 3 DECEMBER 2020** at **10:00 AM**, which you are requested to attend.

Douglas Hendry
Executive Director

BUSINESS

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST (IF ANY)**
- 3. MINUTES** (Pages 3 - 6)
Environment, Development and Infrastructure Committee held on 10 September 2020
- 4. FINANCIAL QUARTER 2 PERFORMANCE REPORT 2020/21** (Pages 7 - 22)
Report by Executive Director with responsibility for Customer Support Services
- 5. DRAFT SERVICE PLANS 2021/22** (Pages 23 - 48)
Report by Executive Director with responsibility for Development and Economic Growth and Roads and Infrastructure
- 6. ANNUAL STATUS AND OPTIONS REPORT 2020** (Pages 49 - 90)
Report by Executive Director with responsibility for Roads and Infrastructure
- 7. WINTER MAINTENANCE COMMUNITY ENGAGEMENT** (Pages 91 - 94)
Report by Executive Director with responsibility for Roads and Infrastructure
- 8. ELECTRIC VEHICLE CHARGING STRATEGY** (Pages 95 - 100)
Report by Executive Director with responsibility for Roads and Infrastructure
- 9. PUBLIC CONVENIENCES REMOBILISATION UPDATE** (Pages 101 - 104)
Report by Executive Director with responsibility for Roads and Infrastructure

10. WASTE STRATEGY - HOUSEHOLD WASTE CHARTER (Pages 105 - 166)

Report by Executive Director with responsibility for Roads and Infrastructure

REPORTS FOR NOTING

11. ARGYLL AND BUTE CEMETERY CONSULTATION SURVEY UPDATE

(Pages 167 - 176)

Report by Executive Director with responsibility for Roads and Infrastructure

12. CUSTOMER SERVICE/CORRESPONDENCE UPDATE (Pages 177 - 188)

Report by Executive Director with responsibility for Roads and Infrastructure

13. TRAFFIC REGULATION ORDER (TRO) UPDATE (Pages 189 - 200)

Report by Executive Director with responsibility for Roads and Infrastructure

14. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN (Pages 201 - 202)

EXEMPT REPORT FOR DECISION

E1 15. WASTE STRATEGY- LANDFILL BAN (Pages 203 - 218)

Report by Executive Director with responsibility for Roads and Infrastructure

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

The appropriate paragraphs are:-

E1 Paragraph 8 The amount of any expenditure proposed to be incurred by the authority under any particular contract for the acquisition of property or the supply of goods or services.

Paragraph 9 Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.

Environment, Development and Infrastructure Committee

Councillor John Armour
Councillor Robin Currie (Chair)
Councillor Anne Horn
Councillor David Kinniburgh
Councillor Roderick McCuish
Councillor Jean Moffat
Councillor Gary Mulvaney
Councillor Alan Reid

Councillor Rory Colville (Vice-Chair)
Councillor Bobby Good
Councillor Donald Kelly
Councillor Jim Lynch
Councillor Sir Jamie McGrigor
Councillor Aileen Morton
Councillor Alastair Redman
Councillor Andrew Vennard

Contact: Hazel MacInnes Tel: 01546 604269

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the BY SKYPE
on THURSDAY, 10 SEPTEMBER 2020**

Present: Councillor Robin Currie (Chair)

Councillor John Armour	Councillor Sir Jamie McGrigor
Councillor Gordon Blair	Councillor Jean Moffat
Councillor Jim Findlay	Councillor Aileen Morton
Councillor David Kinniburgh	Councillor Gary Mulvaney
Councillor Donald MacMillan BEM	Councillor Alastair Redman
Councillor Roderick McCuish	Councillor Andrew Vennard

Also Present: Councillor Richard Trail

Attending: Kirsty Flanagan, Executive Director
Jim Smith, Head of Roads and Infrastructure Services
Fergus Murray, Head of Development and Economic Growth
Stuart McLean, Committee Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Ellen Morton and Alan Reid.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The Minutes of the meeting of the Environment, Development and Infrastructure Committee held on 5 March 2020 were approved as a correct record.

4. UPDATE ON ROADS CAPITAL RECONSTRUCTION PROGRAMME 2020/21

The Committee gave consideration to a report providing an update on the Roads and Infrastructure Services operational and revenue matters relating to roads activities throughout the council area.

Decision

The Environment, Development and Infrastructure Committee noted the update provided in the report.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 10 September 2020, submitted)

Councillors Andrew Vennard and Sir Jamie McGrigor joined the meeting at this point.

5. WINTER SERVICE POLICY 2020/21

The Committee gave consideration to a report presenting the Winter Service Policy 2020/21 which followed a similar format and covered a similar network to the Policy approved by the Committee in previous years. This year the Policy included Covid-19 Vehicle Usage Guidelines.

Decision

The Environment, Development and Infrastructure Committee -

1. Noted the proposals for community resilience.
2. Noted the weather summary from 2019/20 contained at Appendix 1.
3. Approved the 2020/21 Winter Maintenance Policy contained at Appendix 2.
4. Noted the Advisory Signing, routes unsuitable in severe conditions contained at Appendix 3.
5. Approved the Salt Use Reduction and Preservation of Stocks Protocol contained at Appendix 4.
6. Approved the Use of Vehicles during Covid-19 Guidelines contained at Appendix 5.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated August 2020, submitted)

6. CLEANING AND DRAINAGE IMPROVEMENTS IN RESPONSE TO CLIMATE CHANGE

The Committee gave consideration to a report providing an update on the additional funding allocated from the 2020/21 budget process to mitigate the impacts of weather related damage and climate change with specific emphasis on gully cleaning and drainage improvements.

Decision

The Environment, Development and Infrastructure Committee –

1. Noted the update contained within the report.
2. Noted that delivery of the project had slipped due to the Covid-19 pandemic and that budget would be rolled forward into 2021/22 and 2022/23 to provide funding over two financial years.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 10 September 2020, submitted)

7. WASTE MANAGEMENT STRATEGY UPDATE

The Committee gave consideration to a report providing an update on the Council's Waste Strategy. The report covered changes to the introduction dates for the Biodegradable Municipal Waste Landfill Ban and the Deposit Return Scheme; engagement with Scottish Government officials; and the impact of Covid-19 on the Waste Strategy and the Waste Strategy Action Plan.

Decision

The Environment, Development and Infrastructure Committee –

1. Endorsed the content of the report including the appended updated Waste Strategy Action Plan.
2. Noted that a future report would be taken to Committee in December with the result of negotiations with the Scottish Government.

(Reference: Report by Executive Director with responsibility for Roads and Infrastructure dated 10 September 2020, submitted)

8. TRANSFORMATION PROJECTS AND REGENERATION TEAM - LARGE SCALE PROJECT UPDATE REPORT

The Committee gave consideration to a report setting out the current position of the larger scale projects that were mainly externally funded and which were being delivered by the Transformation Projects and Regeneration Team.

Decision

The Environment, Development and Infrastructure Committee noted the current progress contained within the report.

(Reference: Report by Executive Director with responsibility for Development and Economic Growth dated August 2020, submitted)

9. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN

The Environment, Development and Infrastructure Committee Workplan was before the Committee for noting.

Decision

The Environment, Development and Infrastructure Committee noted the content of the work plan.

(Reference: Environment, Development and Infrastructure Committee Workplan dated 10 September 2020, submitted)

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ARGYLL AND BUTE COUNCIL

**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE**

CUSTOMER SUPPORT SERVICES

10 DECEMBER 2020

**PERFORMANCE REPORT FQ2 2020-21-
DEVELOPMENT AND ECONOMIC GROWTH
ROADS AND INFRASTRUCTURE SERVICES**

1.0 EXECUTIVE SUMMARY

- 1.1 The Council's Performance and Improvement Framework (PIF) sets out the presentation process for regular performance reporting. As a consequence of Covid-19 alternative options for each PIF activity have been agreed by the Strategic Management Team.
- 1.2 This paper presents the Environment, Development and Infrastructure (EDI) Committee with Development and Economic Growth Service and Roads and Infrastructure Services performance report with associated scorecard for performance in FQ2 2020-21 (July 2020 to September 2020).
- 1.3 It is recommended that the EDI Committee reviews and scrutinises the FQ2 2020/21 Performance Report as presented.

ARGYLL AND BUTE COUNCIL

POLICY AND RESOURCES COMMITTEE

CUSTOMER SUPPORT SERVICES

10 DECEMBER 2020

**PERFORMANCE REPORT FQ2 2020-21-
DEVELOPMENT AND ECONOMIC GROWTH
ROADS AND INFRASTRUCTURE SERVICES**

2.0 INTRODUCTION

- 2.1 The Council's Performance and Improvement Framework (PIF) sets out the presentation process for regular performance reporting. As a consequence of Covid-19 alternative options for each PIF activity have been agreed by the Strategic Management Team.
- 2.2 This paper presents the EDI Committee with the FQ2 2020/21 Performance Report for Development and Economic Growth and Roads and Infrastructure Services in a revised simplified format, commensurate with the Covid-19 situation.

3.0 RECOMMENDATIONS

- 3.1 That members review and scrutinise the FQ2 2020/21 Performance Report as presented.

4.0 DETAIL

- 4.1 As a consequence of Covid-19 the normal arrangements for members' scrutiny of performance has been suspended with an interim arrangement in place.
- 4.2 To simplify the process during the Council's response to Covid-19, Heads of Service were asked to identify Key Performance Indicators for their Service and these are attached at appendix 1.
- 4.3 Simplifying and focusing the performance reports in this manner is a proactive approach to help minimise back office function/non-essential activities whilst maintaining a level of service that supports scrutiny, performance monitoring and out statutory duties.

5.0 IMPLICATIONS

- 5.1 Policy - None
- 5.2 Financial - None
- 5.3 Legal - The Council has a duty to deliver best value under the Local Government in Scotland Act 2003
- 5.4 HR - None
- 5.5 Fairer Scotland Duty:
 - 5.5.1 Equalities - protected characteristics - None
 - 5.5.2 Socio-economic Duty - None
 - 5.5.3 Islands - None
- 5.6 Risk - Ensures that all our performance information is reported in a balanced manner
- 5.7 Customer Service – None

Kirsty Flanagan, Executive Director

Policy Leads: Alasdair Redman, David Kinniburgh, Gary Mulvaney, Robin Currie and Rory Colville.

For further information contact:

Jane Fowler, Head of Customer Support Services

Tel 01546 604466

10 November 2020

APPENDICES

Appendix 1 FQ2 20/21 Performance Report

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FQ2 2020/21 PERFORMANCE REPORT




This report provides an overview of the FQ2 2020/21 performance for Development and Economic Growth and Roads and Infrastructure Services.

Delivering Our Outcomes – This highlights past performance as illustrated through the Services' Key Performance Indicators

KEY TO SYMBOLS

R Indicates the performance has not met the expected Target

G Indicates the performance has met or exceeded the expected Target

   The Performance Trend Arrow indicates the direction of travel compared to the last performance reporting period

FQ2 2020/21 PERFORMANCE REPORT

Development and Economic Growth Service.

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS

Indicator: DEG103_02-The percentage of positive homeless prevention interventions.

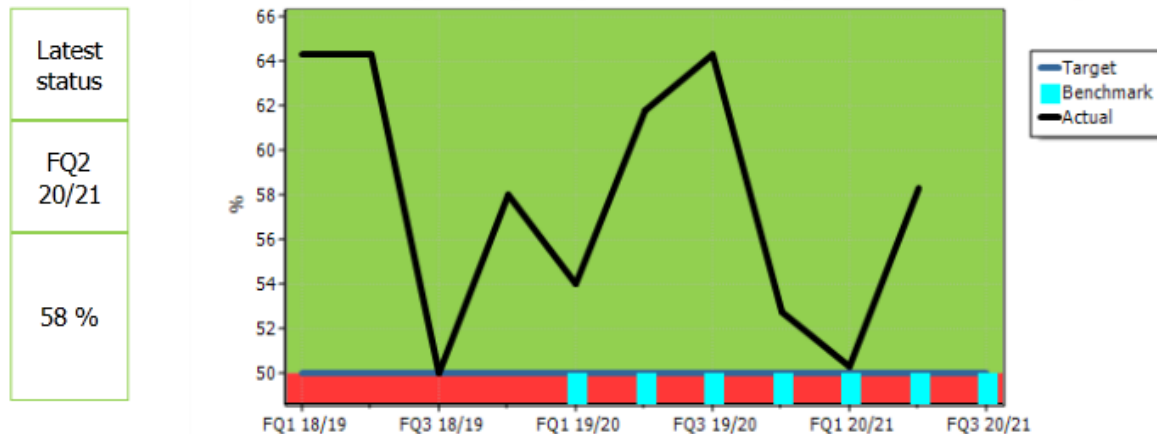
Why measure this? We personalise preventative measures to help people access a housing option that meets their needs. This statutory measure recognises the importance to prevent homelessness.

Commentary: During the period of the Covid-19 pandemic the Housing Service has continued to provide housing advice and assistance via a virtual service. During quarter 2 this has resulted in positive interventions for 58% of households seeking advice. Of the remaining 42%, 23% made a homeless application, 11% lost contact and 8% resolved their housing issue. Bute and Cowal recorded the highest number of households requiring to make a homeless application with 23% of households approaching the housing service for advice making a homeless application. This target is focused on the effective prevention work carried out by Housing staff which has continued to be provided via a virtual service during the current Covid-19 pandemic.

This indicator is above target and performance has improved since the last reporting period

TARGET FQ2	ACTUAL FQ2	BENCHMARK	PERFORMANCE TREND
50%	58% G	50%	↑

DEG103_02-The percentage of positive homeless prevention interventions [prevent 1]



Latest status

FQ2 20/21

58 %

FQ2 2020/21 PERFORMANCE REPORT

Development and Economic Growth Service.

Indicator: DEG104_02- The percentage of public health service requests that are resolved within 20 working days.

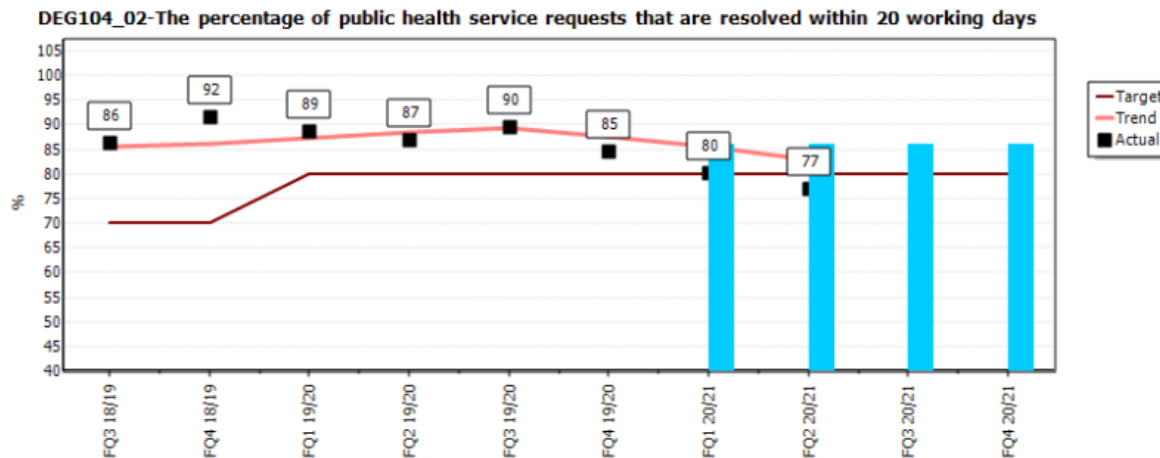
Why measure this? We work quickly to protect public health or nuisance conditions that impact on health and wellbeing. Any justified corrective action is taken quickly. This measure is also reported to the national performance network.

Commentary: Service requests 79% for Q2. A total of 1403 service requests were received in Q2. However, restrictions in the ability to visits business or domestic premises impacted on our service response, although we have identified innovative ways of responding, including better communication with customers, and use of photo and other documentation. Notwithstanding this, it has been difficult to respond to all service requests within the 20 working day period due to access difficulties and also the increased level of activity around COVID regulations and supporting the Test and protect regime through Incident Management Teams and assessment of businesses. Over this reporting period, we have been actively involved in 2 Incident Management teams relating to COVID outbreaks, as well as a number of COVID assessment groups and responding to 369 requests from business or complaints regarding COVID standards. The increasing number of positive COVID cases and potential “local or national lockdown” will create additional work for the service and it is anticipated that response to service requests will not meet the target for Q3 and possibly even Q4.

This indicator is below target and performance has decreased since the last reporting period

TARGET FQ2 80%	ACTUAL FQ2 77% R	BENCHMARK 86%	PERFORMANCE TREND ↓
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Latest status
FQ2 20/21
77 %



FQ2 2020/21 PERFORMANCE REPORT

Development and Economic Growth Service.

Indicator: DEG105_01-Respond to Building Warrant applications within 20 days. Why measure this? Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.																																				
Commentary: Respond to building warrant applications within 20 days: 98.2% (down from 99.5% in Q1) but above target of 80%. This is one of the 5 national building standards performance measures providing an indication of response times for building warrant applications. Performance by the team continues to be good and whilst there was a reduction in building warrants in Q1 due to COVID lockdown, there has been a gradual increase in building warrant applications in quarter 2. Whilst levels are down compared to 19/20., the profile is the same. Over this period, the team have reviewed procedures, developed new ways of working through the introduction of virtual inspections. This uses Skype calls to undertake inspections via video, and has allowed building warrant completion certificates to be issued at a time when travel and visits were difficult. Given the success of this measure, this “inspection type” will continue to be used and extended in the future to improve effectiveness, and provides benefits to rural areas. Income is below target running at 80% of projected due to COVID. This is being closely monitored. Correction Actions 1. Maintain current performance and deliver services 2. Continue to deliver commercial services to other local authorities although this work has reduced this year, with only East Lothian Council requiring our services. 3. Review potential future demand from other local authorities, as lack of commercial income affected our income targets.																																				
This indicator is above target, however performance has decreased since the last reporting period																																				
TARGET FQ2 80%	ACTUAL FQ2 98.2% G	BENCHMARK 99%	PERFORMANCE TREND ↓																																	
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">FQ2 20/21</div> <div style="border: 1px solid black; padding: 5px;">98.2 %</div>	<table border="1"> <caption>DEG105_01-Respond to Building Warrant applications within 20 days</caption> <thead> <tr> <th>Period</th> <th>Actual (%)</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr><td>FQ3 18/19</td><td>98.1</td><td>80.0</td></tr> <tr><td>FQ4 18/19</td><td>98.1</td><td>80.0</td></tr> <tr><td>FQ1 19/20</td><td>99.0</td><td>80.0</td></tr> <tr><td>FQ2 19/20</td><td>96.1</td><td>80.0</td></tr> <tr><td>FQ3 19/20</td><td>98.6</td><td>80.0</td></tr> <tr><td>FQ4 19/20</td><td>98.8</td><td>80.0</td></tr> <tr><td>FQ1 20/21</td><td>99.5</td><td>80.0</td></tr> <tr><td>FQ2 20/21</td><td>98.2</td><td>80.0</td></tr> <tr><td>FQ3 20/21</td><td>98.2</td><td>80.0</td></tr> <tr><td>FQ4 20/21</td><td>98.2</td><td>80.0</td></tr> </tbody> </table>			Period	Actual (%)	Target (%)	FQ3 18/19	98.1	80.0	FQ4 18/19	98.1	80.0	FQ1 19/20	99.0	80.0	FQ2 19/20	96.1	80.0	FQ3 19/20	98.6	80.0	FQ4 19/20	98.8	80.0	FQ1 20/21	99.5	80.0	FQ2 20/21	98.2	80.0	FQ3 20/21	98.2	80.0	FQ4 20/21	98.2	80.0
Period	Actual (%)	Target (%)																																		
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FQ2 2020/21 PERFORMANCE REPORT

Development and Economic Growth Service.

<p>Indicator: DEG110_01-Increase visitor numbers by working in partnership with the tourism industry.</p> <p>Why measure this? 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.</p>																					
<p>Commentary: Reporting a FQ2 figure which falls into the July-December figures will not be possible until the information is available for the calendar year end. It is recognised that there has been a substantial decline in tourism numbers due to the covid-19 pandemic. The latest visitor attraction report from the Moffat Centre showed 33,243 visitors to attractions in Argyll and Bute in August, compared to 218,618 recorded in August 2019, down 85%. Comparing the period Jan-Aug 2020 to the previous year, there has been a decrease in visitors of 89%. Significant attractions such as Mount Stuart House have remained closed to visitors for the 2020 season. Dunollie House for example, has moved to offer bespoke tours, as the new rules have severely constrained the museum’s effectiveness as a visitor attraction. Although interest in campervan touring and informal camping has been steadily rising over recent years, search data from Google Trends shows a considerable spike in searches relating to campervans and motorhomes in the UK, which has peaked in popularity in 2020, the search terms were roughly double those of 2016. STEAM data estimated a 71% drop in visitor numbers as a whole for the first 6 months of 2020 compared to the same period in 2019. In terms of total Economic impact (direct & indirect), Argyll and Bute had lost approximately £159m for the same time period when compared to 2019.</p>																					
<p>This indicator is below target and performance has decreased since the last reporting period</p>																					
<p>TARGET December to June 2020 328,593</p>	<p>ACTUAL December to June 2020 24,195 R</p>	<p>BENCHMARK No Benchmark</p>	<p>PERFORMANCE TREND ↓</p>																		
<p>Latest status</p> <p>FQ1 20/21</p> <p>24,195</p>	<p>DEG110_01-Increase visitor numbers by working in partnership with the tourism indus</p> <table border="1"> <caption>Visitor Numbers Data</caption> <thead> <tr> <th>Quarter</th> <th>Actual</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>FQ2 18/19</td> <td>~470,000</td> <td>~340,000</td> </tr> <tr> <td>FQ4 18/19</td> <td>~320,000</td> <td>~340,000</td> </tr> <tr> <td>FQ2 19/20</td> <td>~510,000</td> <td>~510,000</td> </tr> <tr> <td>FQ4 19/20</td> <td>~20,000</td> <td>~330,000</td> </tr> <tr> <td>FQ2 20/21</td> <td>24,195</td> <td>~510,000</td> </tr> </tbody> </table>			Quarter	Actual	Target	FQ2 18/19	~470,000	~340,000	FQ4 18/19	~320,000	~340,000	FQ2 19/20	~510,000	~510,000	FQ4 19/20	~20,000	~330,000	FQ2 20/21	24,195	~510,000
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FQ2 2020/21 PERFORMANCE REPORT

Development and Economic Growth Service.

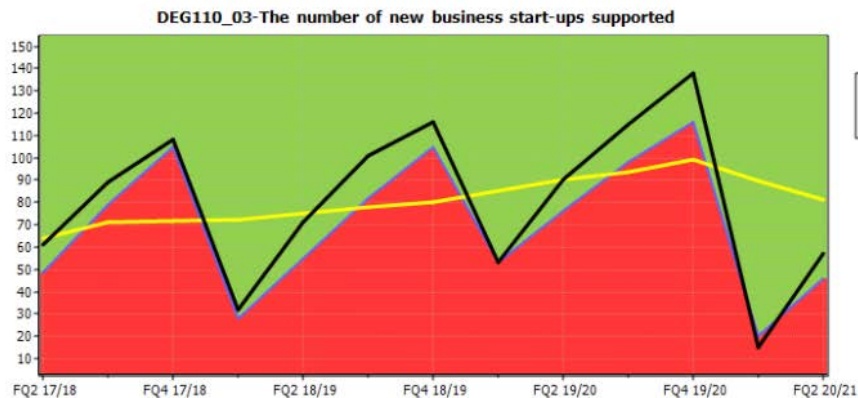
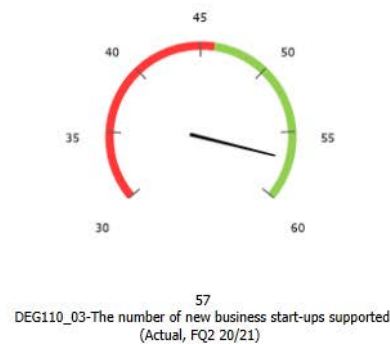
Indicator: DEG110_03-The number of new businesses start-ups supported.

Why measure this? 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.

Commentary: The number of new businesses supported in FQ2 was 42, against a target of 26 (162% of target achieved). The significant increase compared to FQ1 (15 starts) is due in part to lockdown easing but mainly because advisers were able to restart following up with clients when the two Government COVID grant support schemes being administered via Business Gateway concluded in August. It is too early to confirm a trend in increased start-ups. Benchmark data on wider business start-up rates will be available in due course. We can expect FQ3 results to be impacted by seasonality, the end of the furlough scheme and the severity of a second COVID-19 wave and consequent restrictions. In addition, adviser ability to follow-up with pre-start clients to identify whether they have started is again reduced due to the team administering another wave of Scottish Government hardship grants. Start-ups supported by administrative area were as follows: • Bute and Cowal – 11 start-ups were supported against a quarterly target of 6, 183% of target achieved. • Mid Argyll Kintyre and the Islands – 6 start-ups were supported against a quarterly target of 7, 86% of target achieved. • Oban Lorn and the Isles - 13 start-ups were supported against a quarterly target of 6, 217% of target achieved. • Helensburgh and Lomond – 12 start-ups were supported against a quarterly target of 7, 171% of target achieved.

This indicator is above target and performance has improved since the last reporting period

TARGET FQ2	ACTUAL FQ2	BENCHMARK	PERFORMANCE TREND
46	57 G	No benchmark	↑



FQ2 2020/21 PERFORMANCE REPORT

Development and Economic Growth Service.

<p>Indicator: DEG110_05-The above national average level of planning application approval rates is maintained.</p> <p>Why measure this? 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.</p> <p>Commentary: Comparison of applications received during FQ1&2 19/20 with receipts during FQ1&2 20/21 does not show any significant difference in the volume of any specific application type in response to Covid 19. The main application types are noted below for reference as a % of total submissions during the respective period: N01 (Householder) 17% 19/20, 14.6% 20/21; N03B (Housing - Local) 15.3% 19/20, 16.3% 20/21; N010B (Other - Local) 13.3% 19/20, 15.2% 20/21; N14 (Listed Building) 5.9% 19/20, 4.3% 20/21; N17A (Other Consents) 5% 19/20 6.9% 20/21; Other Not Included in Statutory Returns (including pre-apps) 37.4% 19/20, 38.5% 20/21. Note that there is a proportionate increase in the submission of more complicated application types relating to new housing and commercial development, and a decrease in householder development. There is also an increase in prior notifications and submissions which are not required for statutory reporting. The other item of significance to note is the general lack of major application submissions in 20/21 which would deliver a significant proportion of fee income (5 in FQ1&2 19/20 and only 1 in the same period 20/21).</p>																																																																					
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<p>TARGET FQ2 95%</p>	<p>ACTUAL FQ2 97.7%</p> <p style="color: green; font-size: 2em;">G</p>	<p>BENCHMARK 93.7%</p> <p>Scottish Average</p>	<p>PERFORMANCE TREND</p> <p style="font-size: 2em;">↓</p>																																																																		
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;">FQ2 20/21</div> <div style="border: 1px solid black; padding: 5px;">97.7 %</div>	<p>DEG110_05-The above national average level of planning application approval rates is maintained</p> <table border="1" style="display: none;"> <caption>Chart Data: Planning Application Approval Rates (%)</caption> <thead> <tr> <th>Quarter</th> <th>Rural Average</th> <th>Scottish Average</th> <th>Target</th> <th>Trend</th> <th>Actual</th> </tr> </thead> <tbody> <tr><td>FQ3 18/19</td><td>95.0</td><td>93.5</td><td>95.0</td><td>96.7</td><td>96.7</td></tr> <tr><td>FQ4 18/19</td><td>95.0</td><td>94.0</td><td>95.0</td><td>97.9</td><td>97.9</td></tr> <tr><td>FQ1 19/20</td><td>95.0</td><td>94.5</td><td>95.0</td><td>97.5</td><td>97.5</td></tr> <tr><td>FQ2 19/20</td><td>95.0</td><td>94.5</td><td>95.0</td><td>97.7</td><td>97.7</td></tr> <tr><td>FQ3 19/20</td><td>95.0</td><td>94.5</td><td>95.0</td><td>97.0</td><td>97.0</td></tr> <tr><td>FQ4 19/20</td><td>95.0</td><td>94.5</td><td>95.0</td><td>96.9</td><td>96.9</td></tr> <tr><td>FQ1 20/21</td><td>95.0</td><td>94.0</td><td>95.0</td><td>98.5</td><td>98.5</td></tr> <tr><td>FQ2 20/21</td><td>95.0</td><td>94.0</td><td>95.0</td><td>97.7</td><td>97.7</td></tr> <tr><td>FQ3 20/21</td><td>95.0</td><td>94.0</td><td>95.0</td><td>-</td><td>-</td></tr> <tr><td>FQ4 20/21</td><td>95.0</td><td>94.0</td><td>95.0</td><td>-</td><td>-</td></tr> </tbody> </table>			Quarter	Rural Average	Scottish Average	Target	Trend	Actual	FQ3 18/19	95.0	93.5	95.0	96.7	96.7	FQ4 18/19	95.0	94.0	95.0	97.9	97.9	FQ1 19/20	95.0	94.5	95.0	97.5	97.5	FQ2 19/20	95.0	94.5	95.0	97.7	97.7	FQ3 19/20	95.0	94.5	95.0	97.0	97.0	FQ4 19/20	95.0	94.5	95.0	96.9	96.9	FQ1 20/21	95.0	94.0	95.0	98.5	98.5	FQ2 20/21	95.0	94.0	95.0	97.7	97.7	FQ3 20/21	95.0	94.0	95.0	-	-	FQ4 20/21	95.0	94.0	95.0	-	-
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FQ2 2020/21 PERFORMANCE REPORT

Road and Infrastructure Services.

DELIVERING OUR OUTCOMES – OUR KEY PERFORMANCE INDICATORS

Indicator: RIS113_02-The percentage of roads in need of maintenance as defined by the annual survey.

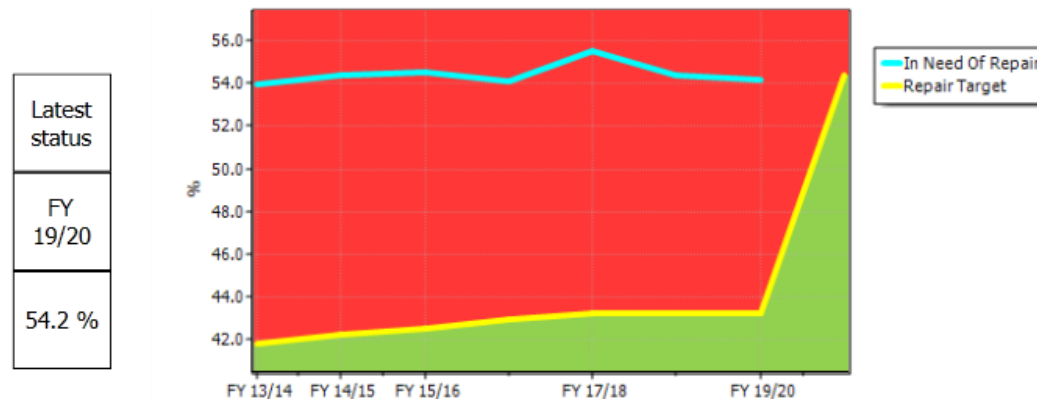
Why measure this? A safe and reliable road network is a key requirement to ensure our communities, businesses and the tourist sector can thrive. The Road Condition Index (RCI) is a set of indicators used across the whole of Scotland for the local road network.

Commentary: The 2020-21 budget for surface dressing has been moved to the next financial year to allow prioritisation of the Strategic Timber Transport Scheme (STTS) projects which must be completed prior to an STTS audit in February 2021. Due to covid-19 restrictions the optimum time to undertake surface dressing was missed this year and will now be carried out next year. Whilst the condition has improved slightly, without the increased investment by the Council, the road condition would have continued to deteriorate, resulting in our road network being in an extremely poor condition.

This indicator is below target however performance has improved since the last reporting period

TARGET 2019/20	ACTUAL 2019/20	BENCHMARK	PERFORMANCE TREND
54.4%	54.7% R	64.7%	↑


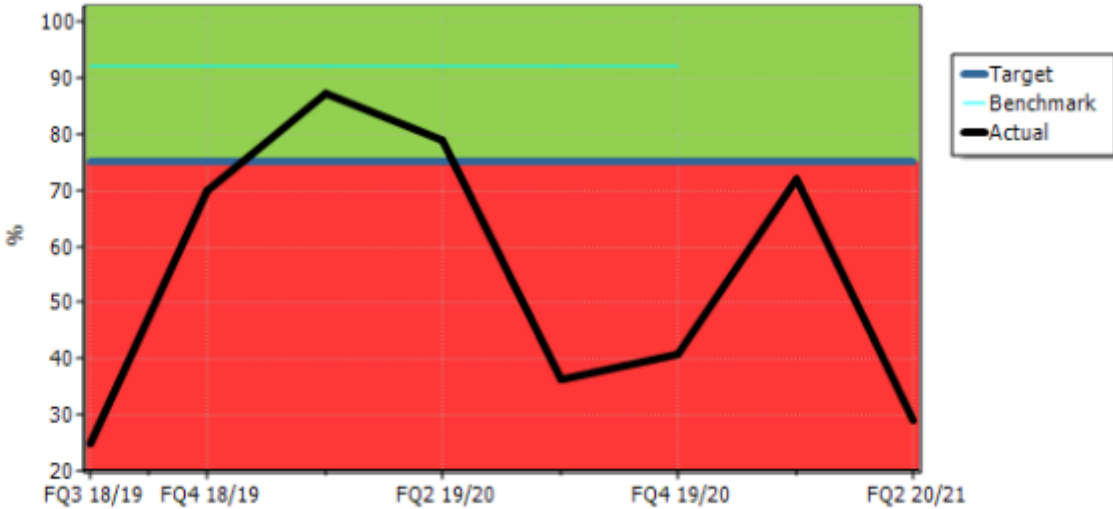
RIS113_02-The percentage of roads in need of maintenance as defined by the annual survey.
Annual Measure – Currently Reporting 2019/20



Latest status
FY 19/20
54.2 %

FQ2 2020/21 PERFORMANCE REPORT

Road and Infrastructure Services.

Indicator: RIS113_05-Percentage of street lighting fault repairs are completed within 10 days Why measure this? Robust street lighting repairs help keep our communities and roads safe.			
Commentary: Due to the team being significantly reduced for a substantial period of time due to absence, the Lighting Team have been prioritising lighting repairs. Actions are being taken to progress solutions to ensure the Street Lighting team have the resources necessary to carry out repairs. The service plan on bringing in third party contractors to address the outages and communication is ongoing with SSE to address the more complex issues in order to get these resolved.			
This indicator is below target however performance has decreased since the last reporting period			
TARGET FQ2 75%	ACTUAL FQ2 29%	BENCHMARK TBC	PERFORMANCE TREND 
RIS113_05: The percentage of street lighting fault repairs that are completed within 10 days			
<div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">Latest status</div> <div style="border: 1px solid red; padding: 5px; margin-bottom: 5px;">FQ2 20/21</div> <div style="border: 1px solid red; padding: 5px;">29 %</div>			

FQ2 2020/21 PERFORMANCE REPORT

Road and Infrastructure Services.

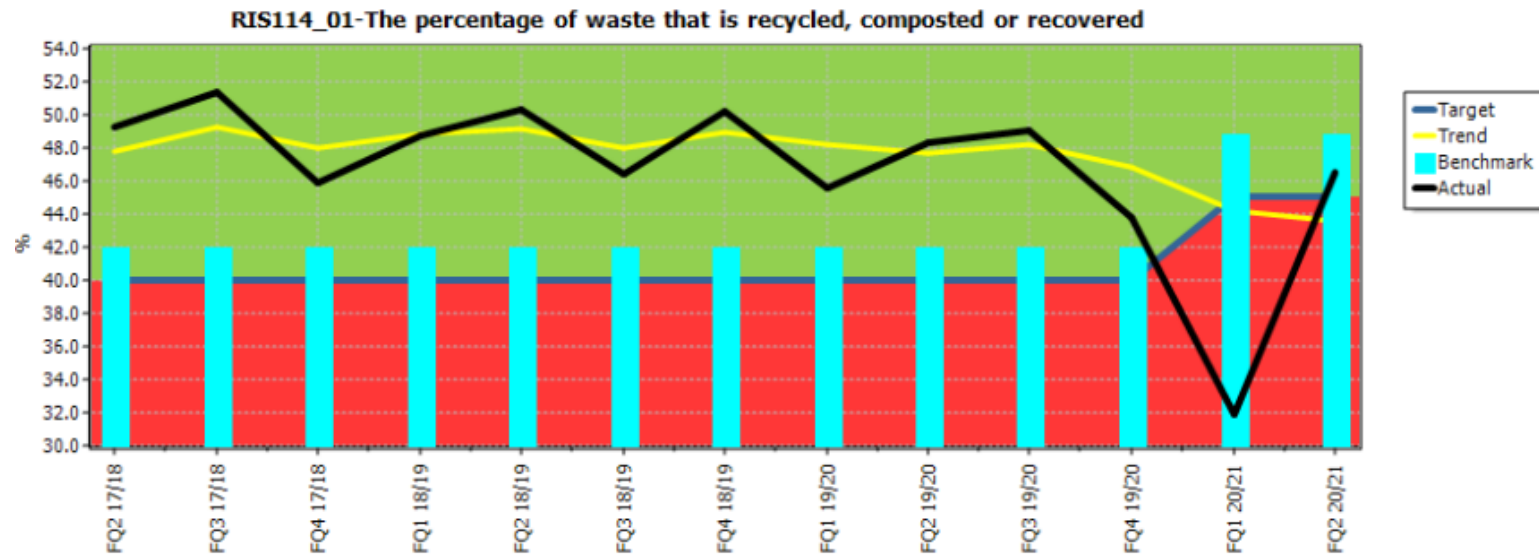
Indicator: RIS114_01-Percentage of waste that is recycled, composted or recovered

Why measure this? 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.

Commentary: 46.6% recycling, composting and recovery (29.9% recycling/composting plus 16.7% recovery). Recycling figures have improved with the re-start of the majority of kerbside recycling services in late June.

This indicator is above target and performance has improved since the last reporting period

TARGET FQ2	ACTUAL FQ2	BENCHMARK	PERFORMANCE TREND
45%	46.6%	48.9% 2018/19	↑



FQ2 2020/21 PERFORMANCE REPORT

Road and Infrastructure Services.

Indicator: RIS114_03-Percentage of street cleanliness.

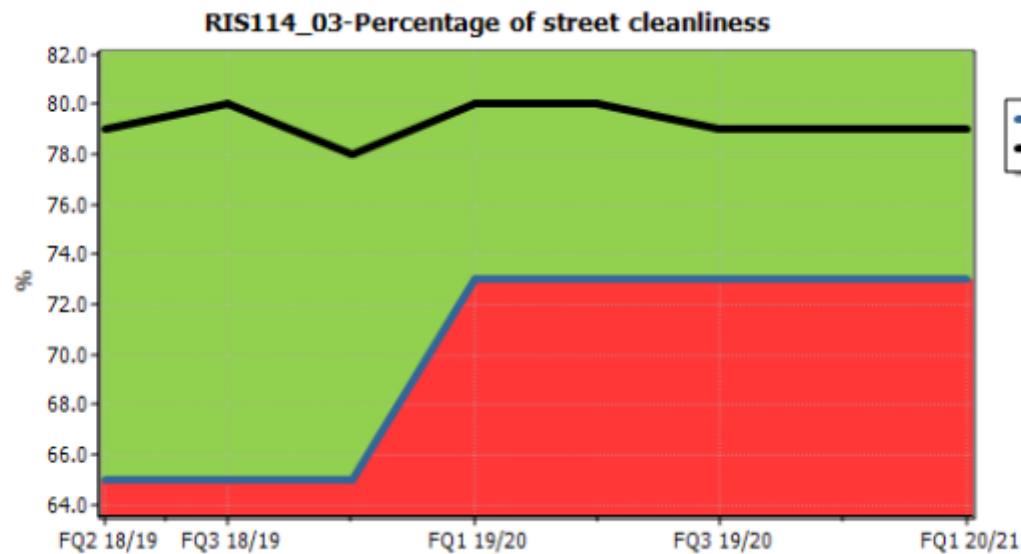
Why measure this? Measured by Keep Scotland Beautiful to ensure that our local environment is kept clean and tidy.

Commentary: During lockdown of the covid-19 pandemic the service was scaled back and inspections were only resumed in FQ2. The level of performance remains at a good standard as the service performance is sitting above target for this quarter. The service uses the annual report from Keep Scotland Beautiful and monthly inspections to ensure that the level of performance is maintained.

This indicator is above target and performance has improved since the last reporting period

TARGET FQ2	ACTUAL FQ2	BENCHMARK	PERFORMANCE TREND
73%	81.0% G	67%	↑

Latest status
FQ2 20/21
81.0 %



FQ2 2020/21 PERFORMANCE REPORT

Road and Infrastructure Services.

Indicator: RIS115_01-Percentage of bins collected on time.

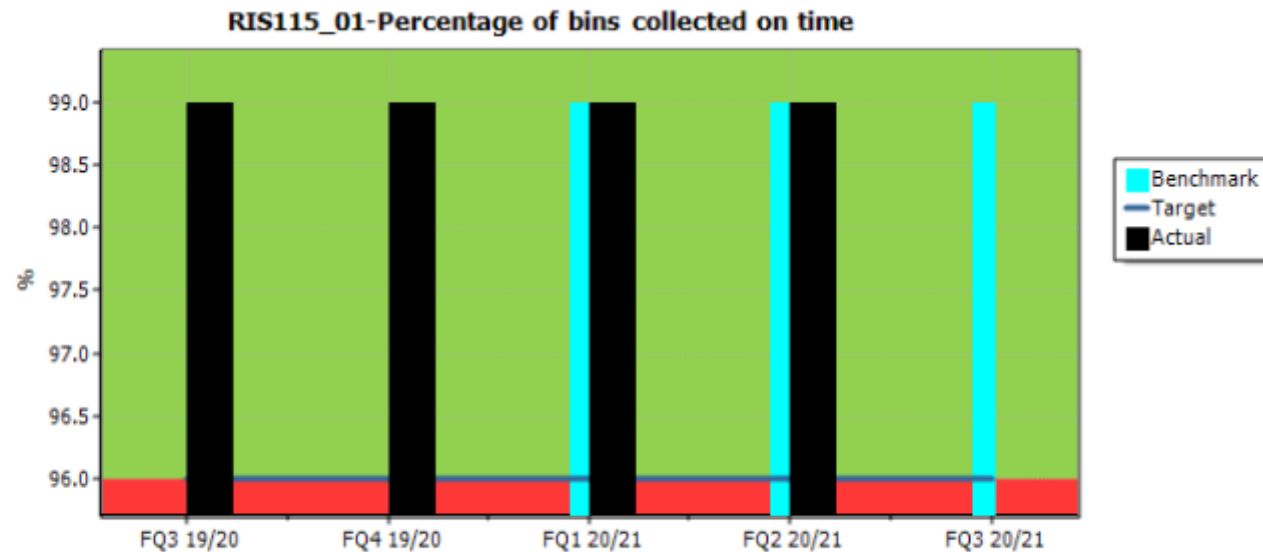
Why measure this? The percentage of bins collected on time is something which our communities tell us is important therefore this is a measure that is made to ensure that we have a high compliance rate.

Commentary: 639 bins were missed out of 750,000 in FQ2 which means over 99% of bins were collected on time. 246 bins were missed in FQ1. During Covid-19 when scheduled collections and their frequencies were adjusted the service has still achieved 99% performance in this area.

This indicator is above target with no change in performance since the last reporting period

TARGET FQ2	ACTUAL FQ2	BENCHMARK	PERFORMANCE TREND
96%	99%	99%	➔
	G		

Latest status
FQ2 20/21
99.0 %



ARGYLL AND BUTE COUNCIL

**ENVIRONMENT, DEVELOPMENT
INFRASTRUCTURE SERVICES
COMMITTEE**

CUSTOMER SUPPORT SERVICES

03 DECEMBER 2020

DRAFT SERVICE PLANS 2021-22:

DEVELOPMENT AND ECONOMIC GROWTH SERVICE

ROADS AND INFRASTRUCTURE SERVICE

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to present to the Environment, Development and Infrastructure (EDI) Committee the Draft Service Plans 2021-22 for Roads and Infrastructure Services and Development and Economic Growth.

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 21 September 2020 to proceed with one-year service plans with a one-year budget allocation. The Draft Service Plans attached covers the 2021-22 period for budget allocation for 2021/22.

1.3 It is recommended that the EDI Services Committee review the Draft Service Plans 2021-22 (no finance) as presented prior to onward travel to the Policy and Resources Committee on 18 February 2021 and Full Council on 25 February 2021 for budget allocation.

ARGYLL AND BUTE COUNCIL

**ENVIRONMENT, DEVELOPMENT
INFRASTRUCTURE SERVICES
COMMITTEE**

CUSTOMER SUPPORT SERVICES

3 DECEMBER 2020

DRAFT SERVICE PLANS 2021-22:

DEVELOPMENT AND ECONOMIC GROWTH SERVICE

ROADS AND INFRASTRUCTURE SERVICE

2.0 INTRODUCTION

2.1 The purpose of this report is to present to the Environment, Development and Infrastructure (EDI) Committee the Draft Service Plans 2021-22 for Roads and Infrastructure Services and Development and Economic Growth.

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 21 September 2020 to proceed with one-year service plans with a one-year budget allocation. The Draft Service Plans attached cover the 2021-22 period for budget allocation for 2021/22.

3.0 RECOMMENDATIONS

3.1 It is recommended that the EDI Services Committee review the Draft Service Plans 2021-22 (no finance) as presented prior to onward travel to the Policy and Resources Committee on 18 February 2021 and Full Council on 25 February 2021 for budget allocation.

4.0 DETAIL

4.1 The Strategic Management Team agreed at their meeting on 21st September 2020 agreed to proceed with one-year service plans with a one-year budget. The Draft Service Plans attached cover the 2021-22 period for the 2021/22 budget allocation.

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 2021-22 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 2021-22 in the following order –

- Development and Economic Growth
- Roads and Infrastructure Services

4.7 Work is underway to identify appropriate Outcome Measures. It is expected that a progress report will be presented during the 2021/22 financial year.

5.0 CONCLUSION

5.1 The Draft Service Plans 2021-22 for 2021/22 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 2021-22 for the 2021/22 revenue budget allocation show improved use of content, consistency and use of plain language.

Executive Director with responsibility for Development and Economic Growth Service and Roads and Infrastructure Service

Policy Leads: Alasdair Redman, David Kinniburgh, Gary Mulvaney, Robin Currie and Rory Colville.

10 November 2020

For further information contact:

Jane Fowler, 01546 604466

Sonya Thomas, 01546 604454

APPENDICES

Appendix 1 Business Outcomes mapped to the Corporate Outcomes

Appendix 2 Development and Economic Growth Service and Roads and Infrastructure Service Draft Service Plans 2021-22

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	BO101 We Ensure Information And Support Is Available For Everyone.	BO104 Our Communities Are Protected And Supported.	BO106 Our Looked After Young People Are Supported By Effective Corporate Parenting.	BO108 All Our Children And Young People Are Supported To Realise Their Potential.	BO110 We Support Businesses, Employment And Development Opportunities.	BO113 Our Infrastructure Is Safe And Fit For The Future.	BO115 We Are Efficient And Cost Effective.
	BO102 We Provide Support, Prevention And Opportunities To Help People Make Better Lifestyle Choices.	BO105 Our Natural And Built Environment Is Protected And Respected.	BO107 The Support And Lifestyle Needs Of Our Children, Young People, And Their Families Are Met.	BO109 All Our Adults Are Supported To Realise Their Potential.	BO111 We Influence And Engage With Businesses and Policy Makers.	BO114 Our Communities Are Cleaner And Greener.	BO116 We Engage And Work With Our Customers, Staff And Partners.
	BO103 We Enable A Choice Of Suitable Housing Options.				BO112 Argyll & Bute Is Promoted To Everyone.		BO117 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;">Caring, Committed, Collaborative & Creative Cùramach, Dealasach, Cruthachail agus Com-pàirteach</p>						

The principal purpose of the Service is to:

Enhance access to housing, supporting businesses, protecting public health and safety, 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 in accordance with our Local Development Plan where economic opportunities are harnessed for all.

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.
- Growing.
- Connecting.

The Service employs 174 FTE

The Service faces the following significant challenges:

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.

Ensure that service priorities for planning, building standards and regulatory services are aligned with available resources to meet our current and emerging statutory duties.

Addressing potential shortfalls in planning fee income.

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

The risks that food consignments exported to the EU and other countries following EU exit will require additional certification. These risks relate to the impact to the sustainability of businesses to incur additional costs or regulations, and also to the local authority, which will require to meet new demand.

Recognition that many SMEs across Argyll and Bute have shifted from a growth agenda to a survival agenda as a result of the COVID-19 pandemic, exacerbated by EU exit.

Address the challenges faced from COVID-19 as it relates to service delivery, the economy, and regulation to protect public health, and deliver the Recovery Strategy.

Continued uncertainty over future replacement funding that previously came from Europe.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

- BO102 DEG102 We provide support, prevention and opportunities to help people make better lifestyle choices
- BO103 DEG103 We enable a choice of suitable housing options
- BO104 DEG104 Our communities are protected and supported
- BO105 DEG105 Our natural and built environment is protected and respected
- BO110 DEG110 We support businesses, employment and development opportunities
- BO111 DEG111 We influence and engage with businesses and policy makers
- BO112 DEG112 Argyll and Bute is promoted to everyone
- BO113 DEG113 Our infrastructure is safe and fit for the future

Development and Economic Growth (2021-2022): Success Measures

	SM Code	Success measures	Target	Timescale	Benchmark
BO102		We provide support, prevention and opportunities to help people make better lifestyle choices			
	DEG102_01	Protecting health of our people through the delivery of the formally approved Joint Health Protection Plan. (18-20 plan)	90%	FQ4 2021/22	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
BO103	We enable a choice of suitable housing options			
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
BO104	Our communities are protected and supported			
DEG104_01	Maintain the percentage of broadly compliant food businesses as a result of our enforcement interventions. [This will be replaced by a national measure.]	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	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
BO105	Our natural and built environment is protected and respected			
DEG105_01	Respond to Building Warrant applications within 20 days.	80%	Quarterly	Previous quarter performance: FQ1 2020/21: 99.5% 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	The percentage of building warrants and amendments issued within 6 days from receipt of all satisfactory information.	90%	Quarterly	National benchmark: TBC
Providing a prompt service helps support the local economy. This national target allows us to benchmark our performance.				
DEG105_03	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.				

SM Code	Success measures	Target	Timescale	Benchmark
BO110	We support businesses, employment and development opportunities			
DEG110_01	Increase visitor numbers by working in partnership with the tourism industry.	24,558 (1.5% on previous calendar year 2019 24,195)	FQ2 2020/21 FQ4 2020/21	STEAM (Scottish Tourism Economic Activity Monitor): 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	2020/21: TBC 2019/20: 90% 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	2020/21: TBC 2019/20: 138 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	The time it takes to determine 'local' planning applications is no longer than 10% above the National Average.	10 weeks	Quarterly	Scottish National Average: 2019/20: TBC 2018/19: 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.				
DEG110_05	Maintain up-to-date Local Development Plan replaced in accordance with the approved Local Development Plan scheme.	On track	Quarterly	No benchmark
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
BO111	We influence and engage with businesses and policy makers			
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	2020/21: TBC 2019/20: 90%

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.

SM Code	Success measures	Target	Timescale	Benchmark
BO112	Argyll and Bute is promoted to everyone			
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	FQ1 2022/23	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	FQ4 2022/23	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	FQ4 2024/25	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.				

SM Code	Success measures	Target	Timescale	Benchmark
BO113	Our infrastructure is safe and fit for the future			
DEG113_01	Percentage of scheduled flights flown as compared to planned.	75%	Quarterly	New measure, no benchmark

A viable airport is vital for services to our islands as well as supporting our economic and tourist sectors and providing employment opportunities.

Development and Economic Growth (2021-2022): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO105	Our natural and built environment is protected and respected			
DEG105_01i	Replace CIVICA with the Idox document management system.	FQ4 2021/22	Employee suggestion	This improvement seeks to ensure a faster and more customer focused on site service delivery.

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO115	We are efficient and cost effective			
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.	TBC	Other	Economic profiles and committee papers.
DEG115_02i	Fully digitalise all document and evidence exchanges for LDP2 Examination in Public.	TBC	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.	TBC	Self-evaluation	Association of Public Services and Excellence Performance Network.
DEG115_04i	Increase the use of digital technology to improve mobile/remote working and new enforcement interventions including virtual inspections.	FQ4 2022/23	Other	

Roads and Infrastructure Services (2021-2022)

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 delivered by the efficient use of vehicles and plant equipment. The Service has responsibility for 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 provides home-to-school transport, supports a number of public transport routes and ferry services.

The Service employs 548 FTE

The Service faces the following significant challenges:

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, with a central correspondence team developing systems to manage this efficiently. Currently over 75% of all Council correspondence relates to the Roads and Infrastructure Service.

The Biodegradable Municipal Waste (BMW) Landfill Ban comes into force in 2025. Overlapping this is the current waste contact 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, however Transport Scotland provided funding for the Lismore ferry last year.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

- | | | |
|-------|--------|---|
| BO113 | RIS113 | Our infrastructure is safe and fit for the future |
| BO114 | RIS114 | Our communities are cleaner and greener |
| BO115 | RIS115 | We are efficient and cost effective |

Roads and Infrastructure Services (2021-2022): Success Measures

SM Code	Success measures	Target	Timescale	Benchmark
BO113	Our infrastructure is safe and fit for the future			
RIS113_01	There are no 'avoidable' weight restrictions in place on our roads and bridges.	100%	Quarterly	2020/21: TBC 2019/20:100%
	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 Class 1 potholes that are repaired within 36 hours.	100%	Quarterly	2020/21: 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	2020/21: TBC 2019/20: average 41% 2018/19: average 52.75%
	Robust street lighting repairs help keep our communities and roads safe.			

SM Code	Success measures	Target	Timescale	Benchmark
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.

RIS113_07	Monitor, update and deliver the 10 Year Marine Asset Management Plan.	On track	FQ4 2023-24	No benchmark
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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.

RIS113_08	Delivery of the Capital Programme	On Track	FQ3 2021/22	No Benchmark, new measure
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To ensure capital programme is on time and to budget in delivering towards our objective of maintaining the road network.

	SM Code	Success measures	Target	Timescale	Benchmark
BO114	Our communities are cleaner and greener				
	RIS114_01	The percentage of waste that is recycled, composted or recovered.	45%	Quarterly	2019/20 actual: 46.7% 2018/19 actual: 48.9% 2017/18 actual: 49.8%
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	2020/21: TBC 2019/20: 18,660 tonnes 2018/19: 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.					

	SM Code	Success measures	Target	Timescale	Benchmark
BO115		We are efficient and cost effective			
	RIS115_01	Percentage of bins collected on time.	96%	Quarterly	2020/21: TBC 2019/20: 99%
<p>The percentage of bins collected on time is something which our communities tell us is important .</p>					

Roads and Infrastructure Services (2021-2022): Service Improvements

SI Code	Improvement Action	Completion date	Source of improvement	Source detail
BO113	Our infrastructure is safe and fit for the future			
RIS113_01i	Develop a sustainable Cemeteries Programme to ensure there is sufficient numbers of lairs to meet demand.	FQ3 2021/22	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
BO115	We are efficient and cost effective			
RIS115_01i	Develop a fully estimated 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
BO116	We engage and work with our customers, staff and partners			
RIS116_01i	Designing timetables for public transport services that provide connectivity across other modes of transport to enable convenient through travel for passengers.	FQ4 2022	Self-evaluation	
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 2021/22	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.

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ARGYLL AND BUTE COUNCIL

Environment, Development and
Infrastructure Committee

Roads and Infrastructure
Services

3 December 2020

Annual Status and Options Report 2020

1.0 EXECUTIVE SUMMARY

- 1.1 The Annual Status and Options Report (ASOR) presents a summary of the Council's road assets as at April 2020. The report provides information, based upon current available data, on the condition of the asset and future options which can be considered in terms of investment. The report gives an RCI score, the **higher** the RCI score means the **poorer** the road condition is in.
- 1.2 It should be noted that due to COVID-19 the external Road Condition Index (RCI) Report has been delayed and will not be sent on to Argyll and Bute Council until 2021, we have therefore used last year's figures. The report sets out the 2019 road and associated infrastructure condition and forecasts future condition based on different proposed levels of investment.
- 1.3 The ASOR demonstrates previous investment in the Roads Reconstruction Programme in 2018-19 which provided a slight improvement to the overall Road Condition Index (RCI) from 2017-18. Whilst the condition has only improved slightly, without the increased investment from Elected Members, the road condition would have continued to deteriorate, resulting in our road network being in an extremely poor condition. Due to COVID-19 the 2020-21 budget for surface dressing has been moved to the next financial year to allow prioritisation of the Strategic Timber Transport Scheme (STTS) projects which must be completed prior to an STTS audit in February 2021. The condition surveys carried out nationally have a lag of 2 – 4 years (due to not all of the network being surveyed in one year). Argyll and Bute's condition survey is indicating a smaller percentage in the 'red' and this position is anticipated to worsen should there be a reduction in available investment. Currently Argyll and Bute Council, although having improved slightly in the last surveyed year, were listed as having the highest RCI within our family group consisting of roads authorities with similar roads networks, effectively our roads index is the poorest of the 8 family group members for rural authorities in Scotland.
- 1.4 Within the ASOR report, the respective asset groups are identified with four investment options presented to allow members to consider appropriate future funding which will allow a more informed budget setting process for the

maintenance and improvement of Roads and Infrastructure assets.

- 1.5 The ASOR links into the Service Asset Management Plan (SAMP) which forms part of the overall Capital budget decision making process. The ASOR is a useful tool in assisting Members make informed strategic decisions regarding investment of our limited Capital resources.
- 1.6 It is recommended that the Environment, Development and Infrastructure Committee:-
 - 1.6.1 Endorses the Annual Status and Options Report and the positive analytical feedback it provides.
 - 1.6.2 Note that the Annual Status and Options Report informs key elements of the Development and Infrastructure Asset Management Plan.

ARGYLL AND BUTE COUNCIL

**Environment, Development and
Infrastructure Committee**

**Roads and Infrastructure
Services**

3 December 2020

Annual Status and Options Report 2020

2.0 INTRODUCTION

2.1 This report introduces the Annual Status and Options Report which makes an analytical assessment of the condition of the Council's road network and associated infrastructure as well as setting out projected conditions based on varying levels of investment.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Environment, Development and Infrastructure Committee:

3.1.1 Endorses the Annual Status and Options Report and the positive analytical feedback it provides.

3.1.2 Note that the Annual Status and Options Report informs key elements of the Development and Infrastructure Asset Management Plan.

4.0 DETAIL

4.1 The ASOR is a report which forms part of a suite of documents which are recommended by SCOTS for local authorities use. The documents have been developed in collaboration with all Scottish and Welsh authorities and aim to improve processes and continue the development and implementation of the wider use of recognised asset management techniques. When authorities have fully developed the use of these documents they will enable better value for money to be delivered and prudent stewardship of the road asset to be demonstrated.

4.2 SCOTS have focused on carriageway condition including backlog value and steady state figures due to carriageways being the single most valuable Council asset.

4.3 The ASOR is also a tool which elected members can use to help set priorities for investing the limited resources available to the Council.

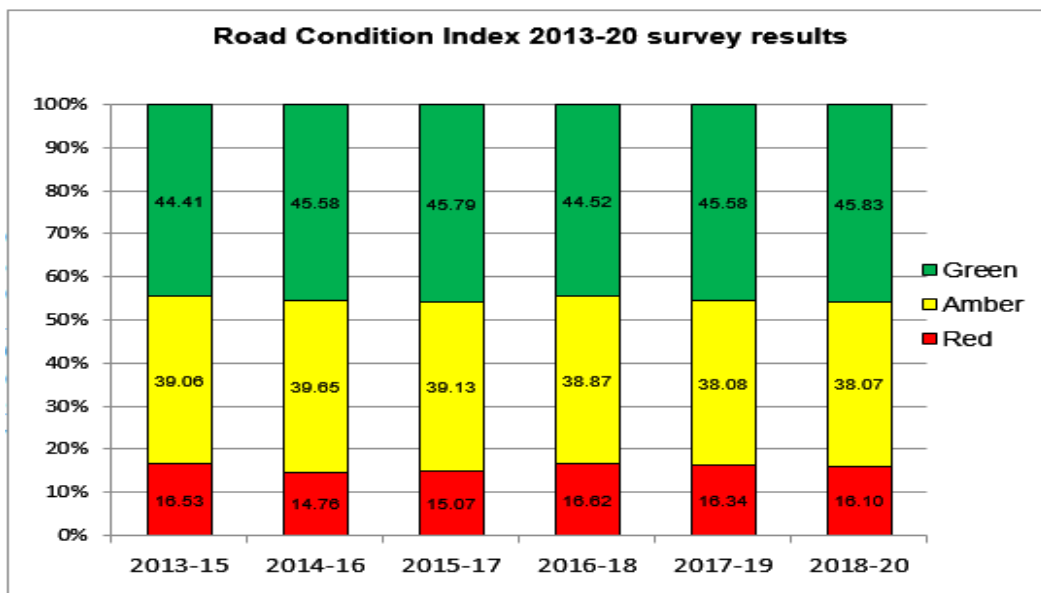
4.4 At the Argyll and Bute Council Budget Meeting in February 2020, a £6.2m investment programme for roads reconstruction was approved. This was further enhanced by a successful bid to the Scottish Timber Transport Scheme of £1.227m, giving an overall investment on our roads of approx. £7.5m. This continued investment coupled with the level of revenue investment is helping to keep a steady state road condition. Previous capital reconstruction programmes have delivered a welcome improvement to the road network in terms of the Road Condition Index (RCI) as can be seen below:

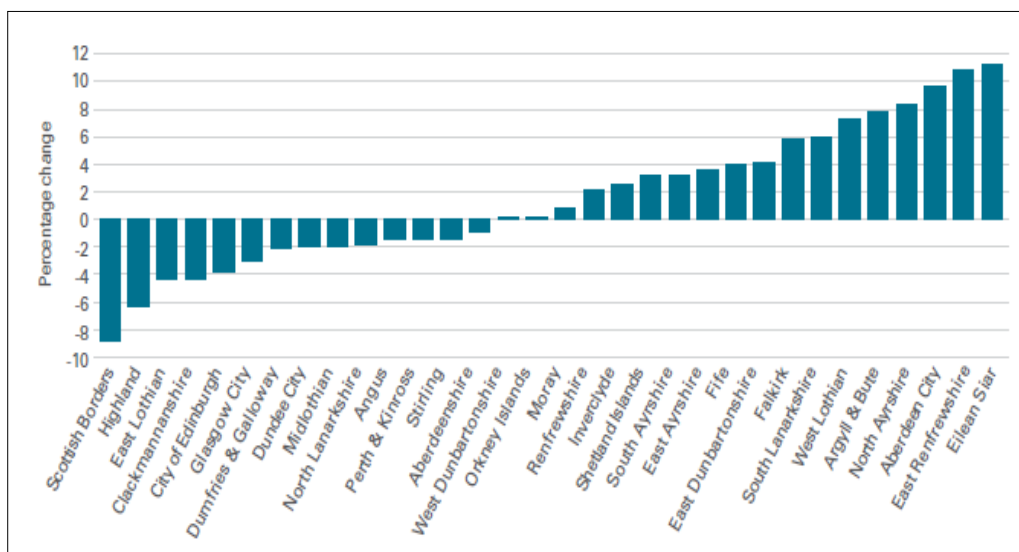
RCI for 2016-18 = 54.48% of roads needing improvement
 RCI for 2017-19 = 54.42% of roads needing improvement
 RCI for 2018-20 = 54.20% of roads needing improvement

Previous levels of investment have halted the deterioration of the surfacing, began to improve network condition and acted as a contributory factor in reducing the number of CAT 1 & 2 defects. The latest RCI survey results (listed above) clearly reflect the positive impact previous investment has made whilst contributing to achieving the corporate goals and objectives.

4.5 The previous reduction in available budget in 2016/17 and 2017/18 had resulted in a corresponding reduction in works carried out on the ground. The condition surveys carried out nationally have a lag of 2 – 4 years (due to not all of the network being surveyed in one year). Argyll and Bute’s condition survey from 2019 is indicating a smaller percentage in the ‘red’ and this position is anticipated to worsen with any reduction in available investment. It is worth noting that we still have a higher overall percentage of our roads in the ‘green’ (See graph below).

4.6 The 2020-21 road reconstruction budget has been prioritised towards STTS works as COVID-19 delayed our works programme by three months. As such Surface Dressing Works have been delayed to 2021-22 to allow officers to surface dress our network in the most efficient way (Surface dressing laid in the latter part of the year is often affected by a colder wetter climate which would prevent the surface dressing materials being as effective and we run the risk of wasting the budget). We have however ensured officers treat the poorer conditioned surfaces to protect further damage over the winter period.





4.7 The graph above details the positive improvement in the Road Condition Index (RCI) following the significant capital investment in the last few years. Without this investment, we would have had significant deterioration occur with the RCI having fallen significantly. Instead as can be seen in the graph we are in the top 5 most improved.

4.8 The RCI survey data is utilised along with other relevant available data such as SCRIM (sideway-force coefficient routine investigation machine), Accident Statistics, Road Hierarchy, Inspection data and local engineering judgement to develop an initial list of suitable schemes for inclusion in the road reconstruction programme. The WDM pavement management system interrogates all the available data to identify and rank potential schemes. Once a draft list is compiled further analysis is carried out by local staff to establish scheme costs, treatment options etc. this is then matched to available funding. The selection process is under regular review and has been steadily improved over time.

5.0 CONCLUSION

5.1 This ASOR report has been developed in line with the SCOTS Asset Management Project and provides a useful resource aimed at providing relevant decision makers with information which will allow a more informed choice to be made in respect of future investment options.

6.0 IMPLICATIONS

6.1 Policy – None Known

6.2 Financial – Current investment levels do not support the delivery of a

sustainable road network maintenance regime.

- 6.3 Legal – None known
- 6.4 HR – None known
- 6.5 Fairer Scotland Duty: None known
 - 6.5.1 Equalities - protected characteristics – None Known
 - 6.5.2 Socio-economic Duty – None known
 - 6.5.3 Islands – The reduction in the Ferry Prices (RET) has increased numbers of vehicles on island roads which has caused more damage to the island road network.
- 6.6. Risk – Road Network will deteriorate due to underfunding, as such we need to prioritise roads which may well affect island and more rural communities more.
- 6.7 Customer Service – None Known.

Executive Director with responsibility for Roads and Infrastructure, Kirsty Flanagan

Head of Roads and Infrastructure Services Jim Smith

Policy Lead Rory Colville

4 November 2020

For further information contact:

Hugh O'Neill, Network and Standards Manager, Roads and Infrastructure Services

APPENDICES

Appendix 1 ASOR Report (Separate Attachment)



ANNUAL STATUS AND OPTIONS REPORT



VERSION 1.3
OCTOBER 2020

Document Control

Document History

Version	Status	Date	Author	Changes from Previous Version
1.0	First Draft	Sept 2020	JMC	Not applicable
1.1	Review	Sept 2020	HON,CR	Additional tables, Photos amend some text. Formatting Etc.
1.2	Final Draft	Oct 2020	JMC	Amendments completed for review
1.3	Final Draft Updated	Oct 2020	JMC	Additional drainage information, update data formatting as required.

Document Control

Version	Status	Date	Comments
1.3	Head of Service Review	Oct 2020	

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7. Climate Change and a Resilient Network	33—36

Report Content

This report has been compiled based on current available data which may be subject to change as more information becomes available. Where little or no data exists then various assumptions and estimates have been made to provide illustrations or add context to the subject matter. The report provides a snapshot of road infrastructure assets within Argyll and Bute Council based on 2019-20 data for asset condition, previous investment, asset valuation and other relevant information. It provides indicative future investment options for consideration within each asset group based on available information and resource levels to develop same.

MANAGEMENT OF ROADS INFRASTRUCTURE ASSETS

ARGYLL AND BUTE COUNCIL 2020

This is a headline summary on the condition of Argyll and Bute Council Road infrastructure assets. It provides key information on inventory, condition, funding and the growing need for investment to address the maintenance backlog.

Our roads support thousands of journeys every day and are a vital component of a thriving economy for our remote communities. They benefit everyone, socially, commercially, educationally and enable access to the digital network (ie service ducts).

Our roads are currently safe and fit for purpose, although every year we record the poorest condition in terms of the Road Condition Index (RCI) in Scotland. This position on the RCI scale will not change without funding far beyond Argyll and Bute Councils reach. Nonetheless clever use of available capital investment and funding applications over the last decade has achieved marginal improvement over time from RCI 55% (2009) to 54.4% (2019) particularly noticeable on the strategic and timber haulage routes which benefit from external funding (STTS) support.

However, our road infrastructure assets are suffering from long term under-investment creating an aged and deteriorating asset base. The current maintenance backlog for road Infrastructure assets (Roads, Footways, Street lighting, Structures, Traffic Signals & Street Furniture) is circa **£140million**. The annual investment needed calculated as annual depreciation is **£22.9million** (2019/20 asset valuation) with current funding at **£14.1million / Year** (2019/20 Asset valuation).

Essential safety maintenance works on assets are being prioritised on a risk based, worst first basis due to funding constraints leading to more expensive whole life costs. Because we carry out less preventative maintenance, service life cannot be extended, therefore assets in good condition deteriorate further until defects are identified or reported. This cycle happens over time and does not represent good long term value. Policies and maintenance strategies combined with longer term financial planning are needed to break this cycle of under-investment and continued deterioration. This will support corporate objectives and demonstrate better value through well managed assets and is the recommended industry standard.

Argyll and Bute Council is driving aspirations for population growth and greater economic activity and have been successful in securing a rural growth deal which aims to attract more visitors and employment opportunities. This is very welcome news, however these objectives need to recognise the corresponding impact on our fragile road infrastructure through greater volumes of traffic. Appropriate investment in road infrastructure assets is needed now to support achievement of council goals and realise the long term benefits to our communities health and well being.



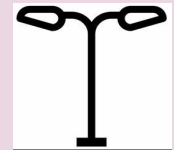
Argyll has over 2280Km of roads, equivalent to driving from Oban to Naples.



Over 500km of footways, equivalent to the distance from Arrochar to Birmingham.



Over 900 bridges spanning 5Km equivalent to 10 Queensferry crossings



Over 14,000 Street lights and 450km of cabling using enough energy to power over 1200 homes.

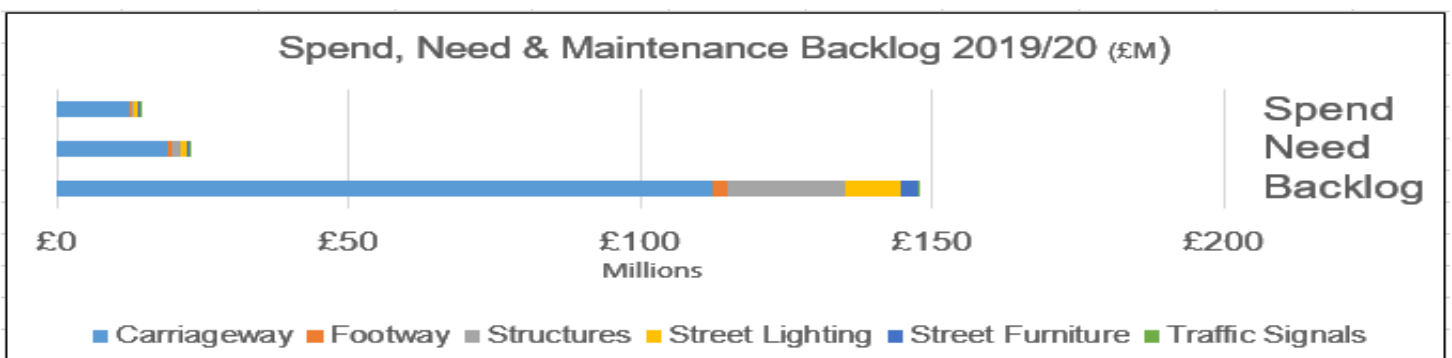


Only 24 signalled junctions or pedestrian crossings. This is the smallest road asset in Argyll.



Several thousand street furniture items including over 70km of vehicle safety fencing.

Spend, Need & Maintenance Backlog 2019/20 (£M)



MANAGEMENT OF ROADS INFRASTRUCTURE ASSETS

ARGYLL AND BUTE COUNCIL 2020



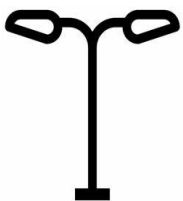
A decade of capital investment has provided almost steady state RCI condition through a planned and prioritised programme of works. The maintenance backlog for carriageways is £112m. Revenue funding has reduced to the point where almost all activities are undertaken on a reactive basis, effectively when assets stop functioning. Road maintenance services are stretched to breaking point with resources being swallowed up by intensive reactive maintenance demands. This is a vicious maintenance cycle (ASOR Oct 2015) which requires more focus on delivering a planned programme of preventative maintenance works to break the cycle and deliver appropriate level of service standards.



Footways have received minimal investment over time as capital has been prioritised towards the strategic road network. The £1m capital injection over last three years has tackled some of the worst condition with localised areas delivering approx. 3km of refurbished footway. Third party insurance claims have increased from none over three consecutive years to eleven last year. This trend is likely to continue without further investment. Asset valuation is £91.6m with annual depreciation (investment need) calculated as £871k/yr. There is currently no capital investment allocation for 2020/21.



The bridge condition index shows asset condition to have deteriorated over previous years with slight improvement recently due to prioritised repair works. Maintenance backlog is calculated at £20m. There is currently 15 bridges which have acceptable weight restrictions imposed. 28 bridges have failed the European Standard assessment and 23 bridges are subject to special monitoring measures. Asset valuation is £475m with annual depreciation (investment need) calculated as £1.3m/yr. Combined capital and revenue funding is £232k or 18% of annual depreciation.

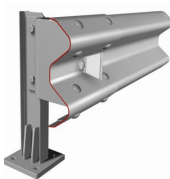
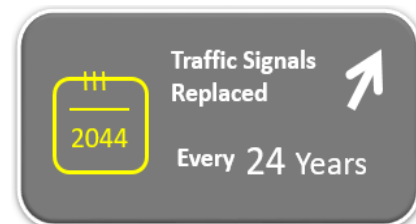


Energy consumption for street lighting has almost halved since the LED replacement project was undertaken. This success has highlighted further necessary works to replace aged columns and update 5th core electricity supply. Now that almost all lighting stock has been replaced with new LED Lanterns, then any reported dark lamp faults provide an indicator of a cabling or supply issue. A business case shall be developed from collated data obtained via LED project to explore future asset needs and investment options going forward.

Street Lighting Columns, some are Pre war and require a replacement programme.



The traffic signal asset condition has recently been surveyed highlighting a substantial number of issues to update and modernise assets to comply with current regulations. This requires the use of specialist contractors through a tendering process to undertake the works. The costs are expected to outweigh the current available budget and will require a prioritised list of works to be compiled in line with available funding.



The extent and condition of our street furniture asset isn't fully recorded within the asset database. Vehicle safety barriers were assessed in 2015. This showed significant investment is needed to replace existing obsolete, damaged or non-compliant safety fencing. The estimated cost £2.1m far outweighs current budget allocation of £100k. This is a specialist operation requiring the use of external contractors and designers to survey and quantify the works needed to bring the asset up to the required standard.



Climate change has increased annual rainfall and the frequency of severe weather events. Water is the road's greatest enemy and can cause extensive damage very quickly. Funding of £500k was allocated to tackle flooding issues and enhance the gully cleaning operations. This funding is welcome and will allow action to ensure the road infrastructure drainage assets, ditches, gullies and associated pipework are improved. The completed works should be reported on a regular basis to clearly demonstrate prudent stewardship and ensure maximum protection is afforded against the risk of much more expensive damage when severe weather events do occur.

MANAGEMENT OF ROADS INFRASTRUCTURE ASSETS

ARGYLL AND BUTE COUNCIL 2020

Management of Road Infrastructure Assets

Argyll and Bute Council currently manages road infrastructure assets in line with available resources. Resources are very limited, particularly in terms of asset data to support more informed decision making which would reduce reliance on officer knowledge and experience. Robust and reliable asset data is a key driver in realising predictable outcomes through the use of well established asset management processes. It provides decision makers with confidence whilst delivering better value and demonstrating a well managed asset portfolio in line with the SCOTS Asset Management Framework.

Argyll and Bute Council participates in the SCOTS Road Asset Management (RAM) project with all other Scottish Local Authorities. The project facilitates collaboration and development of a consistent asset management approach across Scotland. The project recently commissioned consultants ATKINS to audit authorities progress with developing the SCOTS asset management framework practices. The audit when complete, provides individual authority reports and a national summary report for submission to the SCOTS Executive.

The Argyll and Bute audit draft report was completed in August 2020. The report highlighted a key factor limiting asset management progress was resource constraints. It provided three recommendations that are anticipated to provide significant benefits:

Develop a Data Management Plan.

- Focus data collection on business needs, requirements and priorities.

- Identifies, risks and supports mitigation

- Documents data management processes

- Enables review and auditing of data, systems and processes
- Supports consistency of data collection and management

- Provides data ownerships

- Promotes continuous improvement

Development of local monitors and KPI's that:

- Align with the corporate plan and assist in linking performance across the service to its influence on achieving the corporate objectives / priorities / outcomes.

- Link monitors to key risks identified in the Road Asset Management Plan.

Develop an Asset Management Communication plan

- Provides key asset management stakeholders

- Identifies key stakeholder's asset management knowledge and competency

- Stakeholder AM knowledge and competency gap analysis

- Stakeholder AM knowledge and competency improvement plan

With suitable resourcing and support from the Senior Leadership team and Members, Argyll and Bute Council can utilise the experience/lessons learnt by neighbouring Scottish Authorities and unlock the benefits of implementing recommended road asset management practices.

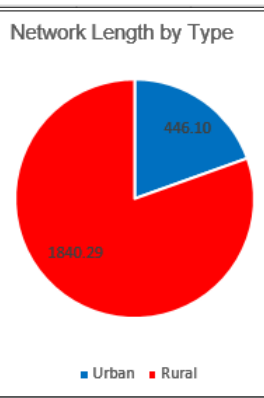
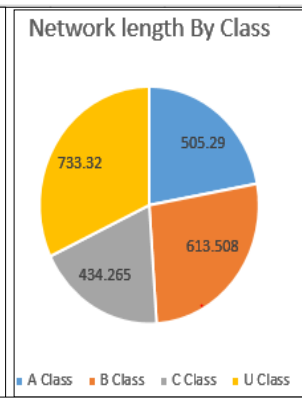
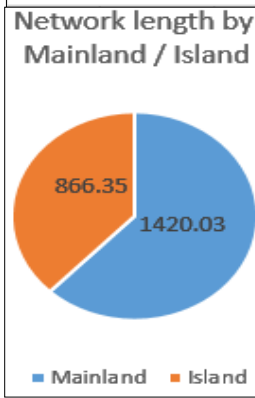
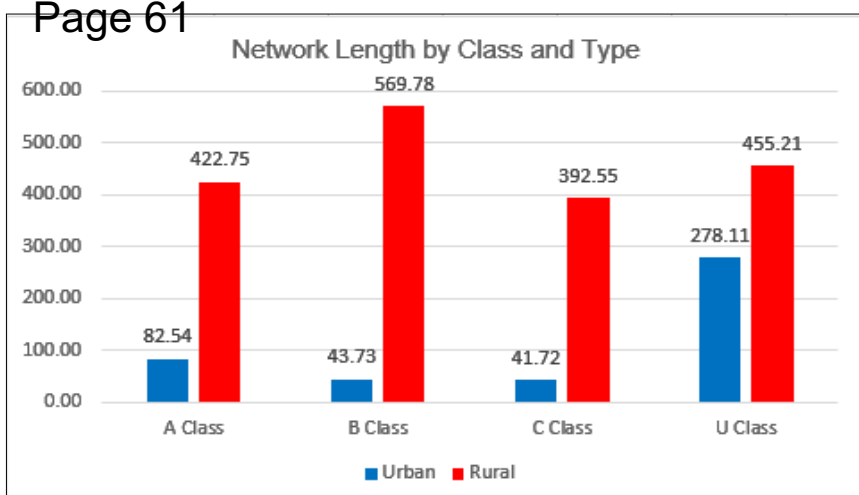
1.0 Carriageways

1.1 Road Length

A Class Roads	505.3km
B Class Roads	613.5km
C Class Roads	434.3km
Unclassified Roads	733km
Total Network Length	2286km

The chart opposite shows that nearly one third of our network is made up of unclassified roads (U Class). Most of the carriageway is rural with over 80% of the network in rural areas.

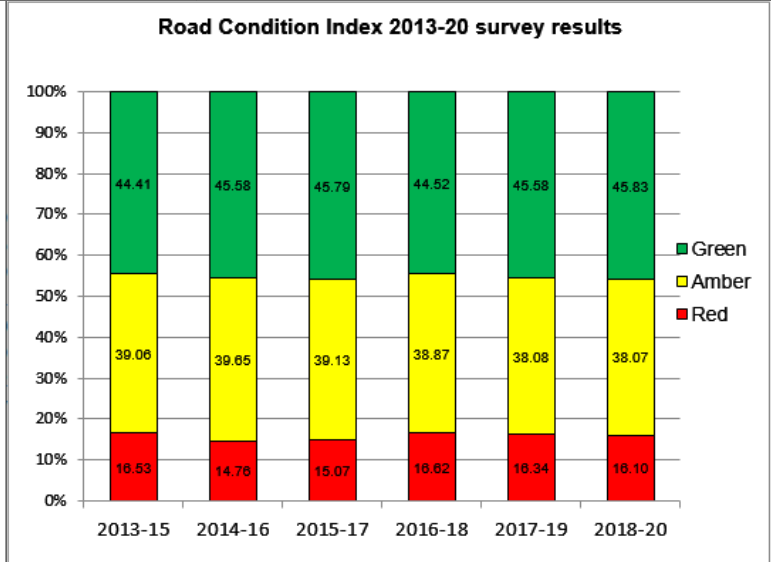
It should be noted that 38% of the network is located on an island. This incurs additional cost to maintenance operations through associated transportation and remote working costs. Careful planning is required to make the most of available resources when undertaking island road maintenance works.



1.2 Condition

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.

The 2020 survey results are currently unavailable due to impact of covid-19 pandemic delaying the survey start date. However the results are not expected to show significant change from previous years which showed marginal improvement from 16.34% to 16.10% . A slight improvement was shown for roads assessed as amber from 38.08% to 38.07% . Roads assessed as green also showed slight improvement from 45.58% to 45.83% in the same period. Overall continuation of this marginal improvement or steady state is expected when the latest RCI results become available.



One consideration is that due to ferry restrictions and limited accommodation island routes may not be surveyed in 2020. Overall the RCI over previous years demonstrates effective delivery of the roads reconstruction programme by officers working within very tight budgets and timescales.

1.3 Asset Valuation

The asset valuation for carriageways is detailed within the table 3.7 opposite. It shows the Gross Replacement Cost as £2.17billion. This is the cost of a new replacement asset. The Depreciated Replacement Cost as £1.93billion. This is the present value of asset based on condition data. The Annualised Depreciation Cost as £18.92 million. This is the calculated level of annual investment needed to sustain current asset condition.

Table 3.7 Carriageways Valuation (These values include the regional and inflation factors for the current year)

Road Classification	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Principal (A) Roads (Urban)	£166,857,464	£150,661,506	£1,480,300
Principal (A) Roads (Rural)	£580,776,581	£534,985,741	£3,873,031
Classified (B) Roads (Urban)	£72,872,998	£65,599,532	£647,394
Classified (B) Roads (Rural)	£459,025,985	£414,652,855	£3,408,074
Classified (C) Roads (Urban)	£55,038,890	£48,625,587	£551,255
Classified (C) Roads (Rural)	£263,993,727	£231,427,134	£2,419,329
Unclassified Roads (Urban)	£327,047,504	£279,524,387	£4,077,487
Unclassified Roads (Rural)	£244,200,469	£208,801,077	£2,460,854
Total	£2,169,813,618	£1,934,277,819	£18,917,725

1.4 Investment

The capital reconstruction programme delivered £7.5m of investment on a range of surfacing projects aimed at improving network condition across Argyll. The table details the surfacing quantities and value within each activity. The percentage split across activities shows the bulk of investment (77%) is attributed to Surface Dressing (SD) and thin surfacing works to maximise network coverage. The aim being to seal and extend surface life with a SD treatment and tackle as much deteriorated surface as possible with thin surfacing works so as to help reduce demand for reactive treatment works.

Surface Treatment	Length (m)	Cost (£)	Percentage
Surface Dressing	82389	£2,263,946	30%
Thin/Micro Surfacing (up to 25mm)	1191	£108,125	1%
Thin Overlay (>25mm to 60mm)	39010	£2,244,509	30%
Moderate Overlay (>60mm to 100mm)	866	£94,181	1%
Structural Overlay (>100mm)	1130	£146,570	2%
Thin Inlay (>25mm to 60mm)	9079	£1,250,779	17%
Moderate Inlay (>60mm to 100mm)	3658	£565,766	8%
Structural Inlay (>100mm)	1019	£227,842	3%
Planned Patching	0	£24,366	0%
Reconstruction (250mm+)	3707	£599,584	8%
Total		£7,525,669	

The adjacent table provides an indicative guide on asset sustainability by comparing annual works delivery via capital reconstruction programme against expected service life and asset inventory. This provides an indicative treatment cycle in years.

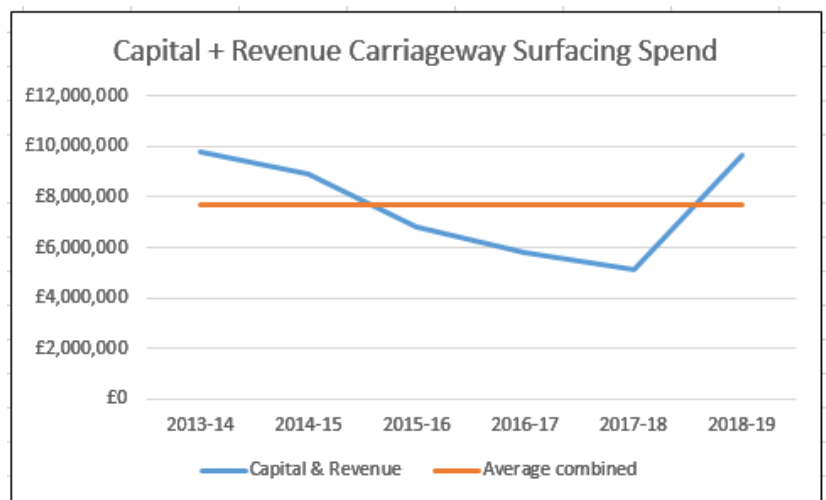
Treatment	Expected Service Life (Years)	Quantity Works (Km)	Inventory	Treatment Cycle (Years)
Surface Dressing	12-15	82.4	2286	28
Resurfacing Works	20-30	55.9	2286	41

1.5 Capital

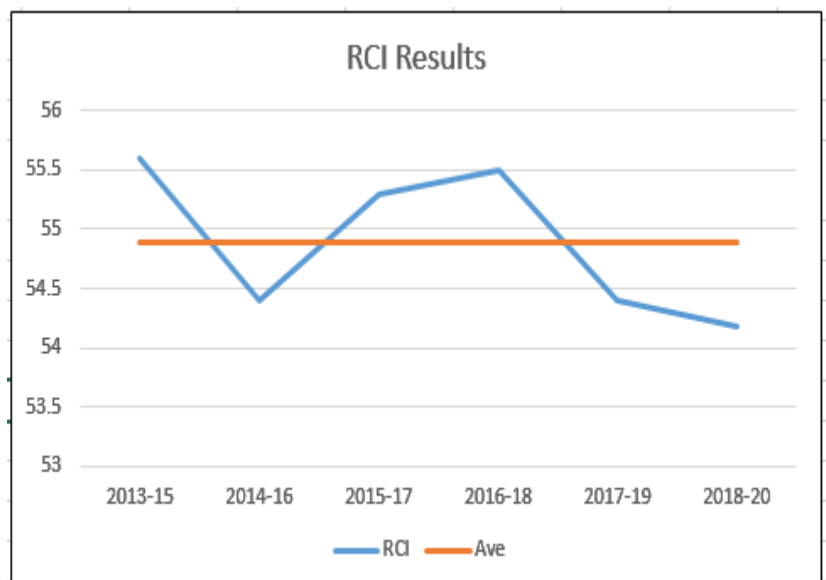
The tables and charts below illustrate the relationship between investment and the annual RCI results. By comparing the capital spend average against the RCI average, this shows a steady state road condition budget allocation of £7.688m/year for combined capital and revenue carriageway surfacing treatments would keep the carriageway from further deterioration.

This value differs from the SCOTS Steady state figure £11.5m which can be attributed to the SCOTS methodology using a more robust treatment matrix in the context of nationwide networks as opposed to treatments specifically aimed at Argyll and Bute Council’s variable network. Surfacing treatments in Argyll are based on several factors often unique such as island works that are not necessarily truly reflected in a national modelling tool unless specifically formulated for that purpose.

Year	Capital & Revenue
2013-14	£9,826,466
2014-15	£8,896,996
2015-16	£6,799,499
2016-17	£5,821,104
2017-18	£5,149,311
2018-19	£9,639,640
Average Spend	£7,688,836



Year	RCI
2013-15	55.6
2014-16	54.4
2015-17	55.3
2016-18	55.5
2017-19	54.4
2018-20	54.17
Average	54.895



1.6 Strategic Timber Transport Fund

Argyll and Bute Council has consistently secured significant funding support from the Strategic Timber Transport Fund (STTF). The STTF funding is earmarked for projects which minimise the impact of timber lorries on our rural road network. It means that for every £1 Argyll and Bute Council spend the STTF funding support, on average more than doubles this investment.

The works being undertaken will make it easier for local residents and businesses to share the roads. Getting timber off our own road network and improving journey times when shifting timber from forests to processing facilities is another major benefit of improving the network.



Roads which have seen improvements from the joint funding between the council and STTF are:

- A816 Lochgilphead – Oban strategic route;
- Lochawe haulage routes- B840, C30 and C29;
- Kintyre B842; and
- B8000 Strathlachlan, Cowal.



Forestry is a key industry sector in Argyll and Bute, growing our economy and providing employment in management and harvesting whilst providing forest trails for communities to enjoy.

1.7 Maintenance Backlog

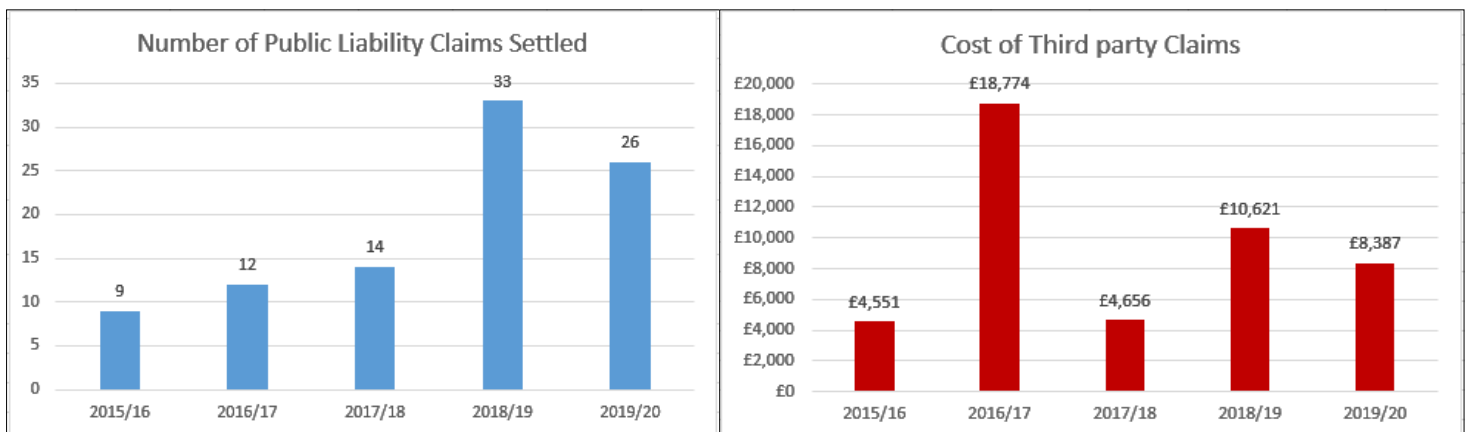
The SCOTS Headline Maintenance Backlog figure is calculated every two years using road condition data collected via the Scottish Road Maintenance Condition Survey (SRMCS). The calculation uses surveyed condition data with a surfacing treatment matrix and unit rates to determine the extent of maintenance required to bring whole network surfacing to an ‘A1’ condition.

For the steady state calculations the model was run and values were output so that each authorities red RCI percentage was held at the current level by treating any amber RCI values which would otherwise deteriorate into red values in the subsequent year. This has been evidenced as best value.

SCOTS Headline Maintenance Backlog	2019 SCOTS Report	Average Annual Investment
Headline Backlog Figure	Steady State Figure	Capital and Rev (2012-2019)
£112,251,000	£11,507,000	£8,095,428

1.8 Public Liability Claims

The number and cost of public liability claims for carriageways is illustrated in the graphs below. The cost of settled claims over last three years has averaged £325 each.



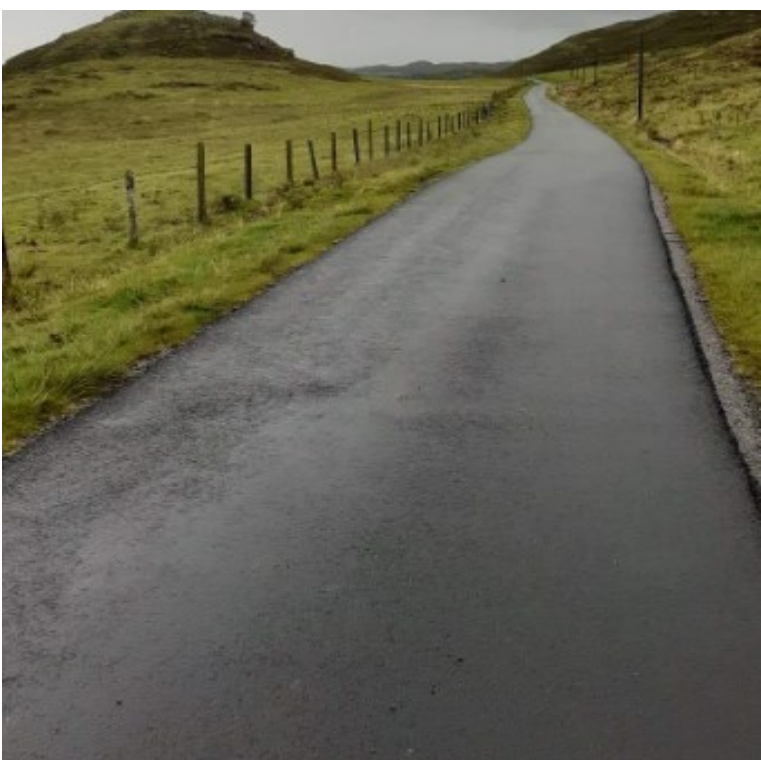
1.9 Capital Road Reconstruction

The photos below show some of the road reconstruction and resurfacing works being undertaken as part of the 2019-20 capital investment programme. The photo opposite is part of the Islay retread process which involves churning up existing deteriorated surfacing, adding some bitumen and regrading and compacting the surface to restore surface condition. The process reduces the quantity of new materials required and contributes to lower carbon emissions for the project as well as delivering best value on the Island Road Network.

The photos below shows new surfacing and passing place improvements in Bute & Cowal and Oban Lorn & Isles Districts



The photo below shows part of the surface dressing process which is a preventative treatment aimed at sealing the road surface from the ingress of water whilst restoring surface texture to worn or slippery surfacing. The treatment enables surfacing service life to be extended by 5-10 years prior to a more robust resurfacing project being undertaken to strengthen and reshape the carriageway.



1.10 Winter Maintenance

Keeping our roads ‘open for business’ is vital for our economy and the health and well being of our communities. This includes carrying out winter maintenance services aimed at keeping our roads safe during periods of snow and ice through the winter months. This requires substantial resources to monitor weather conditions, predict treatments, procure and store de-icing salt, gritters, loaders and drivers to deliver same across Argyll and the Isles every day of the winter period.

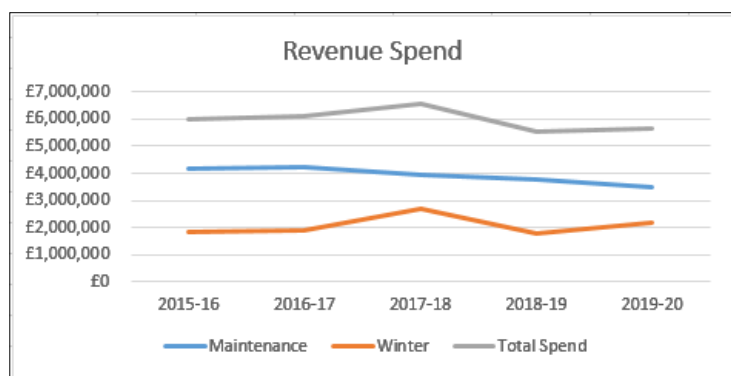
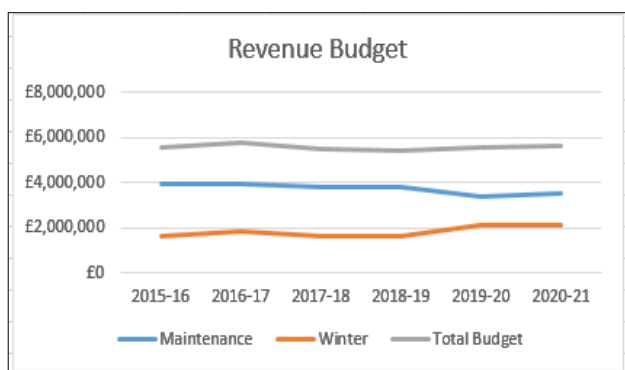


Climate change is affecting how we deliver the service with winter weather becoming more marginal and less predictable requiring more responsive treatments and actions all within the confines of complying with driver hours legislation. The table below provides some details of the scale of winter operations over the last ten years undertaken on 31 planned treatment routes using a fleet of 33 gritting vehicles.

Winter Treatment Information	Ten Year Average	
Total number of planned treatment runs (equiv Full Fleet)	81	Runs
Total aggregate annual treatment mileage travelled by all gritting vehicles on all planned routes	83186	Miles
Total tonnage of salt used on carriageways	15073	Tonnes
Total Winter actual spend carriageways	£2,278,209	Spend

The cost of providing this vital service is a significant portion of annual road maintenance spend at almost 40% of existing total revenue budget. This impacts other essential preventative maintenance activities with less works being afforded. Consideration may be needed on alternative funding mechanisms for winter services so that the full extent of revenue budget allocation can be utilised to achieve more extensive planned preventative maintenance to extend service life of assets. Delivering these tasks to appropriate service standards can better support council corporate goals whilst demonstrating well managed assets.

Budgets	Roads	Winter	Total	Winter %
2015-16	£3,957,298	£1,644,490	£5,601,788	29.36%
2016-17	£3,972,055	£1,836,286	£5,808,341	31.61%
2017-18	£3,832,056	£1,636,828	£5,468,884	29.93%
2018-19	£3,832,056	£1,621,674	£5,453,730	29.74%
2019-20	£3,411,055	£2,122,154	£5,533,209	38.35%
2020-21	£3,506,058	£2,122,618	£5,628,676	37.71%



Spend	Roads	Winter	Total	Winter %
2015-16	£4,173,702	£1,832,248	£6,005,950	30.51%
2016-17	£4,243,332	£1,885,851	£6,129,183	30.77%
2017-18	£3,926,258	£2,669,341	£6,595,599	40.47%
2018-19	£3,765,604	£1,791,150	£5,556,754	32.23%
2019-20	£3,485,315	£2,165,845	£5,651,160	38.33%

1.11 CAPITAL RESURFACING INVESTMENT OPTIONS

OPTION 1— £3M

An annual investment of £3m would lead to a substantial deterioration on overall RCI with 69% of our roads requiring attention after 20 years including 38% of roads considered in the red category, this would significantly increase risk to road users safety. The volume of reactive temporary repairs would steadily rise, year on year as would public liability claims. Customer satisfaction levels can be expected to steadily decrease.

OPTION 2 — £5M

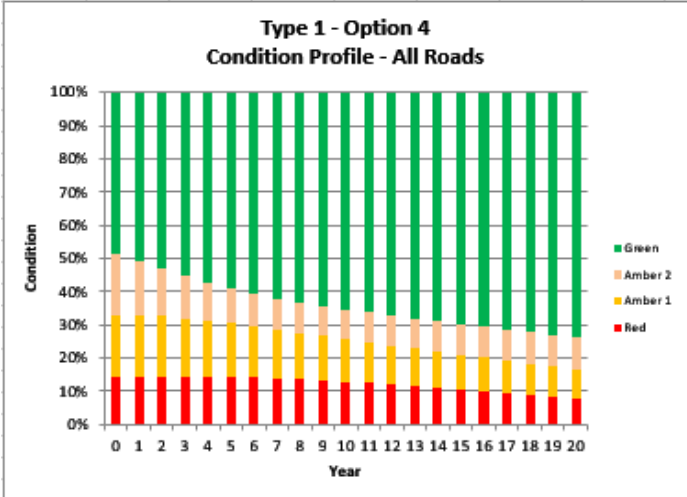
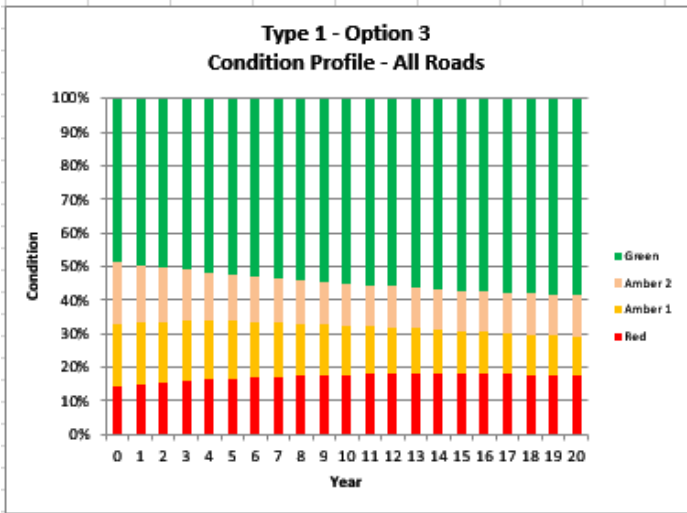
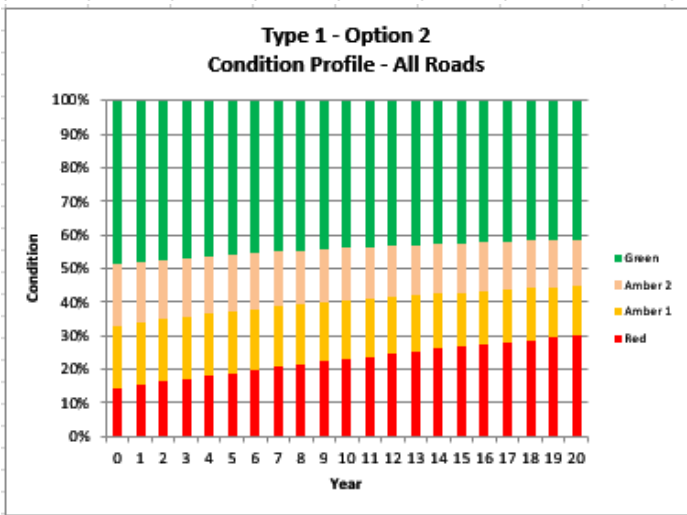
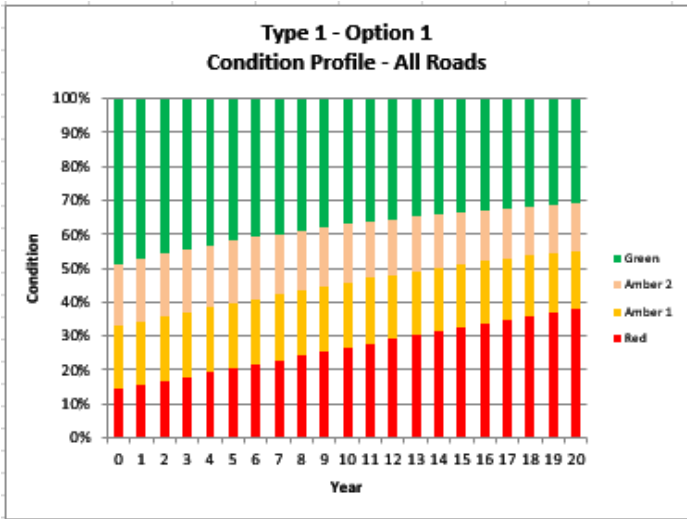
An annual investment of £5m would lead to a slower deterioration on overall RCI with 59% of our roads requiring attention after 20 years including 30% of roads considered as red category. This is almost double the latest result (16.34%) for red category roads. The volume of reactive temporary repairs would steadily rise, year on year as would public liability claims. Customer satisfaction levels can be expected to steadily decrease.

OPTION 3 — £8M

An annual investment of £8m would lead to steady state in overall RCI with 41% of our roads requiring attention after 20 years including 18% of roads considered as red category which is on par with current red condition (16.34%). The volume of reactive temporary repairs would likely remain similar to current levels over initial period and would be expected to remain similar over time as road condition remains constant. Public liability claims would also be expected to remain similar. Customer satisfaction levels would also remain in steady state.

OPTION 4 — £11M

An annual investment of £11m for the next 20 years should lead to a substantial improvement in overall RCI with only 27% of roads requiring attention including only 8% of roads in red category , half the current red condition (16.34%). This differs slightly from the projected value from the SCOTS Backlog and Steady State model, due to a different method of predicting future carriageway condition. This would potentially make Argyll and Bute council the leading Scottish authority in terms of RCI. A substantial reduction in reactive repairs and public liability claims can be expected. Demands on limited resources would be lessened and customer satisfaction levels will also be greatly improved through this investment.



1.12 Revenue Funded Preventative Maintenance Investment Options

The value of undertaking adequate preventative maintenance works cannot be over stated. It is the most vital and fundamental function required to extend infrastructure service life, strengthen network resilience and minimise demand for capital investment.

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources.

OPTION 1 Reduced investment levels for preventative maintenance activities due to continuing pressure on council budgets to realise savings. This needs careful consideration and will impact the quantity of works afforded necessary to provide adequate protection to vital road assets. It will increase demand for more expensive reactive works, which is the vicious cycle the operations section are currently experiencing. It will increase future demand for capital investment far greater than initial savings realised.

Benefits	Drawbacks	Considerations
Delivers short term budget savings	Less maintenance works afforded	Doesn't support corporate objective
	Increased asset deterioration	Difficult to demonstrate value
	Greater demand for expensive reactive works over time	Future demand for capital investment far greater than initial savings realised
		May impact current internal service delivery

OPTION 2 Maintain existing investment levels and consider prioritising activity funding using a risk based approach. Prioritised activities should be delivered through a planned programme of works to maximise value for money through appropriate service standards. Combined with improved recording of maintenance works asset information can be enhanced to assist driving an improved asset management approach which can break the current vicious cycle of reactive maintenance demands.

Benefits	Drawbacks	Considerations
Maintains existing budget	No council budget saving	Supports some corporate goals but requires better data capture to confirm improvements
Retains internal service delivery	Requires change in approach	Training to focus efforts on prioritised business needs and more planned works programmes
Better value works can be afforded	Needs commitment to deliver	Some investment in better mobile technology
		Development of appropriate service standards
		Additional resources needed to implement any changes

OPTION 3 Maintain or increase investment levels through a zero based budget approach (through business case applications). This would essentially allocate a percentage budget for reactive maintenance with the balance of funding allocated through planned schedules and programmes of works to effectively justify and approve funding allocation against a measured works quantity to meet appropriate service standards. This requires determined effort on delivering measured work packages whilst improving capture of asset information to assist delivery of the benefits by implementing recognised asset management practices.

Benefits	Drawbacks	Considerations
Better control of costs	No Council budget savings	Supports council objectives
Delivers better value maintenance services	Potential increased budget required	Implementing SCOTS Asset Management recommended practices
	Requires changes in approach	Investment in better mobile technology
More informed decision making	Needs commitment and support to deliver	Training & additional resources to implement

OPTION 4 Consider funding some maintenance activities using a capital funding allocation. Preventative maintenance is a critical activity some of which can be easily quantified (Ditching, Gully cleaning, Patching etc.). Delivering planned measurable works would greatly enhance ability to demonstrate value and prudent stewardship of assets.

Benefits	Drawbacks	Considerations
Vital maintenance activities delivered	Compliance with capital investment rules	Supports council objectives
Ability to demonstrate value	May impact capital investment on other assets	Implementing SCOTS Asset Management recommended practices
Improved asset management		Investment in better mobile technology
		Staff training & Additional resources to implement

2.0 Footways

2.1 Length

The footway asset is approx. 520km in length as detailed in tables 2.1a & 2.1b opposite. The extent of the asset is not fully known and is updated as new data becomes available.

Table 2.1a Footways Quantities by Hierarchy

Footway Hierarchy	Length (m)	Area (sqm)
Higher Amenity Footways	41,977	117,536
Other Footways	470,174	1,001,471
Total	512,151	1,119,006

2.2 Condition

Asset condition surveys are not currently undertaken due to limited resources and cost implications.

Table 2.1b All Footpath Quantities

Quantity	Length (m)	Area (sqm)
All Footpaths	9,349	11,219
Total	9,349	11,219

Generally footways are considered safe and fit for purpose with maintenance works undertaken in response to identified defects or public complaints as investment and resources permit.

2.3 Asset Valuation

Details of the asset valuation are shown in table 2.3 below;

Table 2.3 Footway Valuation by Hierarchy

Footway Hierarchy	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Higher Amenity Footways	£9,569,925	£8,123,890	£61,717
Other Footways	£82,046,682	£63,697,544	£809,223
Total	£91,616,607	£71,821,434	£870,941

2.4 Maintenance backlog

The maintenance backlog for footways is based on officers estimation of condition calculated as three percentage of gross replacement cost of the asset.

Gross Replacement Cost (GRC)	Backlog Estimate 3% GRC	Investment Need based on Annualised Depreciation Cost
£92,535,721	£2,776,072	£870,491

2.5 Investment

Footways investment of £1m over previous 3 years has tackled some of the worst identified sections of the network aimed at reducing reactive maintenance demands. There is currently no planned capital investment for 2020-21.

Table 2.5a details the extent of capital works undertaken 2019-20.

Table 2.5b provides indicative information on the current footways treatment cycle.

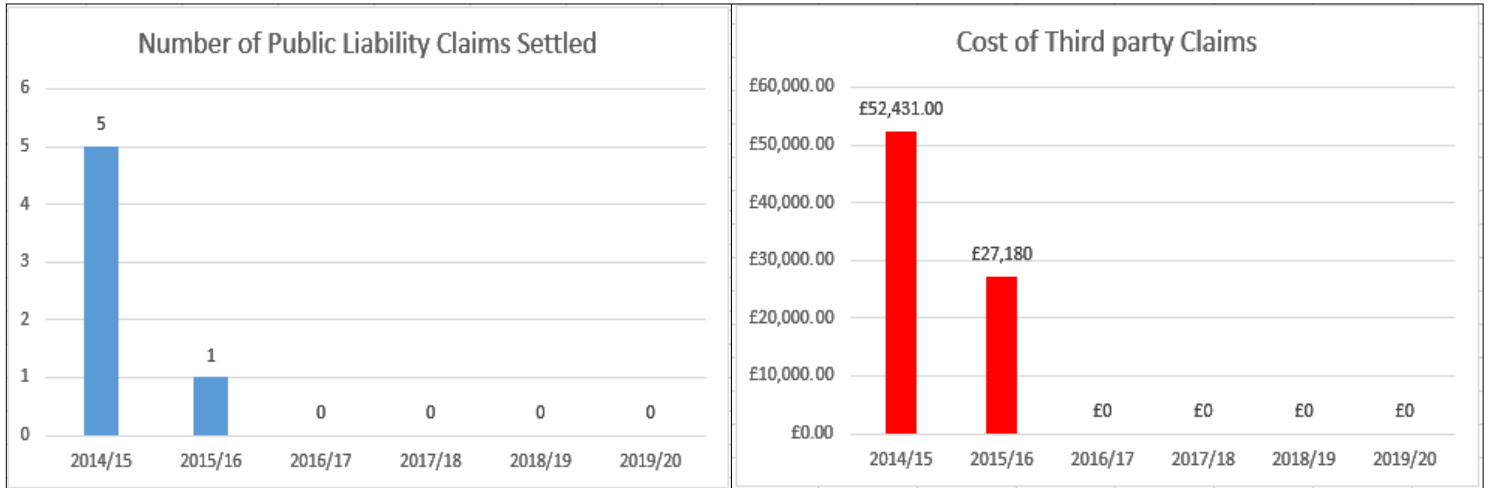
2.5a Footways		
Treatment	Length (m)	Cost (£)
Surface Treatment	802	£20,641.74
Resurfaced	1,913	£139,205.57
Reconstruction	471	£74,045.90
Totals	3,186	£233,893.21

2.5b Footway Treatment Cycle

Treatment	Expected Service Life (Yrs)	Quantity (Km)	Inventory (Km)	Treatment Cycle (Years)
Surface Treatment	15-20	0.802	529	660
Resurfacing Works	30-40	1.913	529	277
Reconstruction	50-60	0.471	529	1123
All Works		3.186	529	166

2.6 Public Liability Claims

The number of public liability claims settled and resultant costs has remained zero for the last four consecutive years. This can be attributed to the recent £1m investment over the last three years which has been targeted towards rectifying known defect hotspots. There is currently no further planned capital investment in the footway asset and available revenue budget will be prioritised to undertaking essential reactive maintenance works. It is likely that footway deterioration will increase the risk of increased public liability claims in future.



2.7 Investment Options

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources. Investment options should be linked to the long term maintenance strategy for the asset .

Option 1 Undertake maintenance only on a reactive basis to repair defects within existing revenue budget allocation		
Benefits	Drawbacks	Considerations
Continues service delivery for defect repairs	Continued long term asset deterioration	Adopting risk based approach to managing the asset
	Growing demands for capital investment	Resource condition survey of asset to gain information on asset needs
	Rising number of public liability claims	Development of long term maintenance
	Reactive maintenance is expensive and poor value	Resource development of a prioritised list of planned works

Option 2 Increased investment in revenue planned maintenance activities		
Benefits	Drawbacks	Considerations
Investment tackles asset deterioration	limited asset information and condition data	Implementing SCOTS asset management
Planned works deliver better value	resources required to identify, quantify and works	Resource development of a prioritised list of planned works
Reduced demand for reactive works	Level of works limited within available revenue	Development of long term maintenance
Less complaints		

Option 3 Develop business case for investment through capital budget for resurfacing/reconstruction of sub standard footways and footpaths. Extend the capital programme of improvements undertaken 2017-20 via a rolling 3 - 5 year programme of works that can be prioritised in line with available resources.		
Benefits	Drawbacks	Considerations
Investment tackles deterioration and gradually improves whole asset	limited asset information and condition data	Development of long term maintenance strategy for asset group
Demonstrates prudent stewardship of assets	resources required to identify scope of works	Investment in mobile technology to capture asset data
Supports corporate objectives	Requires increased levels investment	Implementing SCOTS asset management
		Development of long term maintenance strategy for asset group

Option 4 Capital investment for improvement in kerbing in conjunction with carriageway surfacing and street lighting projects. Requires a holistic planned approach across all road asset groups to collaborate works programmes to support overall council goals and objectives. A streetscene approach to delivering improvements.		
Benefits	Drawbacks	Considerations
All asset approach to maintenance	requires substantial capital investment	Use of SCOTS asset management tools
		Investment in mobile technology
		Development of appropriate maintenance

3.0 Street lighting

3.1 Inventory

The extent of street lighting asset is detailed in Tables 3.1a,b,c ,d & e below;

Column Material	Quantity
Non Galvanised Steel	2,381
Galvanised Steel	9,505
Concrete	29
Aluminium (pre 2000)	1,123
Aluminium (post 2000)	0
Stainless Steel	9
Cast Iron	0
Total	13,047

Cable Assets	Quantity (m)
Cable under Carriageway	43,050
Cable under Footway	215,250
Cable under Verge	172,200
Total	430,500

Luminaires	Quantity
All	14,640
Total	14,640

Other Street Lighting As-sets	Quantity
Wall Bracket	1,191
Wooden Pole	110
High Mast Column	0
Control Cabinet	751
Total	2,052

Illuminated Signs	Quantity
Signs	433
Bollards	46
Total	479

There is no available data on the extent of cabling associated with street lighting assets. The quantities within table 3.1d have been estimated based on 30 Lin.m per column. The estimated quantities have also been sub-divided into likely cable tracking location as 10% carriageway, 50% Footway and 40% in Verge.

3.2 Condition

The condition of street lighting assets is normally determined based on the age of assets. Unfortunately there is no available historic data on the installation dates for the majority of street lighting assets. However following the recent investment in replacement of luminaires with new low energy LED Lanterns data has been collected on the condition of columns and apparatus across the network. Work is ongoing to collate the data so that it can be fully assessed to determine the extent of asset deterioration. Initial LED replacement works highlighted a substantial number of columns in very poor condition and unsuitable for installing new LED lanterns.

Additionally the project also highlighted issues with supply cabling with many columns connected by 5th Core supply which incurs substantial costs when dark lamp complaints highlight a cable supply problem requiring electricity supply company to attend. Generally these faults

3.3 Valuation

The asset valuation has been undertaken in accordance with the CIPFA Transport Asset Code recommendations using the SCOTS asset management framework tools and guidance. The valuation is detailed in Tables 3.3a,b & c below;

Street Lighting Luminaires Assets	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Total	£2,589,518.34	£2,096,612.52	£129,475.92

Street Lighting Column Assets	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Non Galvanised Steel	£3,704,459	£148,178	£148,178
Galvanised Steel	£14,834,284	£7,160,258	£494,476
Concrete	£24,882	£829	£829
Aluminium (pre 2000)	£996,657	£100,500	£24,916
Aluminium (post 2000)	£0	£0	£0
Stainless Steel	£7,710	£7,380	£110
Cast Iron	£0	£0	£0
Cable Assets			
Cable under Carriageway	£3,197,909	£1,893,786	£53,298
Cable under Footway	£14,293,483	£8,465,394	£238,225
Cable under Verge	£9,691,278	£5,739,128	£161,521
Other Street Lighting Assets			
Wall Bracket	£536,191	£487,750	£13,405
Wooden Pole	£94,237	£26,386	£1,885
High Mast Column	£0	£0	£0
Control Cabinet	£189,088	£98,416	£3,782
Total	£47,570,178	£24,128,005	£1,140,626

Illuminated Signs Assets	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Charge
Signs	£216,270.51	£106,047.47	£8,650.82
Bollards	£15,499.24	£7,695.71	£619.97
Total	£231,769.75	£113,743.18	£9,270.79

3.4 Investment

The street lighting asset has seen investment directed towards new LED lanterns as part of a spend to save initiative aimed at lowering energy usage to reduce annual energy costs. Reduced energy usage supports council objective to meet its climate change targets by reducing carbon footprint. The LED project is almost completed and has clearly demonstrated the positive impact investment can make towards achieving council objectives.

However the project has highlighted a number of issues with the asset as many columns were unable to accept new LED lanterns due to their deteriorated state. An exercise is ongoing to collate data from the project to ascertain the extent of columns needing replaced so that a suitable business case can be progressed. It is known that a large but undetermined quantity of the inventory of street lights is still powered from the "5th core" electrical supply system, which is pre-2nd world war in origin. This dated infrastructure is a source of regular failure requiring the electricity supply company to attend and repair outages. Table 3.4 below details the cost of reconnections in previous year. There are currently 19 power supply defects requiring attention with repair costs to date in Bute and Cowal at almost £20k representing almost 30% of the annual maintenance budget for the area.

The costs for repairing power outages is unpredictable due to the unknown element of works involved until repairs have commenced to expose the full extent of the fault. This requires further design work and cost benefit analysis to enable the most appropriate solution within confines of available resource. However the continued allocation of individual power connection fault costs to the revenue maintenance budget as part of dark lamp or section fault repairs is unsustainable both in the short to medium term and within the longer term need for asset improvement.

Year	Description	No	Cost	Average
2019-20	Reconnection	20	£65,678	£3,284

The replacement of deteriorated assets which have reached the end or beyond their expected service life is currently not part of a longer term maintenance strategy or plan. For many years the need to deliver investment savings has over ridden the need for asset renewals. This reduced funding has delayed asset renewal projects creating an even older and more fragile asset base leading to a growing backlog of outages and reactive maintenance demands on very limited resources.

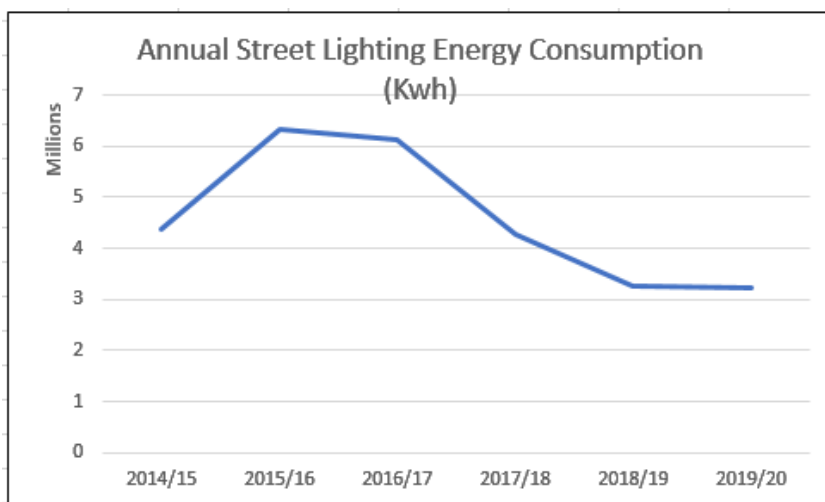
Between 2010—2017 lighting column replacement schemes dwindled due to funding constraints with annual renewal of columns averaging approx. 20—50 units per year. The adoption of new roads generally in urban areas added circa 40 additional column assets annually to inventory database. Since 2017 the LED replacement programme has taken precedent over column and cable renewal and has delivered substantial savings in energy consumption and carbon emissions. Over this period no planned column and cable replacement works were undertaken other than as part of reactive works to restore outages. The LED project highlighted the condition of assets and the growing need for urgent action to develop a longer term maintenance strategy for investment in asset renewals. Table 3.4 provides an indicative treatment cycle based on current average expected asset renewal and clearly illustrates the present investment strategy is unsustainable.

Treatment	Expected Service Life (Yrs)	Annual Quantity (Ave)	Inventory (No.)	Treatment Cycle (Years)
Column Replacement (Galv Steel)	30	25 No.	13047	522
Cable replacement	60	750 Lin m.	430,500 (Lin.m)	574
Luminaire (LED)	20	N/A	14640	All new assets

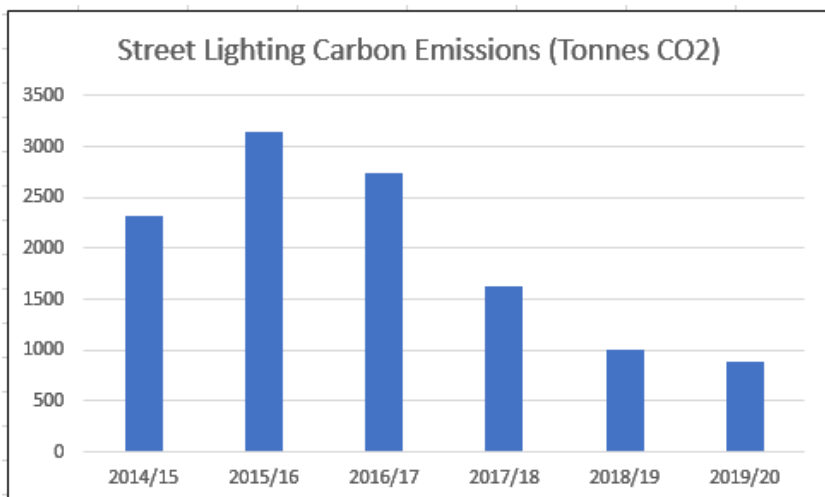
3.5 Energy Consumption

Annual energy consumption for street lighting has been significantly reduced since 2017/18 following the investment in new LED lanterns. Table below clearly illustrates the benefits delivered from this investment package.

Year	Total	Unit
2014/15	4361341.9	kWh
2015/16	6325655.3	kWh
2016/17	6119183.7	kWh
2017/18	4288415.2	kWh
2018/19	3267835.1	kWh
2019/20	3232557.7	kWh



Year	Carbon Total	Units
2014/15	2325	tonnes CO2
2015/16	3140	tonnes CO2
2016/17	2733	tonnes CO2
2017/18	1636	tonnes CO2
2018/19	996	tonnes CO2
2019/20	889	tonnes CO2



3.6 Investment Options

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources. Investment options should be linked to development of a long term maintenance strategy for the asset.

OPTION 1 Suspend all 5th Core reconnection works due to limited revenue budget.		
Benefits	Drawbacks	Considerations
Manage costs within existing revenue Budget constraints	Reduction in performance figures for the repair of dark lamps and section faults	Doesn't support corporate objectives
	Increased requests for service repairs & complaints escalate and multiply	Increased pressure on communications and technical teams
		Damage to council reputation

OPTION 2 Continue to deal with dark lamps and section faults through loss of power supply on a reactive basis and divert additional costs to capital budget allocation.		
Benefits	Drawbacks	Considerations
Manage costs within existing revenue Budget constraints	Cost pressures on capital budget through unplanned reactive works	Supports corporate objectives within the constraints of limited resources
Continues to deal with necessary fault repairs on a reactive basis	Doesn't deal with the underlying lack of investment in lighting infrastructure	Pressure on communications and technical teams still remains an unsustainable demand
		Development of a business case for increased investment will require additional inventory survey data and resource to compile

OPTION 3 Develop a business case for investment through capital budget for replacement columns and cabling assets together with enhanced asset data information to drive future investment decisions. Part funding for this option can be gained from the LED Budget which would allow approximately £500k to be utilised in line with the previous Council Members funding agreement for the LED		
Benefits	Drawbacks	Considerations
Allow asset improvement through planned works programmes.	Requires additional investment	Requires additional resource to capture necessary data to support business case development
Capital investment would reduce impact on reactive maintenance budget	Weakness in current data to inform business case development	Additional tendering and contract supervision resources required.
Improve performance outputs		Require external resources to deliver works programmes due to limited existing internal capacity.
Better public perception and council reputation		

OPTION 4 Carry out an inventory update towards presenting a fully detailed and costed programme for future capital investment		
Benefits	Drawbacks	Considerations
Provides a robust long term investment plan	Requires additional investment	Implementation of the SCOTS asset management recommended practices
Demonstrates effective strategic management of assets	Weakness in current data to inform business case development	Employing additional staff resource to manage increased use of external contractors
Provides the council with robust information to support confident investment strategy	Delays asset improvement until business case fully developed	Consider a phased implementation based on prioritised list of service deficiencies

4.0 Structures

4.1 Assets

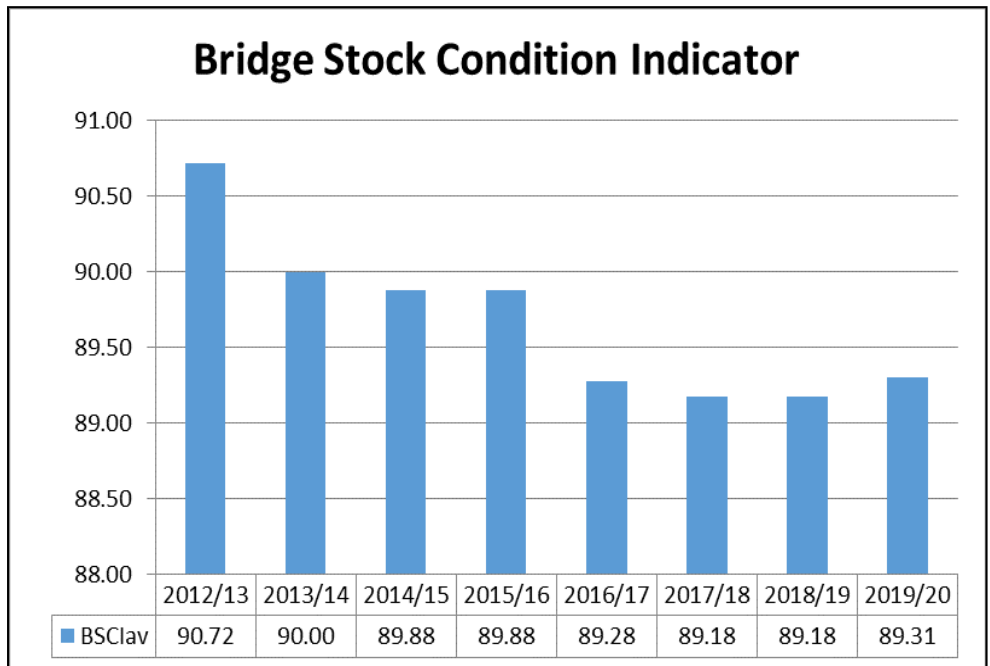
	Quantity
Road Bridges	888
Footbridges	11
Unusual Structures	2
Retaining Walls	7
Height, Sign and Signal Gantries	0
Culverts	295
Subways	0
Total	1203

4.2 Condition

Our bridges and structures are inspected and assessed to comply with the Management of Highway Structures Code of Practice. Data gathered from bridge inspections is used to calculate a Bridge Stock Condition Indicator value which can enable analysis and trending of condition information. The condition results since 2012/13 are illustrated in the chart below which shows a steady decline in overall bridge stock condition from a reduction in capital investment with revenue investment being prioritised towards retaining wall repairs. The latest results show slight improvement attributable to essential maintenance works being prioritised and a targeted works programme being delivered. However condition of less critical structures is expected to decline further without increased levels of investment.

There are currently 23 bridges subject to special monitoring precautions and 28 bridges that have failed the European standard assessment (prior to restrictions).

Structures are subject to regular inspections with principal inspections every 6 years and general inspections every 2 years.



4.3 Abnormal Loads

There has been a significant increase in the number of abnormal load requests since 2008, from 187 to 792 last year. This demand is mainly generated from the renewable energy sector and timber extraction works. Technical evaluation of these requests combined with bridge inspections and other management tasks are all funded from bridge maintenance budget allocation. These competing demands leave little scope for officers to capture other data sources or update inventory Etc. and effectively reduce the extent of preventative maintenance activities that can be undertaken within the confines of available resources.



4.4 Asset Valuation

Structure Type	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Road Bridges	£115,034,774	£108,752,407	£1,267,044
Footbridges	£2,934,648	£2,926,004	£2,117
Unusual Structures	£2,286,856	£1,876,450	£18,390
Retaining Walls	£351,836,129	£351,716,013	£46,487
Height, Sign and Signal Gantries	£0	£0	£0
Culverts	£3,547,853	£3,542,437	£294
Subways	£0	£0	£0
TOTALS	£475,640,260	£468,813,311	£1,334,333

4.5 Investment

Funding for the refurbishment or renewal of bridges has dwindled over time to meet with required budget savings needs. A number of structures have been replaced following severe storm damage on a reactive basis to reopen vital transport or community links. Very few structures are the same due to size, construction or span therefore it has been assumed an average of between one and four structures are refurbished or replaced annually. The table below provides an indicative illustration of the bridge renewal cycle .

Item	Expected Service Life of Assets	Annual Replacement Quantity (Estimated)	Current Inventory	Indicative Asset Renewal cycle
Bridge	120-150 years	3	901	300 years

4.6 Maintenance backlog

The maintenance backlog for structures is detailed in table below. It has been calculated using the SCOTS asset management framework guidance provide an estimated value for maintenance needed to bring the asset to very good condition in one year.

Headline Backlog Figure	Steady State Figure	Source
£20,000,000	N/A	RAC Foundation Report Feb 2020

4.7 Flood Prevention

Argyll and Bute Council has a statutory duty under the Flood Risk Management Act (Scotland) 2009 to reduce the overall flood risk. This includes flood risk assessment, maps, plans and management of the risk. These works are undertaken in conjunction with the Scottish Environment Protection Agency (SEPA) using local historical data to assess the risk and impact of flooding events. Table 4.7 below shows the current budget allocation for flood risk management.

Year	Capital	Revenue	Project
2020-21	£387k	£323k	General Flood Risk Management Plans
2021-22	£955k	£323k	Campbeltown Flood Prevention
2022-23			
2023-24			

4.8 Match Funding Opportunities

The Scottish Government currently offers 80% funding opportunity for local authorities towards development of necessary flood prevention schemes. A key factor in securing this funding is participation in the Scottish Governments defined process for assessing flood risk and prioritising investment across Scotland. Efforts should be made to ensure participation in the Scottish Governments defined process to enable capture of any potential funding for Argyll.

4.9 Flood Prevention Maintenance Backlog

The current maintenance backlog for flood prevention assets is estimated at Circa £250k. This is partly due to designated Flood prevention assets being relatively new. However historically across Argyll there are many un-designed assets which are currently not recognised as part of the flood prevention asset portfolio or owned by the council but nonetheless serve a purpose Eg. The Banks of the Black Lynn Burn in Oban. The backlog of repairs needed for these assets is not quantified but is expected to be tens of millions of pounds to bring assets up to good condition.

The photo opposite shows the extent of flooding at Lochavullin Road Oban October 2014 which caused extensive damage to vehicles and property. The photo below shows a similar flooding event at Lochavullin car park in October 2018.

Following these incidents some temporary flood prevention works have been undertaken to help protect property from flooding damage.

There is a need for much more extensive projects to help alleviate the issues causing these events which are beyond the scope of existing budget allocation.



4.10 Investment Options

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources. Investment options should be linked to development of a long term maintenance strategy for the asset.

Option 1 Undertake maintenance only on a reactive basis to repair defects within existing revenue budget allocation		
Benefits	Drawbacks	Considerations
Continues service delivery for defects	Continued Asset deterioration	Development of a long term maintenance
	Increased risk of more weight restrictions or road closures	Strengthen the business case for investment
	Impacts Economy and vital transport links	Explore funding opportunities Etc. (Flood pre-
	Reactive maintenance is expensive and poor value	

Option 2 Increased investment in revenue planned maintenance activities		
Benefits	Drawbacks	Considerations
Continues service delivery for defects	Asset deterioration remains greater than investment	Development of a long term maintenance strategy
Tackles some preventative maintenance	Impacts Economy and vital transport links	Strengthen the business case for investment
Contributes to lowering risk of more weight restrictions or road closures	Reactive maintenance is expensive and poor value	Explore funding opportunities Etc. (Flood prevention Etc)

Option 3 Develop business case for investment through capital budget for strengthening and refurbishment of structures. Development and implementation of an appropriate long term maintenance strategy for the asset group. Continued improvement in asset management.		
Benefits	Drawbacks	Considerations
Contributes to development of more sustainable asset management regime	Requires investment	Development of a long term maintenance strategy
Planned preventative maintenance programme of works	Requires resource to develop business case	Strengthen the business case for investment
More sustainable asset condition		Explore funding opportunities Etc. (Flood pre-
Supports corporate objectives		Resources to undertake increased workload

Option 4 Development of a successful business case for investment to tackle deterioration and improve overall asset condition as part of a developed asset management process.		
Benefits	Drawbacks	Considerations
Sustainable asset management regime	Requires substantial level of investment	Development of a long term maintenance
Improves asset condition	Requires resource to develop successful busi-	Resources to undertake/ manage increased
Reduced weight restrictions	May require additional data capture to support business case development	Explore funding opportunities Etc. (Flood prevention Etc)
Supports corporate objectives		

5.0 Traffic Signals

5.1 Assets

The extent of traffic system management assets is detailed in table 5.1a & b below;

Table 5.1a Traffic Management System Quantities	
Traffic Signal Types	Quantity
Traffic Signal (Junction) Subtypes	
Minor Junction	0
Medium Junction	10
Major Junction	0
Complex Junction	0
Traffic Signal (Pedestrian Crossing) Subtypes	
Single Carriageway	14
Double Carriageway	0
Total	24

Table 5.1b Other Traffic Management System Quantities	
Other Traffic Management System Types	Quantity
Information Systems	2
Safety Cameras	0
Variable Message Signs	2
Vehicle Activated Signs	18
Wig Wags	4
Zebra crossing	13
FAS	110
Total	149

5.2 Condition

The traffic management system asset is subject to condition survey which is being undertaken by specialist consultants. Survey data is being collated and should provide a comprehensive insight on the current status of assets. Initial survey results show significant evidence of asset deterioration particularly control cabinets and poles. There are a number of issues where existing assets do not meet current standards requiring a number of updates to tactile paving, road markings, traffic lights and detector loops Etc. The full results of the survey will need to be assessed and a prioritised list of repairs compiled. A business case may be needed to support the case for investment to address the issues highlighted within the survey report.



5.3 Valuation

Traffic Signal Types	Inventory Quantity	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Junctions	10	£450,000	£330,000	£18,750
Pedestrian Crossings	14	£280,000	£156,625	£12,250
Total	24	£730,000	£486,625	£31,000

5.4 Investment

Traffic management systems require specialist contractors to undertake regular inspection and necessary maintenance. Increasing reactive maintenance costs are being incurred as some assets are functioning beyond their expected service lives and when problems arise replacement of obsolete parts is difficult to procure. Last year £128k was spent on maintenance of assets.

Many traffic management assets have had essential works postponed over time due to budget restrictions. Although it is the smallest asset group delays in asset renewal particularly electronic hardware can lead to parts becoming obsolete as advances in technology become available. A recent survey has highlighted the need for some urgent repairs to bring systems up to date. Historically junctions and pedestrian crossing have been replaced ad hoc in response to system failures or inability to obtain replacement components. Generally this equates to approx. one junction or crossing per year. The table below provides an indicative illustration of the asset renewal cycle.

Item	Expected Service Life	Annual Replacement Quantity	Current Inventory	Indicative Renewal cycle
Traffic Control Unit	20 Years	1	24	24 Years

5.5 Maintenance Backlog

The maintenance backlog is calculated at £225k based on initial condition survey data and local officer estimate of upgrading assets to meet current standards. It provides an indicative measure of the level of investment needed to sustain the asset in good condition.

5.6 Investment Options

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources. Investment options should be linked to development of a long term maintenance strategy for the asset.

Option 1 Continue to fund Traffic Signals within existing annual allocation of £45k revenue budget		
Benefits	Drawbacks	Considerations
Maintains existing service	Specialised works undertaken by external contractors	Revised tender for routine inspection and maintenance
	Deteriorated asset base drives increasing reactive maintenance costs	Requires additional resource to develop appropriate business case.
	Requires occasional capital investment to re-	

Option 2 Utilise latest condition survey data to develop an appropriate business case for investment in renewal of apparatus		
Benefits	Drawbacks	Considerations
Improved asset reliability	Requires investment	Resource and staff training to improve asset
Reduced maintenance costs	Requires resource to develop suitable business case for investment using capital budget	Development of a suitable maintenance strategy for asset
		Requires resource to procure tenders and administer/supervise potential contract works

Option 3 Produce a business case based on latest survey data to upgrade all apparatus to meet compliance with current standards over a three to five year period		
Benefits	Drawbacks	Considerations
Modernises asset to meet current stand-	Requires investment	Resource to manage and supervise works
Improves reliability	Requires resource to develop suitable business case for investment using capital budget	resource required to procure tender documentation and administration of same
reduces reactive maintenance costs		Use SCOTS Asset management tools
Improves user experience		

Option 4 Utilise latest condition survey data to identify asset needs. Address any priority repairs and progress a maintenance strategy as part of the RAMP to develop a long term investment plan over next three - five years to bring asset condition to meet compliance with current standards.		
Benefits	Drawbacks	Considerations
Modernises asset to meet current stand-	Requires investment	Resource to manage and supervise works
Improves reliability	Requires resource to develop suitable business case for investment using capital budget	Resource required to procure tender documentation and administration of same
reduces reactive maintenance costs		Use SCOTS Asset management tools
		Assess need for individual assets. Can they be removed? Are alternative control measures available?
Improves user experience		

6.0 Street Furniture

6.1 Assets

The street furniture asset covers a wide range of items . The full extent of these items is often unknown with little information currently held on asset database systems. Table 6.1 provides details of the current information held for each of the identified item which is subject to change as more information becomes available.

Street Furniture Assets	Quantity of Assets	Unit
Traffic Signs (non-illuminated)	5,007	Number
Safety Fences	61,629	Length (m)
Pedestrian Barriers	198	Length (m)
Bollards	276	Number
Bus Shelters	124	Number
Grit Bins	579	Number
Cattle Grids	162	Number
Verge Marker Posts	2,322	Number
On-Street Parking Meter	92	Number
Weather Stations	14	Number
Total	70,403	

6.2. Condition

There is currently no condition data available other than for some individual items such as vehicle safety barriers. The nature of street furniture assets is such that individual assets are generally not subject to condition survey rather they are replaced when items are no longer fit for purpose or cannot function as intended. Items where possible are generally replaced in response to identified need or public complaints within the confines of available revenue budget allocation.

The condition of vehicle safety barriers has been reported previously and requires substantial investment to address. Initial local officer estimates indicate £2.1m investment need which requires resource to develop an appropriate business case. It should be noted that vehicle barriers are a specialist work requiring appropriate national certification and staff training to enable progress. There is currently no staff resource with required certification so design works will need external consultants to survey and quantify full extent of works.

6.3 Valuation

The asset valuation is detailed in Table 6.3 below. The valuation is based on current available data within the street furniture asset group which has numerous different asset types.

Street Furniture Assets	Gross Replacement Cost	Depreciated Replacement Cost	Annualised Depreciation Cost
Traffic Signs (non-illuminated)	£136,791.24	£68,405.18	£6,839.56
Safety Fences	£4,040,397.24	£2,020,228.12	£202,019.86
Pedestrian Barriers	£12,980.88	£6,386.86	£519.24
Bollards	£15,080.64	£7,405.91	£603.23
Bus Shelters	£1,315,516.00	£659,879.80	£65,775.80
Grit Bins	£63,267.33	£32,737.29	£4,217.82
Cattle Grids	£708,087.42	£347,399.93	£28,323.50
Verge Marker Posts	£50,735.70	£26,215.63	£3,382.38
On-Street Parking Meter	£230,000.00	£115,250.00	£11,500.00
Weather Stations	£216,300.00	£111,240.00	£10,815.00
Total	£6,789,156.45	£3,395,148.71	£333,996.38

6.4 Investment

The street furniture asset consists of many different individual assets all of which deteriorate at different rates. Generally assets deteriorate to the point where they stop performing their intended function and are replaced with new items in line with available funding. Table 6.4 below provides an indication of the renewal cycle for some street furniture assets based on previous year budget allocation and estimated asset renewal rates to calculate an indicative renewal cycle based on current funding allocation.

Item	Budget Allocation 2019-20	Current Inventory Data	Annual Replacement Quantity	Indictative Renewal cycle
Cattle Grid	£24,000	162	1.6	101
Traffic Signs	£52,000	5007	173	29
Vehicle Safety Fence	£98,000	61629	653	94

6.5 Backlog

There is currently no condition data available for all street furniture assets to assess and calculate an accurate backlog value. However a backlog estimate can be gauged from some of the major items an officer estimates. Vehicle barriers condition previously reported in ASOR estimated investment need at circa £2.1m. This combined with officer estimate for smaller assets at £0.9m provides an indicative value circa £3million maintenance backlog figure for street furniture assets.

6.6 Asset Data and Knowledge

There is limited data available on the extent and condition of the street furniture asset. Many items were installed by the previous Argyll County Council or district council. Over time and several restructuring processes for the authority some data has not been retained or local staff knowledge lost due to retirements or redundancies. Consideration is needed on developing a suitable maintenance strategy for this asset group particularly in terms of updating asset data, inspecting and obtaining condition data and associated maintenance records. This will require resource and appropriate investment however there may be scope to combine this with other asset groups needs to achieve better value. Acquiring and maintaining a reliable and robust database will enable future investments needs to be more accurately calculated and the outcomes from same better able to support corporate objectives. This will ultimately allow demonstration of a well managed asset portfolio with investment tailored to asset needs and council aims.

The SCOTS asset management project provides a range of tools and guidance to assist authorities implement better asset management practices. The photos below illustrate the diverse nature of this asset group which can have many bespoke items.



6.7 Electric Vehicle Charging

There is growing demand for the installation of electric vehicle charging points across Argyll. A number of units have already been installed since 2017 as detailed in tables below. Future installations are also shown based on current funding until 2021. Consideration is required on the ongoing management and future maintenance and inspection of these assets. This will require resource and budget allocation moving forward together with an associated maintenance strategy for an asset that is likely to see accelerated growth over future years.

Electric Vehicle Charging points	
Year	Units
2017	4
2018	3
2019	8
2020	1

Asset Inventory	
Type	No.
Rapid	11
Fast	10
Slow	0



Planned Future Installation		
Year	Type of Unit	
	Fast	Rapid
2020	2	2
2021	1	1
2022	Nil	Nil

6.8 Weather Stations

Argyll and Bute council operate and maintain a number of weather stations situated in key locations to capture weather data. The data includes road surface and air temperature, rainfall, and other key climate monitoring information. Some stations also have cameras that can provide a visual history of conditions at these locations. These stations provide vital information to officers managing the winter maintenance operations across the authority. The enable pre planned winter treatments to be organised in advance of forthcoming sub zero weather conditions to ensure our roads are safe for road users within the practicalities and resource limitations of service delivery.



6.9 ROAD SAFETY BARRIERS

Barrier replacement and maintenance is underfunded and major investment is required across the whole network. It is vital that the Council maintains and upgrades its safety/crash barrier and bridge parapet stock to ensure the safety of road users.

Policy, Assessment and Inspection processes need to be revised and at the moment we are currently reliant on specialist contractors and consultants to maintain our barrier stock.

Vehicle barriers – A general appraisal / condition survey of our safety barrier inventory was carried out August / September 2015 (See Table below for Results)

The survey identified almost 14km (18.5%) of barrier considered to be in poor condition and requiring to be replaced at an estimated cost of circa £2M. The barriers in poorest condition and those that are Non-Compliant because of their construction have been prioritised for replacement/repair within the confines of existing revenue funding at circa £100k/year since 2016/17. The replacement of our barrier stock through utilising the current funding allocation will take up to 20 years dependant on the locus.

A follow up detailed survey to identify the condition of all remaining safety barriers is being considered, to fully assess and prioritise future necessary barrier maintenance and inform the budget process. This is likely to require the assistance of a specialist consultant or contractor to deliver this initial data gathering project.

The photo below shows a new section of barrier erected at Kilmaha.



The table below shows historical investment for each area since

District	2015-16	2016-17	2017-18	2018-19	2019-20
01 Mid Argyll	£1,440	£27,322	£6,370	£18,011	£6590
02 Kintyre	0	0	£43,959	£5,556	
03 Islay	0	0	0		
04 Lorn	£24,368	£15,112	£5,338	£25,136	£16134
05 Mull	£232	£8,006	£23,132	0	
06 Bute	£475	£668	0	£110	
07 Cowal	£183	£11,209	£26,567	£23,257	£8525
08 Lomond	£18,917	£31,214	0	£25,204	
Grand Total	£45,615	£93,531	£105,366	£97,274	£31,249

The table below shows the results of the 2015 condition survey.

item		SAFETY BARRIER INVENTORY - CONDITION SURVEY AUGUST / SEPTEMBER 2015								Totals
		Mull	Lorn	Mid-Argyll	Kintyre	Islay/Jura	Lomond	Bute	Cowal	
Total Barrier length	lin.m	8022	10937	5413	2179	4217	23675	138	20928	75509 lin.m
Good / Moderate Condition	lin.m	3632	6790	4692	1794	3754	21760	38	18974	
percentage of total in good Condition	%	45%	62%	87%	82%	89%	92%	28%	91%	
Poor condition -requiring replacement	lin.m	4390	4147	721	385	463	1915	100	1825	13946 lin.m
percentage of total in poor Condition	%	55%	48%	13%	18%	11%	8%	72%	9%	

6.10 Investment Options

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources. Investment options should be linked to development of a long term maintenance strategy for the asset.

Option 1 Undertake maintenance on a reactive basis to repair defects within existing revenue budget allocation.		
Benefits	Drawbacks	Considerations
Continues service delivery for defects	Continued long term asset deterioration	Adopting risk based approach to managing the
	Growing demands for capital investment	Resource condition survey of asset to gain information on asset inventory, condition Etc.
	Rising number of public liability claims	Development of long term maintenance strate-
	Reactive maintenance is expensive and poor value	Resource development of a prioritised list of planned works

Option 2 Increased investment in planned revenue maintenance activities		
Benefits	Drawbacks	Considerations
Investment tackles worst asset deterioration	limited asset information and condition data	Implementing SCOTS asset management recommended practices
Planned works deliver better value	resources required to identify and quantify works	Current use, Is it needed? Can it be removed?
Reduced demand for reactive works	Level of works limited within available revenue budget allocation	Resource development of a prioritised list of planned works
Less complaints		Development of long term maintenance strate-

Option 3 Develop a business case for investment through capital budget for replacement of obsolete, damaged and deteriorated assets particularly vehicle safety barriers. Align the business case to a suitable long term maintenance strategy for the asset group.		
Benefits	Drawbacks	Considerations
Investment tackles deterioration and gradually improves whole asset	limited asset information and condition data	Development of long term maintenance strategy for asset group
Demonstrates prudent stewardship of assets	resources required to identify scope of works	Investment in mobile technology to capture asset data
Supports corporate objectives	Requires increased levels investment	Implementing SCOTS asset management rec-

Option 4 Business case development for capital investment in conjunction with other asset groups that aligns with the Road Asset management Plan (RAMP) and council priorities.		
Benefits	Drawbacks	Considerations
Whole asset approach to maintenance	requires substantial capital investment	Use of SCOTS asset management tools
	Requires significant improvement in asset data	Investment in mobile technology
		Deveolpment of appropriate maintenance

7.0 Climate Change and a Resilient Network

Climate change is global but can be evidenced locally through more frequent severe weather events and greater annual rainfall. This requires action to ensure drainage assets are functioning properly and have the capacity to deal with these more regular events. Water is road infrastructures greatest enemy and is capable of destroying structures and transportation links very quickly. Good drainage management is vital to protect valuable assets from the effects of water. The illustrations below shows the affect standing water has on a newly resurfaced road over a relatively short time as vehicles effectively pump the water into the surface accelerating the deterioration process. Lack of investment in drainage assets impacts the outcome and benefits realised from the original resurfacing works undermining the substantial investment made and incurring further avoidable expense in repair of the defect.



7.1 Investment

Drainage Budget allocation and Spend								
Activity	2016-17		2017-18		2018-19		2019-20	
	Budget	Spend	Budget	Spend	Budget	spend	Budget	spend
Drainage/Culverts	£233,000	£330,601	£253,000	£274,815	£251,700	£274,881	£218,500	£370,701
Drainage/Ditches	£304,600	£369,100	£292,000	£420,593	£285,700	£278,830	£244,998	£328,501
Gully Emptying	£245,000	£261,438	£227,000	£258,174	£221,400	£230,319	£288,000	£268,993
Totals	£782,600	£961,139	£772,000	£953,582	£758,800	£784,030	£751,498	£968,195

7.2 Condition

The 2015 ASOR provided details of a sample drainage survey with results based on the SCOTS condition index. This survey identified 53.9% of ditches on B,C & U Class roads required attention .

7.3 Maintenance Backlog

The ASOR 2015 provided a maintenance backlog figure for carriageway ditching based on results of the sample survey. This clearly illustrated need for investment in road drainage management. Efforts are required to maximise the effectiveness of available investment for cleaning or servicing assets and capturing data on maintenance records to demonstrate prudent stewardship of assets. Reliable and robust data will properly inform the most efficient and effective future management of drainage assets. This can enable a more data driven approach to be developed and the optimum value maintenance programme delivered that aligns with asset needs and customer expectations.

Carriageway Ditching Maintenance Backlog									
(A Class condition estimated as 15% Good 15% Fair, 30% Poor,30% Very Poor)									
Ditch Condition	Road Classification				Total Length (Km)	Service Cost (£/Lin.m)	Estimated Cost	Comments	
	A Class (Est Condition)	B Class	C Class	U Class					
Good	50.7	84.9	34.3	87	256.9	£2.50	£642,250	Cost does not include for Scrub Clearance	
Fair	50.7	121.3	62.9	48.7	283.6	£3.00	£850,800		
Poor	101.5	133.4	41.9	83.6	360.4	£3.75	£1,351,500		
Very Poor	101.5	64.7	51.5	128.8	346.5	£4.50	£1,559,250		
Estimated Total Cost							£4,403,800		

7.4 SCOTS Asset Management Project Case Study—Stirling Council Gully Cleaning

The SCOTS project presented a case study on Stirling Council approach to gully cleaning. This provided valuable insight on the issues, solutions and lessons learnt from implementing a revised approach to gully cleaning. The investment made in this data driven approach has proved a great success for Stirling Council with a much improved service delivering better value combined with significant savings on reactive flooding callouts and public complaints. An outline of their approach is detailed below. Argyll shares similar issues with gully maintenance and servicing and may wish to consider appropriate investment implementing a comparable data driven approach.

Context

- Over 1,000 km network with 18,400 recorded gullies.
- Two complete cycles per year
- Paper based reporting system.

Desire

- To move to a targeted cleansing cycle
- Greater visibility
- Improve the service

Risks

- Compliance with the Flood Risk Management Act (Scotland)2009
- Paperwork missing or illegible
- Asset information quality, Location, Condition data, Trend data, Work records
- Budget reductions, Operating costs
- Complaints

Solution

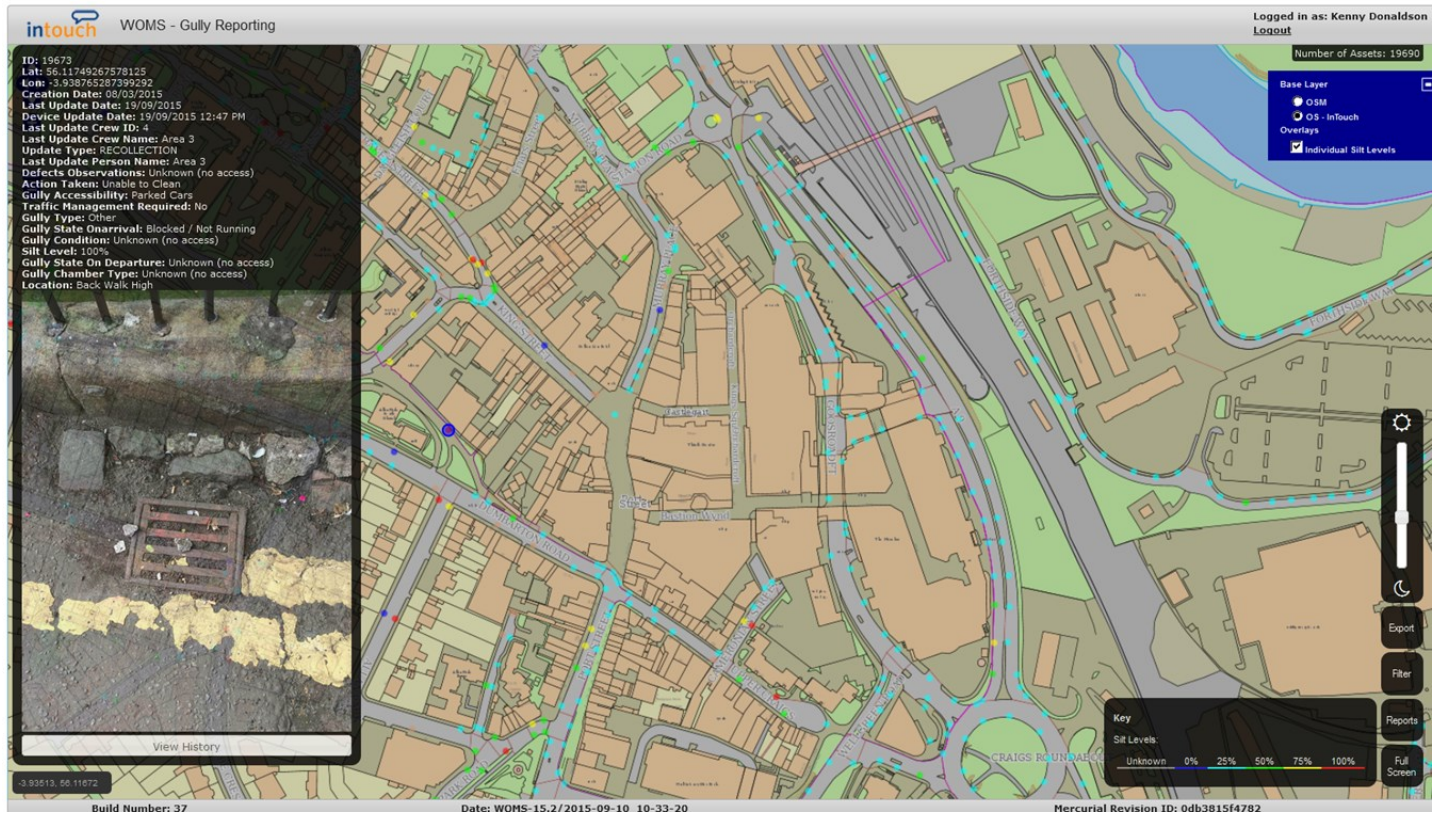
- Gully Management Software
- Contractor captured; Gully type, Location, Condition, Construction, Faults, Silt level and Photograph.



Implementation

Stirling Council utilised existing external gully cleaning contract to implement the new approach.

- An additional charge was levied for each gully for the contractor to capture the required data using supplied tablets.
- It highlighted that gullies had not previously been effectively cleaned
- Tipping volumes increased dramatically
- Previously gullies were being missed as register showed less gullies than actual.



Outcomes from Data Driven Approach

- Inventory quality improved with 100% gully locations now known.
- Condition and maintenance history data captured.
- Updated cleaning cycles (Winter November– March all gullies cleaned, Summer gullies cleaned in line with silt record from winter clean)
- Reduction in complaints
- Improvement in contractor confidence and trust
- Better value rates when contract re tendered.

Future Development

- Fitting of gully sensors to detect silt and water levels
- Full implementation of asset management system.

The Stirling example clearly illustrates the benefits of investing in a data driven asset management and maintenance approach. It has supported continuous learning and grown extensive knowledge which can be utilised effectively to gain the most from available resources. Implementation of this data driven approach has facilitated a much more effective and improved service delivery.

Below are a number of initial revenue budget investment options for consideration. These will all require further investigation, research and development to progress more detailed information on which option is best suited to support council objectives within the confines of available resources. Investment options should be linked to development of a long term maintenance strategy for the asset.

Option 1 Reduce existing budget allocation for drainage maintenance		
Benefits	Drawbacks	Considerations
Provides budget savings	Increase risk to assets from storm events	Improved data capture to inform decision making
	Reduction in expected service life of road asset	Review of existing drainage maintenance
	Does not support Flood Prevention Act Scotland (2009)	Explore options for implementing a more data driven approach
	Increased reactive flooding costs and complaints	

Option 2 Maintain existing budget allocation for drainage maintenance		
Benefits	Drawbacks	Considerations
Protects drainage budget allocation	Does not provide adequate protection for assets	Improved data capture to inform decision making
Continues to offer same level of asset protection	Lack of data to make informed choices	Review of existing drainage maintenance regime
mitigates some risk from weather events	Existing maintenance is generally driven by reactive needs rather pre-planned programmes	Explore options for implementing a more data driven approach
Contributes to Flood prevention Act	Unable to clearly demonstrate prudent stewardship of assets or delivery of value	Focus on improved record keeping to provide demonstrable service standards and identify areas for improvement

Option 3 Moderately increased investment in drainage maintenance based on measurable outputs aimed at improved service delivery		
Benefits	Drawbacks	Considerations
Provides welcome investment	Resources to develop work programmes and measurable outputs from captured data.	Investment in mobile data capture devices
reduces risk from weather events	Potential technical difficulties for data capture	Development of 3 - 5 year work programmes
supports the Flood Prevention Act	Requires leadership focus on achieving goals	Review of existing drainage maintenance regime
commences a data driven approach	Breaking vicious reactive maintenance cycle	Development of a data management plan

Option 4 Substantial investment in drainage maintenance based on implementing data driven approach through improved data capture in terms of inventory, condition, maintenance records Etc.		
Benefits	Drawbacks	Considerations
Enables improved service delivery	Requires leadership commitment to deliver	Exploring mobile technology options
Enables informed decision making	Procurement of mobile technology devices	Review options for a progressive staged implementation
Mitigates risks and delivers objectives in Flood Prevention Act	Initial resource to focus on revised delivery model and achieving change.	Development of data management plan
Enables a fully optimised drainage maintenance regime to achieve best value	Requires additional finance and resource	Development of target service standards
Drainage improvements would contribute substantially to improving network resilience and arresting deterioration whilst extending asset service life.	Likely to require initial capital investment over 3 years to bring assets up to standard and develop an asset management approach to drive continuous improvement.	Review of existing verge maintenance regime to enable support for delivery of improved drainage maintenance.

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
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WINTER MAINTENANCE COMMUNITY ENGAGEMENT

1.0 INTRODUCTION

- 1.1 This report provides an update on the development of the winter community engagement programme.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to:

- i. Note that the introduction of this scheme has been delayed as a result of COVID
- ii. Agree the outline scheme criteria for the pilot project and public consultation as set out at 3.6
- iii. Agree that Officers should explore the possibility of running a pilot scheme based on the criteria set out at 3.5
- iv. Note that a further report will come back to this committee at the end of the winter season.

3.0 DETAIL

- 3.1 The Council previously (2019/20) allocated specific funds (£50,000) as part of the winter maintenance budget to support community engagement and resilience relating to winter maintenance.
- 3.2 The intention had been to look to run a community consultation over the course of the Spring of this year to (a) gauge interest and (b) gather information from communities around their expectations, which then could have been used to define the terms of the scheme.
- 3.3 With the onset of the COVID crisis it was felt that the timing was such that no meaningful feedback could be gathered, and notwithstanding this all resources were fully committed to the continued delivery of key frontline services.
- 3.4 As we now enter the winter period it is proposed to run that delayed consultation over the season, with a view to using feedback to define a scheme for roll-out

across the Council area next Summer/Autumn, in advance of the 2021/22 winter season.

- 3.5 To support the development of the scheme we are looking to run one pilot somewhere in Argyll and Bute with an established community group, on the basis of the criteria outlined below. On-the-ground feedback from a pilot partner would provide further useful data to inform the roll-out mentioned above
- 3.6 In broad general terms we would look to define this pilot scheme, and base the consultation exercise, on the following criteria:
1. That the partnership be with a properly established and constituted group
 2. That the partnership is based on members of the local community voluntarily offering their spare time to manually clear snow and/or spread grit from publicly-adopted footways [roadside pavements] and footpaths [paths remote from roads]
 3. The group should undertake this work on a reactive basis
 4. That the group limit its activity to footways and footpaths pre-agreed with the Council [likely to be in residential areas where we would not otherwise have the resources to attend to e.g. routes that the Council does not cover]
 5. That there is no expectation on the part of the Council for the group to 'turn out' at any point
 6. That the Council provides PPE and equipment such as shovels and salt spreaders
 7. That the Council provides training to the group's nominated person/leader
 8. That the Council provides grit in one or a number of large grit bins to be sited at publicly-owned locations which can be mutually agreed. This will be provided at the start of the season and restocked on request as and when available
 9. That individuals involved declare themselves fit to undertake the activities of manual shoveling of snow and gritting
- 3.7 The public consultation will be online on the Council website and highlighted through various channels via a communications exercise. The link will also be emailed to community councils, development trusts etc. The aim is to run the consultation over the remainder of the winter season.
- 3.8 A review of the pilot scheme and the public consultation feedback will be brought back to a future committee in order to define the scheme and move towards a full roll-out across Argyll and Bute Summer/Autumn 2021
- 3.9 It should be noted that while it is not expected that there will be a significant uptake in the 2021 season, any uptake will have to be carefully monitored as there is a finite amount of revenue funding available to support the scheme (£50,000). Should uptake be significant the Council may require to consider an area based geographic criteria to ensure the limited funding is prioritized where it will deliver the greatest benefit.

4.0 CONCLUSION

- 4.1 The concept of community helping themselves during winter weather events is well established, which is why Councils provide publicly available grit bins. The Council is looking to further empower communities by establishing specific partnerships which will further help them help themselves.
- 4.2 If successful, this project will see an increased level of community resilience and will allow communities to augment the Council's existing winter maintenance activities.

5.0 IMPLICATIONS

- 5.1 Policy – ultimately our approach to winter community engagement will form part of our winter services policy, once that approach is fully defined and tested
- 5.2 Financial – there is a £50,000 budget allocation for training, equipment, PPE and materials.
- 5.3 Legal – any agreement between the Council and groups will be structured to protect both from any liability
- 5.4 HR – none
- 5.5 Fairer Scotland Duty:
 - 5.5.1 Equalities - protected characteristics – none known
 - 5.5.2 Socio-economic Duty – none known
 - 5.5.3 Islands – none known
- 5.6 Risk – none known
- 5.7 Customer Service – this scheme provides an opportunity to enable and empower our customers to support the delivery of services and support their communities

Executive Director with responsibility for Roads and Infrastructure – Kirsty Flanagan

Head of Roads and Infrastructure Jim Smith

Policy Lead for Roads and Infrastructure Cllr Rory Colville

October 2020

For further information contact: Mark Calder, Project Manager, on 01546 604756

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
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ELECTRIC VEHICLE CHARGING STRATEGY

1.0 INTRODUCTION

- 1.1 This report provides members with an update on the development of a medium to long-term future strategy for electric vehicle charging infrastructure across Argyll and Bute.
- 1.2 Over the past four years Argyll and Bute Council has secured over £700,000 of Scottish Government funding to install electric vehicle charging points across the Council area. The extent of the current network across Scotland can be viewed at <https://chargeplacescotland.org/>
- 1.3 The external funding has paid for the acquisition and installation of the charging points themselves, however, there is no parallel revenue funding for maintenance, the original expectation was that these costs, and the costs of providing electricity to users free of charge, would be absorbed by the relevant local authority.
- 1.4 While this approach may have been suitable in the short-term, with the increasing popularity of electric cars, and the continued reduction in local government funding, the Council agreed at its budget meeting of February 2020: *Reflecting Transport Scotland advice, agrees that a charging regime should be developed for all Electric Vehicle Charging Points with charging for 2020/21 to be on the basis of electricity consumption cost recovery and a report on the long-term approach to come to the September 2020 meeting of the Environment, Development and Infrastructure Committee.*
- 1.5 The COVID pandemic has seen staff across the Council diverted onto other areas of work and as a result a charging regime has not been progressed. As part of the budget process for 2021/22 there are a number of themed reviews and the approach to EV charging is being taken forward as part of these. This report provides some information on what is being considered and it is proposed that a charging model will be included in the annual scheme of fees and charges to be implemented from 1 April 2021.

2.0 RECOMMENDATION

Members are asked to:

- 2.1 Agree that the long-term charging approach should be developed as outlined in this report
- 2.2 Note the intention to have fees included in the annual scheme of fees and charges for 2021/22

3.0 DETAIL

- 3.1 In 2017 the Scottish Government set out an ambition for Scotland to phase out the need for new petrol and diesel cars and vans by 2032 due to the fact that transport accounts for over a quarter of the country's greenhouse gas emissions, with road transport being responsible for 73% of those emissions.
- 3.2 On behalf of the Scottish Government Transport Scotland has administered significant amounts of capital funding for electric vehicle charging infrastructure. Argyll and Bute Council secured over £700,000 of that funding to install EV charging points across the Council area.
- 3.3 The Council has to date absorbed the revenue costs associated with the provision of the EV chargers within existing Roads and Infrastructure budgets. When the charges are implemented we will be moving in line with the other authorities across Scotland i.e. Edinburgh, Aberdeenshire, Fife and Highland councils who have already moved forward and applied charges. This will allow us to both recover future costs and to generate a surplus to reinvest in the EV network and alleviate additional future revenue pressures on current budgets.
- 3.4 Chargers are located in towns throughout the Council area including Campbeltown, Dunoon, Helensburgh, Lochgilphead, Oban, as well as Islay, Mull and Coll. The result of the work is a reasonable network of EV chargers which can be viewed at <https://chargeplacescotland.org/>
- 3.5 Funding continues to be available and further EV charging schemes are currently being progressed for Tighnabruaich Car Park, Lochgilphead, Tiree and Coll.
- 3.6 In addition to the current installations, a medium to long-term strategy around future installation and management of EV chargers is required to ensure that they are complementary to other transport links and enhance the overall transport infrastructure in Argyll and Bute. To ensure this happens joint working will be required across the different departments within the authority i.e. planning and housing.
- 3.7 With a high number of dispersed smaller communities, providing public transport services is challenging. As a result, there is an increased reliance on private cars to move around the region and to access employment and services. Vehicle ownership in the HITRANS region is 18% higher, and average

distances travelled by road are estimated to be around 20% higher than the Scottish average.

- 3.8 Investing in EVs, provides an opportunity to enhance the connectivity of people to each other using a greener solution and remove barriers to accessing employment, education, leisure activities and essential services. The low population densities in the region mean that private car use will remain a necessary mode of transport for many people and businesses.
- 3.9 With the Scottish Government ambition to phase out the need for new Internal Combustion Engines (ICE) vehicles by 2032, it is expected that sales and use of EVs will grow rapidly over the next ten years. These rates of growth also have the potential to significantly increase the electricity consumed across the region's charging infrastructure.
- 3.10 In addition the rural nature of the area increases the cost to transport goods however electric vehicles have lower operational costs; this in itself brings a significant opportunity to increase the competitiveness of local businesses in rural communities. However, this will only be achievable if the infrastructure that facilitate this change is available. Introducing a charge that covers future asset management costs will allow the local authority to reinvest in this network and achieve this.
- 3.11 At present the operation of charging units requires a communications connection, typically made via the mobile network. This presents challenges in remote parts of the region that lack coverage or have a highly variable quality of signal. In particular, the latter issue is leading to failed use of charging units, false reporting of faults and difficulties in accurate reporting of charging point availability. Consideration should also be given to how the private sector is engaged to explore opportunities for privately led deployment of infrastructure.
- 3.12 Also worth consideration is the source of electricity for EV charging points – whether this be from the National Grid or from self-sustaining sources. More environmentally friendly sources should be thoroughly explored, although this is likely to be in the longer-term.
- 3.13 Argyll and Bute Council does not have a current strategy or policy on Electric Vehicle Charging. In order to appropriately consider the longer term sustainability of the chargers it is proposed to progress the strategy in the following timeline to ensure the research and implementation, if approved, can coincide with the next financial year.

ITEM	DETAIL	DATE
Research and benchmarking against other local authorities	<ul style="list-style-type: none"> Price model comparative work 	Oct -Nov 2020
	<ul style="list-style-type: none"> Financial breakdown of what costs incurred to 	Nov 2020

	date, all fees, charges, staff time, maintenance and upgrades	
	<ul style="list-style-type: none"> Asset management plan; possible future consultation on where new installs should be and if community ownership is viable 	Nov – Dec 2020
	<ul style="list-style-type: none"> Consideration to obstacles i.e. connectivity and requirement for joint working with planning dept. 	
Draft strategy	<ul style="list-style-type: none"> Provide range of viable charging options for consideration utilizing best practice where possible Set guidance for private installations Update website with FAQs on EVC 	Dec 2020
Finalise at least the charging proposals for inclusion in the budget process	<ul style="list-style-type: none"> Update with any recommendations from EDI 	Early Jan 2021

4.0 CONCLUSION

- 4.1 The Council has successfully installed 28 EV chargers since 2015/16 across the area with the aid of grant monies from the Scottish Government. To date electricity has been provided to users free of charge. These costs have been absorbed but with the increasing popularity of electric vehicles, such a model is not sustainable in the longer term.
- 4.2 As per the Budget decision of February 2020, Officers are now progressing with the development of a sustainable charging strategy. The principles which will underpin that strategy are outlined in this report for members to consider.

5.0 IMPLICATIONS

- 5.1 Policy – the recommendations in this report would see the Council develop an EV charging policy
- 5.2 Financial – proposals are based on recovering whole life costs

5.3 Legal – none

5.4 HR – none

5.5 Fairer Scotland Duty

5.5.1 Equalities – none known

5.5.2 Socio-economic Duty – none known

5.5.3 Islands – none known

5.6 Risk – no further risks

5.7 Customer Service – none

Executive Director with responsibility for Roads and Infrastructure Services, Kirsty Flanagan
Head of Roads and Infrastructure Services, Jim Smith
Policy Lead for Roads and Infrastructure Services, Cllr Rory Colville

21/10/20

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE****ROADS AND INFRASTRUCTURE
SERVICES****3 DECEMBER 2020**

PUBLIC CONVENIENCES REMOBILISATION UPDATE

1.0 INTRODUCTION

- 1.1 This report provides an update on the remobilisation of public conveniences (PCs) across Argyll and Bute, and advises of the position as regards a core set remaining open and available over the winter season. These PCs continue to receive a cleaning regime which is greater than that which was in place pre-COVID, as per national guidance.

2.0 RECOMMENDATIONS

Members are asked to:

- 2.1 Note the current position.
- 2.2 Welcome the interest of community partners in running public conveniences.

3.0 DETAIL**Background**

- 3.1 In response to the national lockdown in March 2020 the Council closed all of its PCs. Working with other local authorities, SCOTS, COSLA and the Scottish Government, national guidance was developed and published on 27 June. That guidance specified that cleaning arrangements should be enhanced over and above pre-COVID levels, and that specifically this included increased cleaning frequencies.
- 3.2 Amenity Services have been the subject to a number of budget cuts over the last 10 years and resources are now so closely matched to service delivery specifications that there is little, if any resilience within the service to accommodate, in this case, a requirement for additional cleaning. Therefore an increased cleaning regime could not be provided at all PCs without significant additional costs and/or an unacceptable reduction in other services. On 2nd July the Leadership Group agreed to the phased re-opening of PCs between 3rd and 15th July which saw 35 of the Council's 57* facilities reopen. .
- 3.3 A report on public convenience remobilisation was considered by the BCC committee on 13th August. That report highlighted an estimated additional expenditure to 30th July of just over £25,000 and an estimated ongoing monthly

expenditure of just over £10,000. The BCC agreed to keep the 34* open until the end of October (coinciding with the main tourism season) then revert to only a core set that remain open and can be managed [to the enhanced cleaning arrangements] within the normal budget.

- 3.4 It is important to note that those toilets which have not re-opened have not been permanently closed. Rather they have only remained closed because the resources are not available to re-open them and provide enhanced cleaning.

Current position

- 3.5 The current position is that 31 [30 Council and one partnership] PCs can remain open within the normal budget, which sees four close from the original 34 which re-opened. In continuing to service these PCs to the COVID standards there will continue to be a reduction in other services such as street cleansing. There will be the need to pay some staff overtime mainly in the Lorn area, but this is expected to be able to be absorbed within existing service budgets e.g. this will not incur an overspend.
- 3.6 The position is better than expected. Principally this is because there have been small savings in payments to external contractors for those PCs which are closed, in vacancies and because the consumables [materials e.g soap, hand sanitiser] budget has not seen the predicted pressure, likely because of lesser use than predicted and because of bulk-buying materials at more favourable rates.
- 3.7 Over and above the PCs remobilised in July, one community partnership is now in place and there are discussions are ongoing in another seven areas which may allow additional facilities to re-open at no cost to/resource commitment for the Council.
- 3.8 Individual PC detail is available in the following table:

Area	PC	Open	Partnership discussions [new]	Close 31 Oct	Not reopened
Mid Argyll	Inveraray				
	Lochgilphead				
	Tarbert				
	Ardrishaig				
	Kilmartin				
	Crinan				
	Tayvallich				
Kintyre	Machrihanish				
	Southend				
	Bolgam St				
	Pensioner's Row				
	Gigha				
	Carradale				
	Islay	Bowmore			
Bridgend					
Port Ellen					
Port Askaig					
Feolin					

	Craighouse				
	Bruichladdich				
	Portnahaven				
Lorn	Ganavan				
	North Pier				
	Ellenabeich				
	Port Appin				
	Cuan Ferry				
	North Lismore				
	South Lismore				
	Taynuilt				
	Pulpit Hill				
	Mull	Craignure			
Bunessan					
Calgary		New partnership			
Fionnphort					
Iona					
Salen					
Ulva					
Tiree	Scaranish				
Coll	Middle Pier				
Bute	Rothesay Pier (terminal)				
	Port Bannatyne				
	High Street				
	Chapel Hill				
	Kilchattan Bay				
Cowal	Glenmorag				
	Kames				
	Tighnabraich				
	Sandy Beach				
	Colintraive				
	Sandbank				
	Lochgoilhead				
	Riverside				
	Carrick				
	Dunoon Ferry Terminal				
Lomond	Helensburgh Pier				
	Rhu				
	Kilcreggan Pier				
TOTAL		30 Council; 1 partnership	7	4	22

3.9 The national guidance on enhanced cleaning remains in place and there remains no longstop date. Given the general picture across Scotland it seems unlikely that the guidance will change in the short-term to medium-term, therefore the above is likely to remain the service standard for some time. In the unlikely event that there is an update to that guidance and cleaning standards reduce to the extent that facilities can be re-opened within existing resources then they will be, with any updates circulated to members in a briefing note in advance.

*The previously reported plan had Lochgoilhead noted twice, and also included Campbeltown Old Quay toilet among 35 to re-open. The latter facility is primarily for fishermen so does not appear in this list, rather it should be considered as a customer toilet. The list therefore shows 57 publicly available facilities.

4.0 CONCLUSION

4.1 The Council has now reverted to a core set of 31 open PCs [30 Council and one partnership] which are being managed within existing service budgets. Discussions are ongoing in seven areas about community partnerships which could allow further facilities to reopen. Short of any update to the national guidance this is likely to remain the position for the remainder of this financial year at least.

5.0 IMPLICATIONS

5.1 Policy – this report summarises previously agreed [temporary] changes to the public convenience service as a result of COVID

5.2 Financial – the core set of 31 can be managed within existing service budgets.

5.3 Legal – the Council has no statutory requirement to provide PCs

5.4 HR – none

5.5 Fairer Scotland Duty:

5.5.1 Equalities - protected characteristics – none known

5.5.2 Socio-economic Duty – none known

5.5.3 Islands – none known

5.6 Risk – none known

5.7 Customer Service - the remobilisation of PCs provides a service for customers and is partly in response to customer demand. There has not been a significant increase in complaints as a result of the revised service provision.

Executive Director with responsibility for Roads and Infrastructure Kirsty Flanagan

Head of Roads and Infrastructure Jim Smith

Policy Lead for Roads and Infrastructure Cllr Rory Colville

November 2020

For further information contact: Tom Murphy, Operations Manager on 01436 658908

ARGYLL AND BUTE COUNCIL**ENVIRONMENT DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****ROADS AND INFRASTRUCTURE
SERVICES****3 DECEMBER 2020**

WASTE STRATEGY – HOUSEHOLD WASTE CHARTER

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide Members with an outline of the Household Recycling Charter and its Code of Practice (CoP), advising of the renewed importance of the Charter and the potential future challenges it poses.
- 1.2 The report also seeks Members approval for Argyll and Bute Council to endorse the Household Recycling Charter and it's CoP.
- 1.3 The Household Recycling Charter and associated Code of Practice (CoP) was developed and agreed by the Scottish Government-COSLA Zero Waste Taskforce in November 2015. The Charter and CoP aims to bring more consistency to recycling services across Scotland in an effort to increase recycling rates in support of Circular Economy Objectives.
- 1.4 The Charter and its CoP have been endorsed by COSLA and 30 Authorities. Argyll and Bute Council is one of two Authorities that have not endorsed the Charter and the CoP.
- 1.5 The Charter and its CoP are currently voluntary. However, this report informs on the work of the Scottish Government and details the stance taken by the Scottish Government to ensure that the Local Authority Charter compliance is made mandatory. In addition, by removing the voluntary status of the Charter the Scottish Government has also committed to reviewing the CoP in light of other regulatory changes such as the Scottish Deposit Return Scheme and the Landfill Ban.
- 1.6 The Scottish Government has also made it clear that future financial and practical support from themselves and Zero Waste Scotland is likely to be contingent on compliance with the CoP.
- 1.7 Endorsing the Charter commits Argyll and Bute Council to bring services into compliance with the CoP which will have an impact on services and costs. Furthermore, these potential obligations may increase if the CoP review suggests including new requirements for Food Waste and other

materials.

1.8 It is recommended that Members:

- Review the information contained within the report regarding the Household Recycling Charter and its associated Code of Practice.
- Agree to approve Argyll and Bute Council endorsement of the Household Recycling Charter in order to enable the council to apply for additional funding and resources to support ongoing investment in Recycling and Waste Recovery.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

ROADS AND INFRASTRUCTURE
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3 DECEMBER 2020

WASTE STRATEGY – HOUSEHOLD WASTE CHARTER

2.0 INTRODUCTION

- 2.1 Following development by Zero Waste Scotland, the Waste Managers' Network and consultation with stakeholders in the public and private sector, the Charter for Household Recycling was agreed by COSLA leaders at its meeting on 28th August 2015. The Charter for Household Recycling and its Code of Practice (CoP) is attached to this report as Appendix 1.
- 2.2 The Charter for Household Recycling and its accompanying CoP seek to design services that:
- Achieve high quantities of recycling and minimise non-recyclable waste
 - Maximise the recycling of high quality materials
 - Deliver cost effective services for local government
 - Encourage participation from citizens
 - Keep citizens, staff and contractors safe
 - Support employment.
- 2.3 Argyll and Bute Councils waste management services is already closely aligned with the principles of the Charter for Household Recycling and CoP. Our services have been designed to comply with pre-existing regulations; in the form of Environmental Protection Act (1990) amended by the Waste (Scotland) Regulations 2012.
- 2.4 Endorsement of the Charter and its CoP is currently voluntary, the Scottish Government have indicated that it may become a mandatory requirement in the future.
- 2.5 The Charter has received wide support from COSLA, the Scottish Government (and it's Agencies). 30 out of 32 Local Authorities have endorsed the Charter and have committed to the 21 principle obligations of the charter.
- 2.6 Argyll and Bute is one of 2 Authorities that have not endorsed the Charter

and the CoP. The other local authority not to endorse the Charter is the City of Edinburgh Council.

- 2.7 Officers have previously presented to Elected Members the likely impacts of re-aligning services in compliance with the Charter CoP. Key to the opportunity cost calculation of Charter compliance is the particular cost of transitioning from Co-Mingled Recyclate Collections to separate collections for Paper/Card and Plastic/Cans. This transition would require investment in:
- Materials storage sheds at all Council and Waste PPP sites
 - Both bins and the Refuse Collection Fleet
 - Possible increased staff compliment to deliver new services
 - Increased haulage/ferry costs.
- 2.8 Since 2015, out of the 30 Authorities that had endorsed the charter, around 50% are compliant with the CoP. The remaining Authorities have transition plans in place to bring their service in to compliance with the CoP. Individual Authorities progress towards compliance is not uniform with some signatories having made little progress towards compliance. Authorities are concerned that the funding allocated to them by Zero Waste Scotland to facilitate (only Capital funding is available) does not support the ongoing Revenue cost of delivering a CoP compliant service.
- 2.9 One reason for reluctance to reform service may be linked to other issues brought about by regulatory changes such as the introduction of the Scottish Deposit Return Scheme (DRS) for single use beverage containers and the 2025 Landfill Ban. In the 2019 “Programme for Government” announcement the Scottish Government has stated that a review of the Charter and its CoP will take place after the 2021 Holyrood election.
- 2.10 The full scope of the review is currently unknown. However, Zero Waste Scotland and the Scottish Government have indicated that several key issues will feature as part of the review. These include:
- Changing voluntary compliance with the Charter and its CoP to a mandatory requirement for all Local Authorities;
 - Inclusion of Food Waste Collections as a requirement pending review of the Rural Food Waste Derogation;
 - Review of the level of Recyclate Materials segregation required post introduction of the DRS;
 - Inclusion of Green (Garden) Waste collections;
 - Changes to the Minimum Residual Waste volume that authorities provide Householders.
- 2.11 The Scottish Government has also intimated that future financial and practical support for Waste services are likely to be contingent on signing up to the charter. From a political perspective, the council is one of two authorities in COSLA to have not endorsed the Charter it highlights the council as being problematic. The reputation for non-compliance poses a

significant risk to the council which therefore undermines our position when seeking support from both COSLA and other Authorities.

- 2.12 If the Charter is not adopted, the council risks not being able to play a role in helping to shape and develop the outcome of the CoP review. The result of this review will provide the Government mandated operational framework for all future Local Authority Waste Recycling and Recovery Services. If the council is not involved we would risk the unique challenges of our geography and current models going unconsidered during the development of the CoP review that could significantly disadvantage the council.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Members:

- Review the information contained within the report regarding the Household Recycling Charter and its associated Code of Practice.
- Agree to approve Argyll and Bute Council endorsement of the Household Recycling Charter in order to enable the council to apply for additional funding and resources to support ongoing investment in Recycling and Waste Recovery.

4.0 CURRENT CHARTER CODE OF PRACTICE (CoP)

- 4.1 The Scottish Government's Circular Economy Strategy 'Making Things Last' provides for a number of waste prevention and waste management policies. Local authorities have engaged with this strategy principally in the form of the Household Recycling Charter, a joint Scottish and local Government initiative to transform council's waste management services and make them ready for new government targets.
- 4.2 The Household Recycling Charter is a commitment to transform councils' waste services, to achieve a more uniform waste collection service across the country, to improve collection rates, to create large-scale consistent streams of high-quality recyclate material that can act as a feedstock for the circular economy, and to maximise economic benefit (job creation, sale of recyclate material). Both the Charter and the associated CoP were subject to scrutiny from COSLA's Executive Group prior to approval by COSLA Leaders.
- 4.3 In total 30 local authorities have politically committed to the Charter. Four authorities have commenced service transformation with Zero Waste funding. Zero Waste Scotland has provided c£2m in 2017/18 to East Ayrshire Council, and further funding of around £4.2m was agreed for councils in 2019/20, including Shetland Islands, Dundee, Perth & Kinross and Fife. The Scottish Government has committed that funding will

continue to be available in future years to help Charter signatories make the transition to new Charter compliant waste collections services. All of the Charter compliant funding provided to Authorities to date is Capital funding not Revenue support.

4.4 COSLA continue to support the Charters and Scottish local authorities progress to comply with the CoP. COSLA wish to ensure that Zero Waste funding meets the challenges that local authorities face, and that any service transformation is sustainable.

4.5 The Charter CoP (see APPENDIX 1) is broken down in to different aspects such as:

- Collection Methodology
- Materials in Scope
- Waste collection policies
- Volume of bins and frequency of collection
- Training and Health and Safety
- Communication on Waste

4.6 The CoP seeks to deliver three outcomes:

- To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavor that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.

4.7 This CoP sets out the basis for a consistent approach to the provision of recycling services by local authorities in Scotland. There are then 'Essential' and 'Desirable' requirements, which shall be interpreted in the following manner:

ESSENTIAL

- These requirements are vital in the effort to achieve consistency across waste and recycling services in Scotland. The adoption of these requirements are considered to be the minimum expectation placed on Councils signing up to the Household Recycling Charter.

DESIRABLE

- These requirements are important in the effort to achieve consistency across waste and recycling services in Scotland. The adoption of these requirements is something that Councils shall consider after they have

met the essential requirements.

- 4.8 Under the current regulatory framework that all Local Authorities have to operate within; the council is already compliant with the around 90% of the Essential Requirements of the CoP. The councils current waste service operation is also broadly compliant with many of the Desirable Requirements.
- 4.9 The primary difference between the current council Waste service offerings is around the level of recyclate segregation at the kerbside. Since 2015 the council has offered a kerbside recyclate collection across all of Argyll and Bute. Across the majority of Argyll and Bute the main method for collection of the recyclate material has been via a fortnightly Co-mingled recyclate collection. The materials in scope for the Co-mingled recyclate collection include:
- Paper (Clean paper, Newsprint/Magazines)
 - Cardboard
 - Cans (Aluminium and Steel)
 - Plastic Bottles, Tubs and Trays
- 4.10 The council's 2018 total recycling, composting and recovery rate was 48.9%. Around 7,100 tonnes of target recyclate materials were collected and recycled by the council (or on behalf of the council).
- 4.11 In Kintyre, kerbside recycling services are operated by a third sector partner (Kintyre Recycling Ltd.). The service operated by Kintyre recycling Limited includes, collection and the sorting/onward sale of the materials. In order to support efficient local sorting and maximise the value of material when sold both organisations operate a service with segregation of materials at the kerbside. The level of service provided by Kintyre Recycling Limited is CoP compliant.
- 4.12 Many of the Local Authorities that have signed up to the Charter have made little progress towards total compliance. The level of non-compliance is likely linked to the febrile Waste and Resource management policy environment. The Scottish Government and it's agencies recognise that authorities are not likely to invest further in measures bringing their services closer into compliance until they receive greater clarity on key policy changes such as; the Scottish Deposit Return Scheme, the Landfill ban and the results of the review of the Charter CoP.

5.0 CoP REVIEW- RECYCLATE

- 5.1 In the 2019 "Programme for Government" the Scottish Government announced that they are aiming to carry out a review of the Household Recycling Charter and the CoP. As part of the review the Scottish Government will also be considering proposals to make endorsement of

the charter and compliance with the CoP a statutory requirement for all Local Authorities.

- 5.2 Moving the charter from a “opt in/out” position to a mandatory requirement for all authorities will directly impact upon Argyll and Bute Council, as it has not endorsed the charter. However, depending on the results of the review into the CoP the impact of endorsing to the Charter and the CoP could either be low or significantly challenging depending on the approach adopted by the Scottish Government.
- 5.3 The review of the CoP will look at both the collection methodologies and the scope of the waste streams currently covered by the CoP. Critically the review will be informed by the Scottish Governments climate change commitments and other Circular Economy policies such as the DRS.
- 5.4 The DRS will enable consumers to take single-use containers back and redeem a 20p deposit from any retailer selling drinks covered by the scheme. The scheme will include plastic bottles made from polyethylene terephthalate (“PET plastic”, which is the most common type of bottle for products such as fizzy drinks and bottled water), aluminium and steel cans and glass bottles. Introduction of the DRS will impact on the types, quantity and quality of waste material the council collects at the kerbside and Civic Amenity sites/ Bring sites. Waste material will be captured from both Kerbside Residual and Recyclate waste streams.
- 5.5 Currently the DRS is due to be rolled out across Scotland from June 1st 2022. The Scheme will be available throughout Scotland. It is estimated the scheme will have around 17,000 return points, it is hoped that this will make it as easy to return a drink as it is to buy one. Containers of at least 50ml and no more than 3 litres are included. Customers will return their empty containers either over the counter, by using a reverse vending machine, or to an online retailer. The Scheme Administrator appointed to operate the scheme is bound by the regulations to capture 70% of containers for recycling, in the first year of operation, rising to 90% of containers by the third year.
- 5.6 DRS is predicted to capture the majority of the high value plastic and metal materials from kerbside collections. However, it is not clear if taking into consideration the roll out of the DRS, that the separation of materials at the kerbside would be required as the scheme is likely to capture the majority of this material. Therefore, the most efficient mode of collection and processing operation offering the largest economy of scale for Authorities is likely to be a Co-mingled recyclate service.
- 5.7 Given that a large number of Authorities (Highland, GCC, WDC, Inverclyde and others) currently operate a Co-mingled service and have not taken substantive steps to move to source segregation it possible that the Scottish Government will reflect on the requirement for kerbside recyclate segregation in the future CoP. Authorities that have signed up to the charter that operate kerbside Co-Mingled services are likely to push the

Scottish Government to downgrade the need for kerbside sorting from an Essential to a Desirable requirement.

5.8 If Argyll and Bute were to move to enhanced kerbside recycle segregation, this would require significant investment in:

- Bins
- Provision of storage sheds at Council and Renewi operated sites
- Increased Haulage
- Vehicles
- Staffing costs.

6.0 CoP REVIEW- RURAL FOOD WASTE DEROGATION

6.1 In the 2019 “Programme for Government” announcement the Scottish Government declared their intention to review the existing Rural Food Waste Derogation. The announcement to review the derogation sits apart from the review of the Charter CoP. Both issues are however linked as Food Waste is one of the Waste Streams under consideration for inclusion in the CoP.

6.2 The current Rural Food Waste Derogation is based on a settlement population numbers with all settlements with population of less than 10,000 being exempt from requiring a Food Waste service. The only area in Argyll and Bute that meets this requirement is the Helensburgh and Lomond administrative area.

6.3 The terms of the review are as yet unknown, the Scottish Government has made it clear that they view extending the provision of a Food Waste Service is a priority.

6.4 If the derogation is abolished and it is taken alongside the review of the CoP Waste Streams, authorities could be put into the position of Food Waste Collections being made an essential requirement in the CoP. The council would have a new requirement to operate a Food Waste service across the whole council area and this would have a significant capital and revenue cost implication. The cost impact of introducing an increased Food Waste service would be in addition to substantial pre-existing cost pressure of the transition to Landfill ban compliance.

6.5 In addition to increased revenue costs of operating the new service there would also be additional costs resulting from the required variation to the pre-existing Waste PPP agreement with Renewi. This cost is likely to be substantial but is not quantifiable, previous variations have cost around £250K.

- 6.6 Introducing a Food Waste service could also have the effect of rendering the pre-existing Mechanical Biological Treatment process at Renewi sites obsolete. The equipment could however be repurposed to Compost the Food Waste Material within Argyll and Bute potentially generating a commercial product. However, the value of this compost material is extremely low and it may be more beneficial to source recovery via Anaerobic Digestion as it has a higher environmental/circular benefit.
- 6.7 The introduction of a requirement for a Food Waste service would also affect planning for Landfill Ban compliance and the technical solution is taken forward to replace Landfill. Therefore, it is of critical importance that the Scottish Government make their intentions in this regard unequivocally clear to all stakeholders.
- 6.8 As the mandatory introduction of Food Waste is a new requirement across most of Argyll and Bute additional funding support should be sought from the Scottish Government to offset the increase in costs.

7.0 CHARTER BENEFITS

- 7.1 Council endorsement of the Household Charter would bring Argyll and Bute Council's Policy and Operational Framework in line with 30 out of 31 other Local Authorities in Scotland.
- 7.2 Being aligned to the Charter would allow Argyll and Bute Council to take part in the CoP review process. This participation would allow the council the opportunity to shape and develop the CoP with the Scottish government and other stakeholders to produce a revised document that recognises the unique challenges of our geography and other commitments (Waste PPP Contract).
- 7.3 The Scottish Government in its 2020 Programme for Government announcement gave a commitment to setup a £70m fund to be used to support local authorities to develop their Waste and Recycling infrastructure in support of national progress towards the Scottish Governments Circular Economy goals. This £70m funding pot is over a five year period with £50m in the first three years. The fund is to be managed on behalf of the Scottish Government by Zero Waste Scotland. It is planned that the fund will be open to applications from the start of the next financial year. The scope of the fund is to provide Capital support to Local Authorities working to improve their Waste and Recycling infrastructure. One of the favorable criteria for accessing this funding is commitment to the Household Charter, this means that without endorsement of the Charter the Council may struggle to access this funding pot and potential future funding streams. A future report will be brought to Committee detailing opportunities where funding through this source may be sought.

8.0 CONCLUSION

- 8.1 On balance it is within the interests of the Council to endorse the Household Recycling Charter and the associated CoP. Not endorsing the Charter would prevent Argyll and Bute Council from fully participating in national Waste and Recycling policy development and risks precluding the council from future funding streams.

9.0 IMPLICATIONS

9.1 Policy:

The council is currently compliant with all of the provisions of the existing regulatory framework. In the event of compliance with the Charter and its CoP becoming a mandatory requirement it is council policy to seek funding from the Scottish Government to cover new obligations.

9.2 Financial:

Unknown at this stage but not signing up to Charter may limit access to funding. There may also be additional costs to become fully compliant.

9.3 Legal:

None

9.4 HR:

None

9.5 Equalities/Fairer Scotland Duty:

None

9.6 Risk:

It is important to mitigate the risk of any additional costs resulting from service reform such as introducing a mandatory Food Waste Service by playing an active role in discussions with the Scottish Government on the likely, costly impact of this change.

9.7 Customer Service:

None

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October 2020

For further information contact:

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APPENDICES

Appendix 1 - Charter for Household Recycling and Code of Practice (CoP)



Charter for Household Recycling in Scotland

This charter is a declaration of our organisation’s intent to provide services that deliver local and national benefits, encouraging high-levels of citizen participation in waste prevention, recycling and reuse.

We, as leaders in local government and the main providers of services to households, acknowledge that significant progress has been made in achieving greater value from recycling and reusing household waste over the past 10 years. We also acknowledge that further progress is required to achieve better national and local outcomes.

We welcome the opportunity to make a commitment to our future waste, recycling and reuse services that will build on the progress achieved to date to ensure that waste is considered a resource and our services support sustainable employment and investment within the Scottish economy.

We recognise the opportunities of a more circular economy and better resource management to support sustainable employment and investment in the economy for the benefit of Scotland and its local communities.

We commit:

- To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavour that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.
- To develop, agree, implement and review a Code of Practice that enshrines the current best practice to deliver cost effective and high-performing recycling services and tell all of our citizens and community partners about both this charter and the code of practice.

Signatories

..... Council Leader

..... Chief Executive

Scottish Ministers welcome this declaration and will work in partnership with the signatories and their representatives to support the delivery of these commitments.

.....

Cabinet Secretary for Rural Affairs, Food and Environment

To achieve this, we will do the following:

Designing our services

1. We will design our household collection services to **take account of the Code of Practice (CoP)** for the variety of housing types and geography in our community. In doing so, over time, **we will establish common collection systems, as appropriate**, for paper, card, glass, plastics, metals, food and other commonly recycled materials deemed feasible (e.g. textiles, small WEEE, nappies) across Scotland.
2. We will ensure that **all citizens have access to services** for recycling to include paper, card, glass, plastics, metals and food. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are provided with adequate volumes of containers in line with the Code of Practice (CoP).
3. We will ensure that our household collections give **consistent definition of materials** (paper, card, glass, plastics, metals and food) that can be competently recycled in line with the Code of Practice (CoP). Thus, we will eradicate discrepancies on what can and cannot be recycled in different localities across Scotland.
4. We will **reduce the capacity provided for waste that cannot be recycled** to give the appropriate motivation to our citizens to recycle. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are limited to non-recyclable (i.e. black bag/general waste/residual waste) waste volumes in line with the established Code of Practice (CoP).

Deliver consistent policies

5. We will ensure that our local policies, in line with the Code of Practice (CoP), encourage citizens to recycle by **reducing the collection of waste that cannot be recycled (i.e. excess waste/side waste)**.
6. We will ensure that our local policies **provide citizens with sufficient capacity for their waste**, recognising that some households will produce more waste than others, in line with the Code of Practice (CoP).
7. We will ensure that our local policies **direct our collection crews to not collect containers for waste that cannot be recycled that clearly contain recyclable materials** (including paper, card, glass, plastics, metals and food) in line with the Code of Practice (CoP).
8. Where citizens have not followed our collection advice and policies, we will ensure our **policies for communicating and taking corrective action are delivered consistently** in line with the Code of Practice (CoP).
9. We will ensure that policies for **bulky or excess waste encourage citizens to recycle and reuse, where this is practicable to do so**.

Operating our services

10. We will **collect household waste when we have said we will** and ensure materials are managed appropriately upon collection.
11. We will manage materials so that the **highest possible quality is attained and we seek to accumulate value** by working with partners to encourage inward investment for our economy.

12. We will **record complaints and alleged missed collections** and ensure that we respond to these in line with the Code of Practice (CoP).
13. We will **listen to special requests or challenges** that citizens are having in relation to household waste collections and ensure that we respond to these in line with the Code of Practice (CoP).
14. We will deliver services so that they **take account of current policies with regards to environmental crime, litter and flytipping** in line with the Code of Practice (CoP).
15. We will deliver services so that our **staff and citizens are not endangered or at risk from harm** in line with the Code of Practice (CoP).

Communicating our services

16. We will **clearly explain to all citizens** what services we provide by providing information on a regular basis. This will take recognition of different housing types, collection routes and service availability and be as specific to each property as necessary, in line with the Code of Practice (CoP).
17. We will **deliver service information directly** to citizens periodically in line with established Code of Practice (CoP).
18. Where we need to **change our services for any reason, we will communicate with citizens directly.**
19. We will **provide clear instructions to citizens on what can and cannot be recycled**, giving clear explanations where materials cannot be competently recycled.
20. We will communicate with citizens when they have not understood our services to **improve awareness and reduce contamination of recyclable materials.**
21. We will **record accurate information** on the amount of waste collected and the destinations, as far as practicable, of these materials in order to give confidence to citizens that it is being properly managed.

Citizens

To aid with the delivery of this charter and the Code of Practice, we expect our citizens to participate in the recycling, re-use and non-recyclable waste services that we deliver, using them in accordance with the policies communicated to them, and hence assisting in improving both the quality and the quantity of materials provided for recycling.

Partners

In committing to this charter we request that our partners in national and local government, the resource management industry, retailers, manufacturers, packagers, the third sector and others provide leadership and support in helping us deliver this commitment.

This charter is a clear statement of local government's intent to encourage high-levels of citizen participation in waste prevention, recycling and reuse. All of our partners will have a part to play in utilising the influence they have on our citizens to compliment this intent.

Furthermore, our partners are requested to assist the development of the Code of Practice by providing expertise, information and evidence wherever possible.

The following commitments have been given by each of our partners:

Scottish Government

- To provide the leadership in supporting the delivery of this commitment.
- To provide the necessary policy framework to support local government in delivering the commitments in this Charter and the associated Code of Practice
- To liaise with partners to support the local government delivery of this commitment.
- To support the national behaviour change process required to deliver the foundations of a circular economy

Zero Waste Scotland

- To provide the evidence, research, benchmarking and examples required to deliver the commitments in this Charter and the associated Code of Practice
- To provide support, advice and guidance to local government that allows successful implementation of changes to services.

SEPA

- To advise local government on the regulatory impacts of the commitments in this Charter and the associated Code of Practice.
- To regulate waste and recycle processors to ensure compliance with relevant legislation, particularly with respect to achieving appropriate destinations and markets for material.

Retailers, brands and packaging manufacturers

- To provide information to inform specifications for local government that will encourage consistent collections
- To provide technical, public relations and consumer behaviour advice to local government and its partners.
- To consider what resources, 'in kind', including behaviour changing measures, or financial, they can provide to support the delivery of the Charter.
- To inform, advise and guide local government and its partners on the technical scope of this Charter and related Code of Practice

The resource management industry

- To provide information to inform specifications for local government that will encourage consistent collections which consistently achieve high quality recycling and reuse.
- To support local government by providing targeted information and data that allows them to reduce contamination and improve public participation and confidence in recycling and reuse.
- To provide leadership and public support for the Charter and the related Code of Practice.

The third sector

- To provide leadership within the Third Sector on waste prevention, recycling and reuse and work in partnership with local authorities to develop the Code of Practice and support the effective delivery of the commitments in the Charter.
- To work with the Scottish Government and local authorities to promote effective communication with communities, groups, organisations and individuals on waste prevention, recycling and reuse and facilitate engagement in the design and development of services in line with the commitments in the Charter.
- To encourage and support practical action by communities, groups, organisations and individuals at a local level on waste prevention, recycling and reuse in line with the commitments in the Charter

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CODE OF PRACTICE

Household Recycling in Scotland

Version 2: March 2016

Section 1: Using this Code of Practice

The Household Recycling Charter and this Code of Practice (CoP) are documents that local government in Scotland has volunteered to adopt. This Code of Practice sets out a number of requirements that signatories of the Household Recycling Charter for Scotland are expected to follow. These requirements do not replace any legal requirements placed on Councils, or others, via existing legislation and they must ensure that they are meeting the duties of the Environmental Protection Act 1990 (as amended by the Waste (Scotland) Regulations 2012).

This CoP sets out the basis for a consistent approach to the provision of recycling services by local authorities in Scotland. Throughout the CoP, there is general text that provides context to the section and references to further reading. There are then 'Essential' and 'Desirable' requirements, which shall be interpreted in the following manner:

ESSENTIAL

These requirements are vital in the effort to achieve consistency across waste and recycling services in Scotland. The adoption of these requirements are considered to be the minimum expectation placed on Councils signing up to the Household Recycling Charter.

DESIRABLE

These requirements are important in the effort to achieve consistency across waste and recycling services in Scotland. The adoption of these requirements is something that Councils shall consider after they have met the essential requirements.

Section 2: Outcomes

The COSLA-Scottish Government Zero Waste Taskforce recommended the preparation of a Household Recycling Charter to support a more circular economy in Scotland through developing more consistent and coherent waste collection services, leading to both more efficient services and increased quality and quantity of recycling collected. The Household Recycling Charter was approved by COSLA in August 2015¹. The charter sets out 21 commitments from local government that will achieve the following outcomes, listed below.

- To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavour that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.

The Code of Practice contains a more detailed set of outcomes that will deliver the aspirations of the Household Recycling Charter. The outcomes that this Code of Practice aims to deliver are:

OUTCOME ONE: ACHIEVE HIGH QUANTITIES OF RECYCLING AND MINIMISE NON-RECYCLABLE WASTE

Recycling more and wasting less is good for the economy and for the environment. This Code of Practice seeks to increase quantities of materials recycled and reduce the amount of waste that cannot be recycled.

OUTCOME TWO: MAXIMISE HIGH-QUALITY MATERIALS

High-quality recycling, typically defined as 'closed loop' recycling, generally achieves higher value in global, European and UK markets. There is also greater opportunity for investment in the reprocessing industry when there is a ready supply of high-quality materials available to the market in consistent formats and standards. This Code of Practice seeks to provide consistent, high-quality materials for the market, supporting the work of the Scottish Materials Brokerage Service.

OUTCOME THREE: COST EFFECTIVE SERVICES FOR LOCAL GOVERNMENT

This Code of Practice will support Scottish Councils in delivering cost-effective services in the medium to long term.

¹ <http://www.cosla.gov.uk/news/2015/10/household-recycling-charter-agreed>

OUTCOME FOUR: SERVICES THAT ENCOURAGE PARTICIPATION FROM CITIZENS

This Code of Practice seeks to ensure that the waste and recycling services being delivered to citizens are easily understood and communicated in language and formats to allow them the ability to participate fully.

OUTCOME FIVE: KEEP CITIZENS, STAFF AND CONTRACTORS SAFE

This Code of Practice seeks to ensure that services being delivered recognise and manage any hazards to the safety and health of these groups.

OUTCOME SIX: SERVICES THAT SUPPORT EMPLOYMENT

This Code of Practice will support the delivery of services that support employment in Scotland and within local areas either through collection services or from the onward sorting or sale of materials.

Section 3: Designing household waste & recycling services

This section provides guidance on the key principles to be considered for designing waste and recycling services. The design of services is fundamental to the performance and operation of the services thereafter and is the most important factor in achieving the outcomes of the household recycling charter.

3.1 ESTABLISHING COMMON COLLECTION SYSTEMS

The household recycling charter states:

We will design our household collection services to take account of the Code of Practice (CoP) for the variety of housing types and geography in our community. In doing so, over time, **we will establish common collection systems**, as appropriate, for paper, card, glass, plastics, metals, food and other commonly recycled materials as deemed feasible (e.g. textiles, small WEEE) across Scotland.

3.2 PROPERTY CLASSIFICATION

There are a number of different household types across Scotland, located in different geographies, each with their own unique design and community. For the purposes of this CoP, households have been classified into the broad categories outlined below.

3.2.1 Households with access to the kerbside

These are the most common households in Scotland². Access to the kerbside is important for waste collection as individual containers can be placed out and returned for collection to specific properties.

3.2.2 Households without access to kerbside or with shared containers

Many properties, as a result of historical design, do not permit direct access to the kerbside for individual properties to place containers for waste collection. Examples of these types of properties include terraced houses, flats, tenements and maisonettes.

Some properties will have been given containers to share with their neighbours for logistical reasons. Examples of this would be flatted properties, tenements and rural properties where space constraints mean that waste storage is shared.

3.2.3 Households that are different, challenging or remote

Some geographical areas or property types will not align with the descriptions given above and there may be additional challenges in operating a service to the property. These are factors for Councils to consider when designing waste and recycling services.

For the purposes of the CoP such properties are defined in the following list, although it is recognised that this is not exhaustive and there will be other property types that could be categorised as being particularly challenging:

² *Detached & Semi-Detached properties were 48% of total households. Flats were 30% and Terraced properties were 21%.* Scottish Neighbourhood Statistics (2013). Standard Reporter. [Online] <http://www.sns.gov.uk/Downloads/DownloadHome.aspx>. [Accessed October 2015].

Rural properties: Within the Scottish Government 6-fold Urban/Rural classification³, properties that are found in Category 6 (Remote Rural), Category 5 (Accessible Rural) and Category 4 (Remote Small Towns).

City Centre: Although difficult to define accurately, many city centre locations, where many households are co-located next to or above commercial properties often have restricted access times and limited availability of suitable kerbside storage for containers.

Islands: Although rural in nature, so likely captured above, waste and recycling collections from island locations often bring additional logistical challenges resulting from transport and shipping.

Difficult access properties: Across most Council areas there will be properties that are difficult to access or provide a regular service to. Often the reasons for this are due to the design of the properties, the access (e.g. via private roads) or the conditions (e.g. over-grown lanes).

3.3 PRINCIPLES OF A CONSISTENT COLLECTION

The important factor in making services more consistent relates to the experience of the citizens.

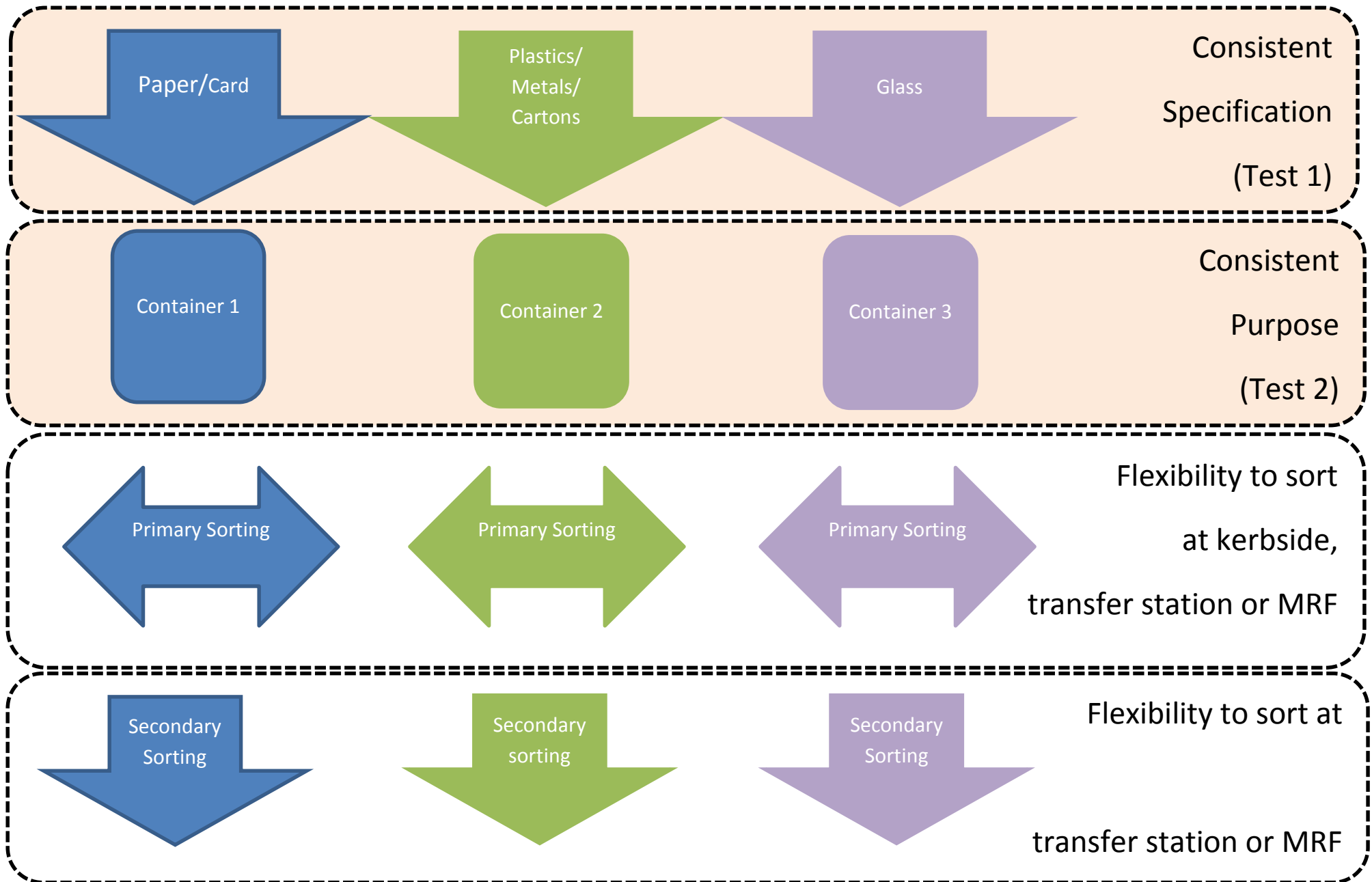
Two tests have been applied and shall be the basis for every service following this CoP.

- Firstly, every citizen should understand what they can and cannot recycle in their collection service. This is covered in section 3.5.
- Second, when citizens understand what can be recycled, no matter where they live, they will understand what container that item should be placed into. Therefore, the mix of materials and the way that they sort materials shall remain consistent across the country. This means that the container that citizens place each item into is the most important decision we ask them to make and this is where consistency shall be focussed.

Citizens know less about the way a service is operated or what happens to materials once they have placed their container out for collection. Thus, it is appropriate for Councils to have flexibility regarding the type of container used, the vehicles used, the frequency of collection and the operational parameters. This approach is highlighted in **Figure 3.3** below:

³ Scottish Government (2013/14). Scottish Government Urban Rural Classification 2013-2014. [Online] <http://www.gov.scot/Publications/2014/11/2763/downloads> [Accessed October 2015].

Figure 3.3: Principles of a consistent collection model



3.4 APPLYING THE CONSISTENT COLLECTION MODEL

The starting point for each Council applying this CoP, shall be to undertake an assessment of its current service against a range of scenarios to best fit with their needs and property types, whilst achieving the consistent principles outlined above.

In the first instance, the following requirements should be considered by each Council for all properties and locales. As a minimum these requirements shall be adopted or considered for *'Households with access to the kerbside'*.

3.4.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) Separate containers shall be provided to each property for the following:
 - I. Paper and card;
 - II. Metals, plastics and cartons
- b) Collection of these containers shall take place from the kerbside or nearest safe point of collection close the property.
- c) At the point of collection, the contents of each container will either be sorted into constituent materials (i.e. kerbside sort) or placed into separate compartments of a single vehicle or into separate vehicles for primary sorting at a site (i.e. transfer station or Materials Recovery Facility –MRF).
- d) Separate containers for glass shall be provided to each property or alternatively within the community for communal use. These containers shall facilitate the colour separation of glass to occur.
 - I. Where the Council is not providing a glass collection from each property, the Council is required to demonstrate that the alternative provision (i.e. from recycling points) is achieving the same quality and quantity of glass that would otherwise be collected from kerbside collection. This can be demonstrated through benchmarking with other Councils, comparing with historical data or monitoring waste composition analysis of non-recyclable waste to show capture rates of glass as outlined below.
 - The glass collected should achieve a minimum benchmark yield that is comparable to average kerbside-collected glass services (to exclude tonnage rejected at a MRF or by a reprocessor), or alternatively by demonstrating that the arisings of glass in the non-recyclable waste stream are comparable to an average where Councils operate a kerbside-collected glass service.
 - II. Where glass containers are not provided to each property the Council should provide a minimum capacity outlined of 10 litres per week for each property within the community. In urban areas these should be no further than 1km from each property.
 - For example, for an area of 2,000 properties there would be a requirement for 20,000 litres per week of glass recycling provision.
 - III. Colour separation of glass can occur at a glass sorting facility if the Council can demonstrate through benchmarking with other Councils that the same quantity of glass will be available to enter high-quality recycling processes (i.e. remelt to glass containers) after sorting has taken place .
 - Benchmarking in this respect should focus on the volume of glass available for high-quality recycling processes after the sorting has taken place. After sorting, the volume of high-quality glass that is available should exceed the benchmark test set out in 3.4.1.d(i) above.

- e) Separate containers shall be provided for food waste collection in all areas where the Waste (Scotland) Regulations 2012 require a collection.
 - I. Where food is collected in the same container as garden waste, the Council shall not be required to separate the materials.
- f) The weekly volume of recycling to be provided to each property for each material where kerbside collection takes place should exceed the following:

Paper/Card	40 litres per week
Metals/Plastics/Cartons	70 litres per week
Glass	20 litres per week
Food waste	20 litres per week

3.4.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) The collection of each recycling material stream, in particular food waste, is carried out on a weekly basis.
- b) Separate containers for food waste recycling are provided in all areas that are not required to have a collection by s45C of the Environmental Protection Act 1990 as amended by the Waste (Scotland) Regulations 2012.
 - I. This will be based on the principle of co-collecting food waste with dry recycling in a separate compartment within the vehicle.
- c) An association of colours to containers is beneficial to public engagement. Over time, as services change, there shall be a particular colour associated with each material stream, and that scheme will be developed in conjunction with partners supporting national communications and confirmed in due course:

PAPER/CARD	TBC
METALS/PLASTICS	TBC
GLASS	TBC
NON-RECYCLABLE WASTE	TBC

- I. When new services are being introduced the colours above **shall** be introduced.
- II. Where new services are not being introduced the Council shall consider means of implementing this colour system by other means wherever practicable.
- III. The colour association can be achieved by the procurement of whole containers in these colours or by changing lids that match these colour to identify the colour association.
- d) The Council shall consider means whereby some or all collection vehicles are equipped to receive other items such as small Waste Electrical and Electronic Equipment (WEEE), Textiles, Batteries and Absorbent Hygiene Products (AHPs, also referred to as nappies).

3.4.3 Households without access to the kerbside or with shared containers

For properties where access to the kerbside is limited or where the service has to be provided via shared containers due to space constraints the following requirements shall be adopted.

3.4.3.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) Separate containers should be provided to each property or group of properties for the following mix of materials. This can be achieved by individual or communal containers.
 - I. paper and card;
 - II. metals, plastics and beverage cartons
- c) Separate containers shall be provided for food waste recycling to each property or group of properties as required within the Waste (Scotland) Regulations 2012. This can be achieved by individual or communal containers.
- d) Separate containers should be provided for glass in line with the requirements set out in 3.4.1.d.

3.4.3.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) The requirements set out in Section 3.4.1 shall be followed.
 - I. Less frequent collection for these properties might be achieved through the provision of larger capacity containers, exceeding the volumes set out in 3.4.1f, which facilitates communal collections.

3.4.4 Rural properties

Details of the types of property included within this category are provided in 3.2. In rural properties the following requirements shall be adopted.

3.4.4.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) Separate containers should be provided to each property or group of properties for the following mix of materials. This can be achieved by individual or communal containers.
 - I. Paper and card;
 - II. Metals, plastics and beverage cartons.
- c) There will be further exceptions for the provision of glass recycling containers specifically as follows:
 - I. Where glass recycling containers are not provided to each property in rural areas and the alternative service provision via recycling points is being used, settlements of less than 100 properties need not be provided with a recycling point if it's not

environmentally or practicable to do so. Settlements not provided with a recycling point shall be advised of their nearest recycling point for glass.

- II. Where glass containers are not provided to each property the Council shall provide a minimum capacity of 10 litres per week for each property within the community. In rural areas the proximity of these containers to each property shall be variable but efforts shall be made to have these as close to each property as is practicable.
- d) Where food waste service provision is not legally required and not possible through any other means, the Council shall take steps to provide food waste advice and support to the citizens in such properties.
 - I. Advice shall be provided on reducing food waste and home composting including the use of in-situ mini digesters.
 - II. Support shall be provided in the form of visits to the property and the guidance on choosing a suitable home composting unit.

3.4.4.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) Separate containers for food waste recycling are provided in all areas that are not required to have a collection by s45C of the Environmental Protection Act 1990 as amended by the Waste (Scotland) Regulations 2012.
 - I. This will be based on the principle of a co-collecting food waste with dry recycling in a separate compartment within the vehicle.

3.4.5 City Centre properties

Details of the types of property included within this category are provided in 3.2. In city centre properties the following requirements shall be adopted.

3.4.5.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) The provision of dry and food waste recycling to each individual property may not be possible in city centre locations resulting from the lack of suitable storage and on-street restrictions on containers being placed for collection. Where collection is not possible from each property, communal collection shall still be available to all properties along the following principles:
 - I. Separate containers should be provided to each property or group of properties for the following mix of materials.
 - Paper and card;
 - Metals, plastics and beverage cartons.
 - Glass
 - II. Recycling containers for dry recycling, including glass, shall be provided within 1Km from all properties. Although capacities for each material may be difficult to estimate in such environments, efforts should be made to ensure that adequate capacity for each material stream is available, based on the table in 3.4.1f and monitoring of the fill levels for containers should take place.

3.4.5.2 Desirable contents

The following procedures **should be considered** within the Council's ways of working:

- a) The Council shall consider what collection frequency is appropriate for these areas to enable recycling services to be provided.

3.4.6 Island properties

Details of the types of property to be included within this category are provided in 3.2. In island properties the following requirements shall be adopted.

3.4.6.1 Essential contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. Where the service is required to vary, the Council should subsequently consider the requirements for rural properties set out in 3.5.4. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) There will be further exceptions for the provision of glass recycling containers specifically as follows:
 - I. Where local glass reprocessing is available, the Council can consider the use of such facilities where the environmental benefits are proven.

3.4.7 Difficult access properties

Details of the types of property to be included within this category are provided in 3.2. In these properties the following requirements shall be adopted.

3.4.7.1 Desirable contents

The service for these properties **shall adopt** the following requirements:

- a) In the first instance, efforts should be made to introduce the same service to these properties as will be delivered to those households with access to the kerbside detailed in 3.4.1. The Council shall provide evidence of any assessment that is carried out in this regard.
 - I. Evidence shall outline the number of properties affected and state the rationale for not providing the same service as kerbside properties.
- b) Separate containers should be provided to each property or group of properties for the following mix of materials. This can be achieved by individual or communal containers.
 - I. paper and card;
 - II. metals, plastics and beverage cartons
- c) Separate containers shall be provided for food waste recycling to each property or group of properties as required by s45C of the Environmental Protection Act 1990 as amended by the Waste (Scotland) Regulations 2012. This can be achieved by individual or communal containers.
- d) Separate containers should be provided for glass in line with the requirements set out in 3.4.1.d.

3.4.8 Elements not considered for this CoP

The following elements of the service design are not specified within this CoP. Consequently, Councils are invited to interpret their own needs for these aspects of their service.

- a) Garden waste services are not covered in this CoP and Councils may make their own plans for the collection of garden waste.
- b) Councils may make their own judgement on density of recycling points that may be in place to supplement kerbside collection.

3.5 THE MATERIALS COLLECTED

A standard specification for all of the core materials specified in this CoP (food, paper, card, glass, metals and plastics) as well as cartons is provided in the following section which will give consistent advice to citizens across Scotland on the materials they can recycle.

The household recycling charter states:

We will ensure that ***all citizens have access to services*** for recycling to include paper, card, glass, plastics, metals and food. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are provided with adequate volumes of containers in line with the Code of Practice (CoP); and

We will ensure that our household collections give ***consistent definition of materials*** (paper, card, glass, plastics, metals and food) that can be competently recycled in line with the Code of Practice (CoP). Thus, we will eradicate discrepancies on what can and cannot be recycled in different localities across Scotland.

3.5.1 SPECIFICATION FOR CORE MATERIALS

The following tables show which items that are typically found in the domestic waste stream shall be accepted or not within containers for recycling. Whilst most materials are collected for recycling, there are some materials where the markets for these items is still developing. However, in some cases not collecting certain items would complicate the recycling decisions for citizens, and where certain items can be easily sorted from containers, there is a greater overall benefit in encouraging citizens to recycle the items than to dispose of them in non-recyclable waste.

The table clarifies the specification that Councils may wish to discuss with their contractors regarding the onward sorting or processing of the collected materials. It is not intended to be communicated to the public in this format.

The adoption of the following specifications is, for the purposes of this Code of Practice, considered an '***Essential Requirement***'.

Accepted

Items in this classification are typically recycled easily and shall be readily accepted in the relevant recycling container. Citizens should be encouraged to empty, rinse and squash (if possible) all items prior to being placed in containers for recycling.

Accepted where markets are emerging or non-collection could affect recycling behaviours

Items in this classification are accepted within recycling containers either to make the service more convenient for citizens and where their inclusion doesn't jeopardise the onward processing of the materials **OR** the markets for these items is evolving and the collection of these items will support opportunities for further recycling in the future.

Unacceptable

Items in this classification are not accepted within recycling containers for the material referred to. The inclusion of these items in the container referred to will be considered a contaminant that will not be recycled.

3.5.1.1 Paper:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Newspapers, magazines, pamphlets, directories, envelopes (fully intact including glue and windows) brochures, office paper, letters catalogues and unwanted mail.	<ul style="list-style-type: none"> • Tissue/napkins (Heavily soiled, can go in food container) • Laminated paper (Non-recyclable bin) • Padded envelopes (Non-recyclable bin) • Wet paper (Home composted or Non-recyclable bin) • Hardback books (reuse should be encouraged)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none"> • Shredder paper (<i>Difficult to handle at sorting facility</i>) • Wrapping paper (<i>Difficult to handle at sorting facility</i>) • Paperback books (<i>Difficult to handle at sorting facility</i>) 	

3.5.1.2 Card:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Cereal boxes, brown corrugated packaging, sleeves from ready meals, toilet/kitchen roll tubes, greetings cards, egg boxes, toothpaste boxes etc.	<ul style="list-style-type: none"> • Drinks and food cartons (placed in metals and plastics container for recycling) • Wet card (Non-recyclable bin).
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	

- Food boxes (e.g. pizza/fast food)(Often contain food that is likely to cause contamination)

3.5.1.3 Glass:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Bottles and jars from food and drink packaging (including metal tops and corks).	<ul style="list-style-type: none"> • Ceramic items such as plates and plant pots (sometimes recyclable with 'inert' waste at HWRCs) • Plate glass i.e. from windows (sometimes recyclable with 'inert' waste at HWRCs) • Drinking glasses (sometimes recyclable with 'inert' waste at HWRCs) • Light bulbs (retailers or HWRCs) • Pyrex dishes (sometimes recyclable with 'inert' waste at HWRCs)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
N/A	

3.5.1.4 Metals:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
Tins and cans from food and drink packaging, aerosols for personal use (e.g. deodorant, hairspray etc.)	<ul style="list-style-type: none"> • Metal items not disposed of every day i.e. household furniture or cutlery (typically accepted in 'scrap metal' waste at HWRCs) • Small electricals including cables (accepted at retailers and HWRCs). • Batteries (accepted at retailers and HWRCs) • Pouches (non-recyclable bin)
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none"> • Foil trays (<i>Prone to food soiling and not sorted as easily</i>) • Aluminium/Tin foil (<i>Prone to food soiling and not sorted as easily</i>) 	

3.5.1.5 Plastics:

ACCEPTED	UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)
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<p>Bottles (including tops) from: food and drink products, shampoo/conditioner/shower gel/soap bottles, cleaning products, beauty products, tablet and medicines.</p>	<ul style="list-style-type: none"> • Plastic bags and films i.e. shopping bags, bread bags and cling films (recycled at supermarkets where this service is available or disposed in non-recyclable bin) • Bubble wrap (non-recyclable bin) • Cartridges e.g. ink (refill or return to producer) • Polystyrene – rigid or expanded (non-recyclable bin) • Wrappers e.g. biscuit and crisp wrappers. (non-recyclable bin) • Compostable packaging (food waste) • Plastic nettings (non-recyclable bin) • Toothpaste tubes (non-recyclable bin) • Hard plastics including CD boxes, plastic coat hangers and plant pots (Reuse online or non-recyclable bin) • Hard plastic including garden furniture and child's toys (Donation to charity or HWRC for reuse, recycling or disposal)
<p>ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS</p>	
<ul style="list-style-type: none"> • Small bottles from yoghurt drinks etc. (<i>Difficult to sort with machinery</i>). • Food & drink pots, tubs and trays of all colours (<i>Markets evolving</i>) 	

3.5.1.6 Cartons:

<p>ACCEPTED</p>	<p>UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)</p>
<p>Food and drink cartons (commonly manufactured by Tetra Pak, Elopak and SIG Combibloc) used for long-life milk, fruit juices, smoothies, dairy alternative milks, chopped tomatoes, passata, liquid baby milk, soup, pulses, custard, pet milk etc.</p>	<ul style="list-style-type: none"> • Pringles tubes (Non-recyclable) • Plastic pots, tubs and trays (Plastic recycling) • Dried baby formula packs (Non-recyclable) • Pouches (Non-recyclable)
<p>ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS</p>	
<ul style="list-style-type: none"> • Straws and caps that are integral to the carton (<i>Not recyclable but integral to packaging</i>) 	

3.5.1.7 Food:

<p>ACCEPTED</p>	<p>UNACCEPTABLE (ALTERNATIVE PATHWAY SHOWN)</p>
<p>All cooked and uncooked food stuffs, including bones and carcasses dairy, vegetables and peelings, bread, rice and pasta, fish including bones and shells, tea</p>	<ul style="list-style-type: none"> • Metal, plastic or glass packaging (should be recycled in other collection services) • Liquids and oils.

bags and coffee grounds, eggs and eggshells, cakes and biscuits, leftovers and pet food.	
ACCEPTED WHERE MARKETS ARE EMERGING OR NON-COLLECTION COULD AFFECT RECYCLING BEHAVIOURS	
<ul style="list-style-type: none">• Compostable liners, plastic liners, paper or card liners (<i>integral to recycling process but difficult to reprocess</i>)• Soiled kitchen roll (<i>supports capture of more food but difficult to reprocess</i>)	

3.6 WASTE THAT CANNOT BE RECYCLED

Waste that cannot be recycled is commonly called “black bag waste”, “general waste” or “residual waste”. The best description of this waste is “non-recyclable waste”, which reflects the fact that containers for such waste should only contain anything that is left after all efforts to recycle have been exhausted. This CoP refers to ‘Non-Recyclable’ waste from herein.

A 2015 WRAP study⁴ highlighted that one of the most effective ways to encourage citizens to recycle is by restricting the volume of non-recyclable waste they can dispose of, alongside effective recycling services for the core materials and food waste.

The household recycling charter states: We will **reduce the capacity provided for waste that cannot be recycled** to give the appropriate motivation to our citizens to recycle. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are limited to non-recyclable (i.e. black bag/general waste/residual waste) waste volumes in line with the established Code of Practice (CoP).

3.6.1 CAPACITY OF NON-RECYCLABLE WASTE

The following requirements are set out with regard to the equivalent volume of containers to be provided for non-recyclable waste.

3.6.1.1 Essential contents

The following requirements **shall** be included within the Councils’ ways of working:

- a) Where the Council has adopted all of the requirements set out in section 3.4 regarding the provision of dry and food recycling, meeting the essential requirements, they shall consider reducing the capacity for non-recyclable waste.

3.6.1.2 Desirable contents

The following procedures **should be considered** within the Councils ways of working:

- a) Where the Council has adopted all of the requirements set out in section 3.4 regarding the provision of dry and food recycling, meeting the essential requirements, it will be appropriate to provide the following weekly equivalent capacity for non-recyclable waste:
 - I. **Households with kerbside access:** A maximum of the equivalent of 80 litres per week per property for non-recyclable waste shall be provided to each property. This can be achieved by either reducing the bin or varying the frequency of collection, whichever the Council deems the most appropriate.
 - II. **Flats:** A maximum of the equivalent of 70 litres per week per property for non-recyclable waste shall be provided to each property or group of properties where a communal service is provided. This can be achieved by either reducing the bin or varying the frequency of collection, whichever the Council deems the most appropriate.

3.6.1.3 Elements not included within this CoP

⁴ <http://www.wrap.org.uk/content/factors-influencing-recycling-performance>

Councils may determine the frequency of collection, size of container and method of collection for non-recyclable waste in line with the volumes set out above.

Section 4: Policies for household waste & recycling services

This section provides guidance on the policies that will be important in supporting a collection system that consistently achieves high citizen participation and supports the design and operation of recycling services to deliver the outcomes of the Household Recycling Charter.

Developing and publishing policies can ensure that services are operated transparently and fairly. This in turn can encourage citizens to participate in the service; maximising the quantity and quality of material collected for recycling.

The Household Recycling Charter states:

We will ensure that our local policies, in line with the Code of Practice (CoP), encourage citizens to recycle by **reducing the collection of waste that cannot be recycled (i.e. excess waste/side waste)**; and

We will ensure that our local policies **provide citizens with sufficient capacity for their waste**, recognising that some households will produce more waste than others, in line with the Code of Practice (CoP); and

We will ensure that policies for **bulky or excess waste encourage citizens to recycle and reuse**, where this is practicable to do so.

4.1 EXCESS OR SIDE WASTE POLICY

4.1.1 Rationale

Policies have been established to encourage recycling by reducing the collection of non-recyclable waste. The most typical examples of this are policies to limit 'excess waste', 'side waste' and 'open-lid bins'. Excess waste or side waste are common terms that describe additional items or bags of unsorted waste that is placed on, near or next to the regular collection container. Open lids cannot occur when the lid cannot be closed because of the volume of waste being presented.

Policies relating to this have been introduced to prevent such practices, primarily to reduce the environmental and cost impacts of this waste being landfilled but also because of safety concerns. The safety concerns relate to manual handling, risk from sharps in unsorted bags and from the safe operation of wheeled bins on comb-lifters upon vehicles.

4.1.2 Essential contents of this policy

The following procedures **shall** be included within the Councils' ways of working:

- a) Policy shall clearly define the criteria when collection crews will consider waste to be excess, side waste or not within a container with the lid closed.
 - I. Excess or side waste is any material that is not within the confines of the provided wheeled bin. This can be loose or contained in bags but the defining point is that it has not been able to be presented in the provided container.

- II. Where the waste has been placed in the wheeled bin but the lid cannot be easily closed by hand, this will be deemed to be an overfilled bin.
- b) The policy shall state what the consequences of placing excess/side waste or overfilled bins for collection will be.
 - I. The excess/side waste or overfilled bins waste will not be collected on that occasion.
 - II. Advice will be provided to the citizen on what to do next.
 - III. Advice will be given to the citizen on alternative places to dispose of extra waste (i.e. Recycling points or Household Waste Recycling Centres).
- c) A note of any incidents relating to excess/side waste or overfilled/overweight bins should be taken by the collection crew and passed to the supervisor.
 - I. To support the implementation of the policy, collection crews should be instructed not to return for excess/side-waste where a note of an incident has been taken and reported to a customer services function.
- d) A log of any incidents relating to excess/side waste or overfilled/overweight bins should be kept and maintained. This should be used to track any repeating patterns of behaviour to ascertain if further assistance is required.

4.1.3 Desirable contents of this policy

The following procedures **should be considered** within the Councils ways of working:

- a) Policy should clearly define the criteria when collection crews will consider containers to be overweight. This will specify that any wheeled bin that cannot be moved by a single crew member to the point of collection, will be deemed overweight.
- b) Where excess/side-waste has been left for collection, the extra waste should be placed back into the wheeled bin by the crew to avoid littering. Some form of communication should be placed on the bin or to the address using the bin to inform the resident for the reasons that waste has not been collected.
- c) The notes of any incidents relating to excess/side waste or overfilled/overweight bins should be taken passed to the Council's customer services function to inform the resident should they make contact with the Council.
- d) Recyclable waste placed in non-conforming containers (e.g. bags of paper or loose cardboard) shall be collected on the first occasion with a communication to inform the citizen of the ability to receive additional containers or take material to the HWRC. Thereafter such items shall not be collected. Such items being presented should be placed in the recycling container with a communication to inform the citizen of the reasons for non-collection and information provided to the citizen of the ability to receive additional containers or take material to the HWRC.

4.1.4 Elements not considered for this CoP

Policies to tackle excess waste at communal collection points are not considered within this CoP, however, Councils may wish to consider the following:

- a) Look to include more stakeholders such as factors, property managers, caretakers, concierges, housing departments, and litter and flytipping functions within the Council to communicate with citizens to improve practices related to excess waste.
- b) Communicate with all residents in the first instance to highlight any specific concerns and raise awareness of how to use the service.

4.2 BULKY OR SPECIAL WASTE COLLECTION POLICY

4.2.1 Rationale

WRAP has published guidance⁵ to provide ideas and identify opportunities to increase the amount of household bulky waste that is re-used and recycled, which can be referred to, and other work is underway to establish further best practice in this area. This sections set out the requirements for this area.

4.2.2 Essential contents of this policy

The following procedures **shall** be included within the Councils ways of working:

- a) There is a clear communication of the service to citizens covering the types of waste that are acceptable and unacceptable (e.g. no asbestos, sharps etc.) in non-recyclable waste and bulky waste collections and instructions or advice is given on what to do with those wastes that are not accepted, including where to seek further information.

4.2.3 Desirable contents of this policy

The following procedures **should be considered** within the Councils ways of working:

- a) The service shall promote the use of the National Reuse Phonenumber wherever practicable. For example, the customer services function dealing with in-bound phone calls should be aware of the National Reuse Phonenumber and understand the protocols for directing appropriate calls to it.
- b) Separate collections are put in place to maximise reuse and recycling wherever this is feasible to do so within the local context. This will require collections of suitable wastes in non-compaction vehicles with adequate protection from the weather (e.g. box-van). This will also require engagement with service providers that can prepare items for reuse.
 - I. WEEE (including white goods, Large Domestic Appliances and fridge/freezers) are collected as a separate stream or in such a way that effective sorting of these materials can occur at a site. This should be carried out in a non-compaction vehicle.
 - II. Upon collection, efforts are taken to recycle and reuse bulky waste. This typically is carried out using mechanical and hand sorting processes.
- c) Appropriate charging mechanisms shall be considered. In particular this should consider charging for waste derived from 'fixtures and fittings' or 'household improvements' (i.e. DIY wastes) as a minimum.
- d) Customers are allocated a collection day, and time if practicable, when the uplift will take place to avoid occasions when items are presented ahead of collection leading to additional items subsequently being fly tipped alongside the authorised special uplift and to prevent damage to reusable items from weather.

4.3 RECYCLING CONTAMINATION

4.3.1 Rationale

Policies to encourage the proper use of recycling containers is important in maintaining high-quality recycling and giving confidence to contractors that will manage the onward processing of collected

⁵ WRAP. [Online] <http://www.wrap.org.uk/content/bulky-waste-guidance-0> [Accessed October 2015].

recyclables. It is also important in re-assuring citizens that the material they have taken care to sort is being handled properly.

Where contamination of recycling occurs, a more consistent approach to the way that incidents are monitored and managed is set out in the following requirements.

4.3.2 Essential elements

The following procedures **shall** be included within the Councils’ ways of working:

- a) The Council shall ensure that all collection crews are trained on what materials are accepted for recycling, the safe system of work for monitoring contamination, and any action resulting from the detection of contamination.

Dry Recycling: Household with access to kerbside

- b) When collecting dry recycling the collection crew shall:
 - I. Check for contamination of the container with unacceptable materials (refer to 3.5.1).
 - II. Provide communication to citizens if unacceptable materials are presented so that they understand the range of materials that can be collected for recycling and the impact that contamination can have.
- c) The recycling shall not be collected if contamination is severe as it will have a detrimental impact on the quality of the whole load collected. Definitions of the ‘severity of contamination’ and the steps that shall be taken are outlined in the table below:

Figure 4.3.2: Actions for dealing with contaminated recycling containers

	<p>Severe contamination i.e. black bags and/or food waste and/or many items that are unacceptable (refer to 3.5.1) are visible to the operative</p>	<p><u>Box collection:</u> Where safe to do so the collection crew should remove the recycling, leaving the contaminants in the box.</p> <p><u>Bin collection:</u> Recycling not collected as it will contaminate the whole load collected. The container should have something appended to it (i.e. sticker, hanger, tag) advising the citizen to sort their material correctly and then present the recycling for collection on the next scheduled collection day.</p> <p>The container should have something appended to it (i.e. sticker, hanger, tag) so that the citizen can understand the range of materials that can be recycled. Future collections should be monitored.</p>
	<p>Moderate levels of contamination i.e. Several items that are unacceptable (refer to 3.5.1) are visible to the operative.</p>	<p><u>Box collection:</u> Where safe to do so the collection crew should remove the recycling, leaving the contaminants in the box.</p> <p><u>Bin collection:</u> Where safe to do so the collection crew should remove the contamination and collect the recycling, leaving the contaminants in the bin. If the items cannot be safely removed, the bin should not be collected.</p>

		The container should have something appended to it (i.e. sticker, hanger, tag) so that the citizen can understand the range of materials that can be recycled. Future collections should be monitored.
	Low levels of contamination i.e. Very few items that are unacceptable (refer to 3.5.1) are visible to the operative.	<p><u>Box collection:</u> Where safe to do so the collection crew should remove the recycling, leaving the contaminants in the box.</p> <p><u>Bin collection:</u> Where safe to do so the collection crew should collect the container taking note of the incident.</p> <p>The container should have something appended to it (i.e. sticker, hanger, tag) so that the citizen can understand the range of materials that can be recycled. Future collections should be monitored.</p>

- d) Instances of contamination shall be recorded and monitored for future reoccurrence.
- e) In cases of ongoing severe contamination councils shall adopt the following protocol:
 - I. In the first instance of severe contamination the container should have something appended to it (i.e. sticker, hanger, tag) to advise the citizen to sort their material correctly and then present the recycling for collection on the next scheduled collection day.
 - II. If the citizen presents a severely contaminated recycling container again, or fails to sort the contaminated recycling presented previously, the container shall again have something appended to it and be followed up with a written communication delivered to the property (i.e. a letter or leaflet).
 - The aim of the communication is to try to understand and address the reasons for the misuse of service and where necessary to advise of any supporting policies (e.g. Additional containers) where citizens are unable to cope with the volumes of waste containers they have been supplied with.
 - III. If the citizen presents a severely contaminated recycling container for a third time, or fails to sort the contaminated recycling presented previously, the container shall again be stickered and an officer from the Council shall make contact with the citizen.
 - The purpose of this contact will be to discuss the materials that can be recycled with the citizen and, if necessary, carry out an inspection of the recycling container and non-recyclable container to demonstrate practical steps that the citizen can take.
 - IV. Where the citizen continues to present recycling that is severely contaminated upon exhausting all of the steps above, the recycling service shall be withdrawn for a period of time and a follow up visit shall be arranged at a later date to discuss the options for re-introduction of the service.

Food Waste: Household with access to kerbside

- f) Where contamination of the food waste container occurs, the crews shall not take efforts to remove the contamination.
 - I. Where contamination is minimal (i.e. one plastic bag and/or film lid and/or very few items from the ‘unacceptable’ list – see 3.5.1) then the container shall be collected. The container should have something appended to it (i.e. sticker, hanger, tag) so that

the citizen can understand the range of materials that can be recycled. Future collections should be monitored with a notice placed on the container.

- II. Where contamination is more serious (i.e. a few or more items from the 'unacceptable' list – see 3.5.1) the container shall not be uplifted and the procedures set out in 4.3.2d-e shall be followed.

4.3.3 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

Households without access to the kerbside or with shared containers

- a) Where practicable, the Council shall adopt policies for households without access to the kerbside or with shared containers that are similar to those set out in 4.3.2.
- b) The Council shall seek to liaise with community partners (e.g. Housing Departments, Social Landlords, Social Work etc.) to consider other means of communicating and liaising with citizens to reduce contamination of recycling containers.

4.4 ADDITIONAL CAPACITY

4.4.1 Rationale

It is recognised that there will be some properties where there are more than a certain number of citizens in a property or where medical conditions lead to the generation of additional waste streams. The requirements to address the needs of such properties are set out in the following section.

4.4.2 Essential elements

The following procedures **shall** be included within the Councils' ways of working:

- a) The Council shall listen to all special requests where the citizen feels unable to manage with the standard service being delivered.
- b) Where the reason for requesting additional capacity is related to a medical need, the Council shall ask what that requirement is and request the citizen, or a Carer on their behalf, to complete an application.
- c) Medical conditions that will be considered for additional non-recyclable waste capacity will be ones where hygiene wastes (i.e. pads, wipes, dressings) and clinical waste are likely to be generated. On occasion, the Council may request written confirmation from the citizen's doctor to confirm the condition.
- d) Where the reason for requesting additional capacity is not related to a medical condition, the Council shall carry out an assessment of the requirement for greater recycling provision or non-recyclable waste provision by:
 - I. In the first instance if the property is not lived in permanently by 6 or more people or there are fewer than 2 children in nappies the Council shall inform them that no additional capacity for non-recyclable waste shall be provided. Additional capacity for recycling may be considered where the Council feels this is reasonably practicable.
 - II. If there are 6 or more permanent residents or 2 or more children in nappies within the property, the Council shall request that the citizen complete a waste diary for an agreed period of time (e.g. 1 collection cycle for non-recyclable waste).
 - The citizen will be asked to record the wastes that they place in both recycling and non-recyclable waste containers.

- A 'Waste Diary' pack shall be sent to the citizen with instructions for completion and, where appropriate, a visit from a Council officer shall be provided to assist with the completion of the diary.
- III. Upon completion and submission of a waste diary, a Council officer shall review this. Where appropriate to do so, the officer shall visit the citizen to provide further advice on what can be recycled and ways of reducing waste.
- e) If the Council assess that the citizen requires additional capacity for non-recyclable waste following 4.4.2d they shall deliver either an additional container or a larger container.
 - I. This container should be identified with a 'marker' so that it is clear that it is an additional container that is approved by the Council to aid collection crews with collecting the proper containers.
- f) Any additional capacity provided shall be time-limited and a review shall be carried out at the end of the agreed time limit.

4.5 COMMUNICATING POLICIES TO CITIZENS

To ensure citizens understand what is expected of them, it is crucial to communicate policies and changes to policy clearly.

4.5.1 Essential elements

The following procedures **shall** be included within the Councils' ways of working:

- a) The Council shall include details of all the waste and recycling policies in written communication (digital or printed) to households.

4.6 POLICY IMPLEMENTATION

This section provides guidance on the most effective methods to ensure that the policies that have been agreed are effectively implemented.

4.6.1 WORKFORCE DEVELOPMENT

Staff implementing the policies need to understand what the policy requires and what procedures they should follow to successfully implement the policy. Requirements to achieve this are set out in the following section.

4.6.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) When implementing the policies described earlier in this chapter Councils shall be required to ensure that appropriate 'toolbox talks' have been held with the collection crews.
 - I. These shall occur prior to the introduction of the policy and as part of an annual update.
 - II. Records of all relevant collection crews being given these talks will be maintained.
- b) The Council shall ensure that the customer service function within the Council has been made aware of all policies and changes in policy.

4.6.2 OPERATIONAL DELIVERY OF POLICY

Operational systems must be in place to support the effective introduction of the policy. Requirements to achieve this are set out in the following section.

4.6.2.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall ensure all elected members and relevant officers, including Chief Officers, are thoroughly briefed on the details of the policy and the scenarios that might be expected as a result of the policy being implemented are discussed and agreed.
- b) The Council shall carry out regular audits of its performance against the stated policies to check that the implementation of the policy is effective.
 - I. The Council shall supervise collection crews and carry out spot-checks on the implementation of policies.
 - II. Records of audits should be maintained and reported on to relevant senior officers within the Council on an annual basis.

Section 5: Operating household waste & recycling services

This section provides guidance on operating procedures that are required to effectively collect waste and recycling from households.

The Household Recycling Charter states:

We will **collect household waste when we have said we will** and ensure materials are managed appropriately upon collection.

We will manage materials so that the **highest possible quality is attained and we seek to accumulate value** by working with partners to encourage inward investment for our economy.

We will **record complaints and alleged missed collections** and ensure that we respond to these in line with the Code of Practice (CoP).

We will **listen to special requests or challenges** that citizens are having in relation to household waste collections and ensure that we respond to these in line with the Code of Practice (CoP).

We will deliver services so that they **take account of current policies with regards to environmental crime, litter and flytipping** in line with the Code of Practice (CoP).

We will deliver services so that our **staff and citizens are not endangered or at risk from harm** in line with the Code of Practice (CoP).

5.1 CUSTOMER SERVICE

Delivering high levels of customer service are vitally important for ensuring that the recycling service promotes participation of citizens, providing confidence and credibility to the service and building trust and participation.

5.1.1 COLLECTION COMMITMENT

This section outlines requirements for procedures that provide a commitment to citizens on the time, place and type of container for waste and recycling collections and the overall level of service they can expect.

5.1.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) Local authorities shall commit to provide a 'regular' collection, i.e. one that is 'recurring at fixed times' and that provides sufficient capacity for each material stream. The time-window and collection point for the collections should be clearly communicated (e.g. "Containers shall be collected from the kerbside between 7am and 10pm").
- b) Once waste or recycling is collected, operatives shall return the collection container to the collection point, taking care to be neat and avoiding blocking access (i.e. they shall avoid leaving containers in a position which blocks driveways or pedestrian access along the kerbside). In instances of bad weather (e.g. strong winds or flooding) operatives shall return smaller containers (e.g. boxes or food waste caddies) to within the property boundary where possible.

- c) Where there are complaints related to irregular collections or return of containers, liaison shall take place with specific crews and monitoring undertaken to ensure the issue is addressed.
- d) Local authorities shall ensure that call centre staff have access to up to date service schedule information and service policies.

5.1.1.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) Where possible local authorities shall provide same day collections so that each material stream is collected from a given household on the same day of the week (albeit with materials collected at different frequencies).

5.1.2 MISSED COLLECTIONS

On occasion collections will not take place as planned, for example as a result of parked vehicles blocking access to streets, human error or incomplete emptying of containers. It is important that procedures are put in place that deal with 'missed collections' effectively.

5.1.2.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall clearly communicate when residents should present their containers for collection (e.g. before 7am on collection day). They shall explain that the Council cannot commit to specific collection times and that routing schedules may change. They should ask citizens to leave any unemptied containers at the collection point until the end of the collection day (e.g. until 8pm).
- b) The Council shall adopt a consistent definition which explains what determines a 'missed collection' and when it should be acted upon and reported.
- c) Collection operatives shall also have the ability to capture and report information on service issues specific to a property or group of properties which may have prevented collection from taking place as planned. For example:
 - I. Severe contamination of recyclables
 - II. Container not presented by the resident in time for the collection
 - III. Local access issues (e.g. not being able to undertake an assisted collection due to a locked gate)
 - IV. Excess waste presented/local flytipping.
- d) When the citizen calls to report a missed collection prior to completion of the working day, initial notes shall be taken and contact shall be made with the crew carrying out that collection. However, the call shall not be logged as a 'missed collection' until the day's work has been completed (i.e. after 8pm). Reports of missed containers shall only be accepted and reported after the end of the collection day.
- e) The procedure adopted at the customer contact centre (or on-line if self-reporting of issues is made available by the Council) shall ensure that citizens are queried to try to ensure that the issues described in 5.1.2.1c are not applicable.
- f) If deemed necessary in agreement with the citizen, collection crews shall return to collect missed containers. The Council shall arrange a suitable time for collection of the missed container from when the missed bin was reported and logged as a missed collection for records.

5.1.2.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) Collection operatives shall have the ability to capture and report real-time information to the customer contact centre on service issues that prevent collection e.g. vehicle breakdowns, blocked access to collection points (e.g. parked cars). Issues affecting wider areas (e.g. heavy snow) shall be reported by a supervisor/manager to the customer contact centre.
- b) Integrated systems can be used to monitor operations, capture service data and address service issues. For example, fitting containers with RFID tags that are coded to an individual property can enable the council to monitor operations (e.g. delays to collections) as back office staff can check the progress of the collection vehicle and/or if individual bins have been emptied.

5.1.3 HANDLING SPECIAL REQUESTS

Special requests are often referred to as 'Pull outs' or 'Assisted lifts'. Such collections are often established for Older People, residents that have a medical condition or a disability and are unable to present their waste and recycling containers at the designated collection point.

5.1.3.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) Citizens shall be required to complete an application for an assisted collection.
 - i. Assisted collections are for residents that have a medical condition or a disability and/or are unable to present their waste and recycling containers to the designated collection point. Applications would be considered where there is no one in the property to assist with the collection.
- b) Once approved, the Council shall maintain an accurate and up-to-date list of properties where the citizen requires assisted collections.
- c) Collection crews shall collect, and where necessary, return, the container from the same point of collection within the property boundary. This can be based on a risk-assessment for each property if practicable.
- d) The Council shall inform the citizen of their responsibility for maintaining access to the collection point for the collection crew.
- e) The Council shall review properties receiving a collection at least every 2-years (from the date of application) to monitor whether assisted collections are still required.

5.1.4 REPLACING CONTAINERS

When containers for waste and recycling are lost, broken or stolen, it is important to replace these timeously to provide continuity of service and maintain participation in services.

5.1.4.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) Standard containers shall be dealt with separately from specialist containers. Replacement containers shall be delivered before the next collection or within 10 working days of notification, whichever is the greater (i.e. if the next collection is in 15 working days' time, the container shall be delivered by then).
 - i. Standard containers are ones that are provided to individual properties. For example 240l, 140l wheeled bins, boxes, bags, caddies etc.

- II. Specialist containers are ones that are used for communal properties or properties that are not on the typical kerbside collection service.
 - b) Where the council provides free food waste liners, the resident can request additional liners to be provided by tying the last liner to the caddy handle. The collection crew shall provide a new roll which shall be posted through the letter box or secured in the food waste caddy.
 - c) Collection crews should be required to report any bins falling into the collection vehicles and/or damaged during collection.
 - d) Replacement food waste containers and liners should be made available for collection by residents from local offices (e.g. depots, recycling centres, etc.).

5.2 STEWARDSHIP OF COLLECTED MATERIALS

Material stewardship ensures that the materials collected are able to enter the highest quality market for that material as often as possible. There are greater environmental and economic benefits to “closed loop recycling” where a product is used, discarded, captured, and then the component materials recycled into a new product of similar functionality which can itself be used, discarded and captured, to be recycled again, continuously cycling the material resource through the supply chain. Examples include;

- the use of recovered glass cullet in re-melt applications to create new glass products rather than for aggregate in construction;
- the use of recovered plastic to produce, for example, new food and drinks containers rather than construction products;
- the use of recovered paper for the production of new paper products rather than other uses such as animal bedding and insulation.

The Waste Hierarchy Guidance⁶ provides further details for a range of common recyclable materials and the highest quality outcomes for each of these.

5.2.1 COLLECTING HIGH-QUALITY RECYCLING MATERIALS

Every stage of the collection, bulking and processing chain is equally important in the stewardship of materials. The first stage is at the point of collection and the following section sets out requirements to ensure high-quality materials are collected.

5.2.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The policies for recycling contamination (Refer to 4.3.2) shall be adhered to.
- b) The Council shall adopt communication plans to outline to citizens what can and cannot be recycled. More detail on this is provided in Section 6. .
- c) The Council shall ensure that vehicles used for the collection of each of the streams outlined in 3.4.1 shall prevent the cross-contamination of the streams. This shall include the cleaning of vehicles between being deployed for a different purpose.

⁶ Waste Hierarchy Guidance (2013). The Scottish Government. [Online] <http://www.gov.scot/Resource/0042/00420711.pdf> [Accessed October 2015].

5.2.2 BULK TRANSFER OF RECYCLING MATERIALS

The second stage of material stewardship occurs at the bulking/transfer station. The priority at this stage should be to ensure that separately collected streams are not mixed with other wastes or materials.

5.2.2.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) A physical barrier between each material stream (e.g. separate bays) shall be maintained.
- b) The Council shall ensure that materials are stored safely (e.g. ensuring that fire hazards are understood and that risks are minimised).
- c) The Council shall implement procedures to ensure that infrastructure used to transfer recycling and prepare materials for transfer (e.g. vehicles, shovels and balers) are clean, especially when used to handle multiple waste streams.

5.2.2.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council or its contractors shall, where practicable, store paper/card recycling in a clean and dry environment (i.e. indoors).
- b) The Council shall, where practicable, undertake preliminary pre-sorting of materials e.g. operating a picking line to remove obvious contaminants.

5.2.3 ONWARD PROCESSING OF RECYCLING MATERIALS

The Council should ensure that its duty to maintain the high quality of collected recycling is reflected in any contracts that it has with operators undertaking further processing or sorting of materials.

5.2.3.1 Scottish Materials Brokerage Service

The Scottish Materials Brokerage Service was launched in October 2014⁷. The aim of the service is to see supply and demand for high-value recycling matched up, providing certainty of supply for investors and certainty of demand for Councils.

5.2.3.1.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall consider the means of supplying the Scottish Materials Brokerage Service with the material it collects.

5.2.4 PREVENTING LITTER AND FLY TIPPING

Local Authorities will have operational procedures in place to deal with litter and flytipping in order to fulfil their duty under the Environmental Protection Act 1990 section 89 (1&2) to ensure that the land is, so far as is practicable, kept clear of litter and refuse.

⁷ <http://news.scotland.gov.uk/News/Striking-gold-from-waste-11ba.aspx>

The procedures and policies adopted by Local Authorities to deliver household waste and recycling services should seek to minimise the potential for waste from collection services becoming litter or flytipping.

5.2.4.1.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall ensure there is a synergy between all the operational functions responsible for waste, cleansing and flytipping. To promote more effective and efficient services by ensuring procedures within the different functions complement each other and work in parallel to avoid cross over or double handling of issues. For example:
 - I. cleaning any spillages during collection or putting excess waste in the emptied bin to avoid cleansing crews being required to visit the same area;
 - II. Ensuring cleansing crews have a copy of the bulky uplift schedule so flytipping is easier to identify.
- b) Ensure waste collection services are designed in a way so as to avoid accidental spillage or 'wind-blown' waste from collection containers or vehicles.
 - I. This should include containers that are fit for purpose and mechanisms in place for replacing damaged containers;
 - II. Up-to-date collection calendars and advice on changes to collection schedules to avoid containers being presented ahead of collection window;
 - III. Advice to the public on presenting containers in adverse weather conditions;
 - IV. Collection vehicles are fit for purpose and are not open to materials escaping during collection rounds;
 - V. Any spillages during collection rounds are cleared by the crew and equipment made available on the collection vehicle to aid this; or if not possible should be reported to the appropriate department as soon as practicable for clearance.

5.3 OPERATIONAL SERVICE DELIVERY: FRONTLINE DELIVERY

The design of services, the policies used to support these and the operational delivery framework for services are all underpinned by frontline staff and the vital role they play in delivering services.

5.3.1 SUPERVISION

The first tier of management that interacts with the drivers and collection operatives has many job titles used (e.g. Supervisor, team leader) across Scotland. For the purposes of this CoP the term 'Supervisors' has been used to describe this first tier of management, which has a key role within the operational delivery of waste and recycling services. Supervisors are typically responsible for ensuring that all collection operations are carried out in compliance with relevant regulation and licences (i.e. operating licence and waste carrier's licence), they provide leadership and make sure that correct health and safety practices are adhered to.

5.3.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall empower Supervisors to ensure all new staff are adequately inducted to carry out the tasks required of them safely.

- b) The Council shall empower Supervisors to ensure that they observe the collection practices of each collection crew on at least a weekly basis to assess the operating practices of the crews.
- c) The Council shall ensure that Supervisors meet the requirements of the relevant competency requirements for the role⁸. Where the minimum competency requirements are not being attained, the Council shall provide relevant training to build competency in necessary areas.

5.3.1.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall empower Supervisors to ensure that they speak with all of their drivers and operatives on a minimum basis of once per day, preferably at the start and finish of their collection day.
- b) Supervisors shall have the competency required to operate and understand relevant data and computer software that supports the customer service functions of the Council.
- c) Supervisors shall have competency to advise customers and act as ambassadors for the waste and recycling service.

5.3.2 WORKFORCE DEVELOPMENT

A competency framework has been established by the Scottish Waste Industry Training Competence and Health & Safety Forum (SWITCH) Competency Framework. By developing the competency framework SWITCH aims to create a Resource Management industry that:

- Is safe and healthy to work in
- Actively supports education, training, learning and development
- Increases workforce capacity and competence
- Develops and shares good practice
- Creates an industry that is attractive as a career choice
- Creates clear career and learner pathways

The roles within the framework are called Levels 1, 2 and 3⁹ - this is to avoid assumptions being made if labelled, for example, 'Operator', 'Supervisor' and 'Manager' given the variety of job titles that exist in the sector and the variety of responsibilities that fall within these areas.

5.3.2.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall ensure that all staff are measured against the requirements for each role within the SWITCH Competency Framework to understand the development opportunities for each staff member.

⁸ <http://www.ciwm.co.uk/web/FILES/ScotlandRDO/Framework.pdf>

⁹ Level 1 - basic operative level, responsible for own area of work, carries out duties as prescribed by the supervisor. Level 2 - has the knowledge and skills to carry out the work unsupervised and could be leading a small team of others, maintaining productivity and resolving problems as they arise. Level 3 - responsible for controlling/administering teams/a group of staff. Plans and directs the work of a group of individuals, monitoring their work and taking corrective action where necessary.

- b) The Council shall ensure that adequate provision is made to address the competency development opportunities for each staff member over a period of time.

5.3.3 RISK ASSESSMENTS

Guidance on Health and Safety, including risk assessments is provided by the Health and Safety Executive (HSE)¹⁰.

The Management of Health and Safety at Work Regulations 1999 require employers to suitably and sufficiently assess and control the risks their activities present to their employees and others. The assessment should identify:

- the hazards that can cause harm, what kind of harm and how likely it is to happen;
- who is at risk (such as workers, contractors, subcontractors, agency or temporary workers, members of the public or visitors);
- the appropriate control measures needed to eliminate or reduce the risks so far as is reasonably practicable.

Risk assessment is about identifying and taking sensible and proportionate measures to control the risks in your workplace, not creating huge amounts of paperwork.

5.3.3.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall undertake route risk assessments in line with the guidance provided by the Health & Safety Executive¹¹ on this subject.

5.3.3.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- b) The Council shall meet the British Standard OHSAS 18001 (due to be replaced in October 2016 by ISO 45001). Adopting an effective occupational health and safety management system promotes a safe and healthy working environment by providing a framework that allows your organisation to identify and control its health and safety risks, reduce the potential for accidents, aid legislative compliance and improve overall performance.

5.3.4 ROUTING SOFTWARE

Computer software packages to plan collection routes have been proven to help improve the efficiency and effectiveness of collection routes. This section sets out requirements relating to the use of these.

5.3.4.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

¹⁰ Health and Safety Executive. 2015. Waste management and recycling. [Online] <http://www.hse.gov.uk/waste/index.htm> [Accessed October 2015].

¹¹ Health and Safety Executive. 2015. Waste management and recycling. [Online] <http://www.hse.gov.uk/pubns/waste23.pdf> [Accessed October 2015].

- a) The Council shall utilise computer software, based on clean GIS information drawn from the Council's Corporate Address Gazetteer or equivalent tools, to plan and maintain collection routes.
- b) The Council shall utilise in-cab technology to support route risk assessment, monitoring of performance data (e.g. contamination) and customer service functions (e.g. linking to Customer Relationship Management (CRM) system) of the waste and recycling service.
- c) The Council shall utilise property identification systems (e.g. RFID, NIR) to capture performance information (e.g. contamination, set-out).

5.3.5 COLLECTING FROM RURAL AREAS, PRIVATE ROADS AND LANE-ENDS

In rural areas or where there are private roads or inaccessible lanes, issues often arise from:

- Operational efficiency (e.g. preventing excess travel and manoeuvring to service single or small numbers of properties)
- Liability (e.g. the risk of damage to non-council maintained property / roads)
- Health & Safety (e.g. accessing roads / locations which may present an operational risk due to road condition or other reason)
- Access (e.g. restricted access for vehicles or crews which may include width, turning areas, weight limits.)

Operational practices are usually implemented to overcome these issues and this section lays out the requirements relating to these.

5.3.5.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall clearly identify where properties cannot be collected within the typical collection approach (e.g. Kerbside from the front or rear of individual properties or communal areas).
 - I. This will state the reason for a non-typical collection, such as:
 - journey time from the nearest adopted road being excessive;
 - turning area within property for collection vehicle being inadequate;
 - permission is required to access a private road (and liability for gaining access being waived).
 - II. The method of assessment shall be made available to the citizen upon request.
- b) The Council shall write to all properties impacted by the non-typical collection to inform them of the reasons for their collection and stating the location that containers should be placed for collection.
 - I. Collections may take place from the nearest accessible road that is adopted by the Council or accessible, with appropriate permissions, for collection vehicles.
- c) The Council shall provide planning advice to developers to prevent, where possible, the building of new developments or re-developments that will lead to non-typical collection.

5.3.6 MONITORING PERFORMANCE

Monitoring, interpreting and analysing data and information is vital to ensuring that the strengths and weaknesses of any service are understood and areas for improvement are recognised. Guidance

on general best practice for managing performance is available from WRAP¹². This CoP sets out approaches to:

- **Waste composition analysis:** Where samples of wastes from a representative sample of properties is split into the constituent parts. This helps understand what citizens are wasting, the proportions of each material and the most common container for each material (i.e. non-recyclable waste, dry recycling etc.).
- **Waste Data:** Every piece of waste that is collected is weighed at some point in the collection, bulking and reprocessing chain. This data is collected and collated by all councils to report to SEPA via the Wastedataflow system.
- **Set-out and participation rate:** Where collection routes, or representative samples from routes, are monitored at each collection cycle to observe properties that are setting containers out for collection. Participation rate is calculated over 3 cycles and where a property sets out a container at least once within that cycle, they are deemed to be participating in that service.

5.3.6.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall carry out waste compositional analysis of all mixed waste streams (i.e. non-recyclable waste and mixed recyclates) on a minimum basis of every 3 years or prior to any major service change.
 - I. Analysis will be taken from a representative sample and carried out over two seasons (e.g. Autumn/Summer) and follow the Zero Waste Scotland methodology¹³.
 - II. Separately collected streams (e.g. garden waste, glass, food waste) shall be analysed separately and included in the results to show total waste composition.
 - III. Analysis prior to a major service should occur at least 3 months prior to the first new collection date.
- b) The Council shall record waste data from all sources and prepare spreadsheets for the completion of Wastedataflow on at least an annual basis.
- c) The Council shall carry out analysis of the set out and participation rate for dry recycling and food waste collections.
 - I. This should be carried out on either a minimum of 20% of collection routes per annum OR by focussing on collection rounds where the recycling yield per household is less than the Council average.

¹² Monitoring and evaluation guidance. WRAP [Online] <http://www.wrap.org.uk/content/monitoring-and-evaluation-guidance> [Accessed October 2015]

¹³ WCA Methodology Guidance. Zero Waste Scotland [Online] <http://www.zerowastescotland.org.uk/our-work/local-authorities> [Accessed October 2015]

Section 6: Communicating with citizens

Regular and effective communication to citizens is essential to ensuring that service potential is realised.

The Household Recycling Charter states:

We will **clearly explain to all citizens** what services we provide by providing information on a regular basis. This will take recognition of different housing types, collection routes and service availability and be as specific to each property as necessary, in line with the Code of Practice (CoP);

We will **deliver service information directly** to citizens periodically in line with established Code of Practice (CoP); and

We will **provide clear instructions to citizens on what can and cannot be recycled**, giving clear explanations where materials cannot be competently recycled.

6.1 BRANDING AND TONE

The national Recycle for Scotland brand is the primary focus of communications delivered directly to citizens. This provides a consistent brand, messaging and tone.

6.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall use national branding (e.g. Recycle for Scotland) as the basis for its communication related to waste and recycling services.

6.2 PLANNED COMMUNICATION

Planning communication is important in maintaining participation from citizens. The following sections cover routine communication, major service changes and targeting poor performance.

6.2.1 ROUTINE COMMUNICATION

Routine communication is planned and provides updates, reminders and important information relating to current services. The impact of communications is maximised when multiple channels are used to ensure the widest possible reach and coverage and to reinforce key messages. This can include: printed collateral (e.g. leaflets and calendars), online information (e.g. Council website and online advertising), social media, PR, local media advertising, locally available outdoor advertising (e.g. bin stickers and vehicle liveries).

6.2.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall complete a communications plan each year to plan its communications with citizens.

- I. Information on preparing a communications plan is available from Zero Waste Scotland's guide '*Improving recycling through effective communications*¹⁴.
 - II. This shall be reported and agreed with senior managers.
 - III. Scottish Government and/or Zero Waste Scotland may also set out a National plan for communications activity. The Council should align their activities with this wherever practicable.
- b) The Council shall carry out communication activities annually in line with the communication plan. As a minimum the following list, although not exhaustive, indicates the information that shall be provided:
- I. Information on collection days/patterns;
 - II. Information on what containers are to be used for recyclable and non-recyclable items.
 - III. Information on what items can be recycled at kerbside or recycling points (yes/no lists for each container) using consistent, tested terminology.
 - IV. Information on how to dispose of items that are not collected at the kerbside via HWRCs or reuse organisations;
 - V. Information on what happens to materials that are collected for recycling;
 - VI. Where possible, information on any specific, local benefits of recycling;
- c) The Council shall make routine service information available on its website.
- d) The Council shall provide information directly to citizens to inform them of planned variations to the normal service.
- I. This will be for changes in collection days or schedules resulting from seasonal holidays, bank holidays or other changes (e.g. planned road closures)

6.2.1.2 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall provide an annual collection calendar in a durable format for the citizen to refer to.
- b) The Council shall label non-recyclable bins or recycling containers annually with information relating to the effective use of the service.
 - I. 'Stop stickers' placed on non-recyclable bins are effective at encouraging the prevention of food waste and dry recyclates from entering the non-recyclable waste stream.
- c) The Council shall have a scheduled programme of social media messaging within the Communication Plan.
 - I. Social media is an effective means of sharing positive messages and to normalise positive behaviours. Links should be made with any national campaigns to maximise the impact of the campaigns locally.
- d) Where available, the Council shall promote the waste and recycling services annually via a corporate magazine delivered directly to properties and/or made available online.

6.2.2 MAJOR CHANGES TO SERVICES

Planned service changes can create communications challenges but they are also a key opportunity to reinforce overall recycling information and motivational messaging.

¹⁴ Improving recycling through effective communications. WRAP [Online] http://www.wrap.org.uk/sites/files/wrap/IRTEC_Revision_12_6_13_0.pdf [Accessed October 2015]

6.2.2.1 Desirable elements

The following procedures **should be considered** within the Councils ways of working:

- a) The Council shall complete a communication plan 20 weeks prior to the scheduled date of the first collection of the new service.
 - I. This shall be agreed with senior managers and any supporting partners (e.g. Zero Waste Scotland).
- b) The Council shall provide a 'teaser' message to the property between 4-6 weeks from the date of first collection.
 - I. This will be on printed media posted or delivered to the property providing information covering:
 - What is the change and when is it happening
 - Define the reason for the change
 - Reinforce the economic and environmental benefits supporting the change
 - Contact details for more information
- c) The Council shall provide a 'Key information' message to the property at the time where new containers are delivered for the new service or after the last unaffected collection where no new containers are being supplied.
 - I. This will be on printed media posted or delivered to the property providing information covering:
 - What the service looks like – what infrastructure is available
 - What materials the service collect and importantly does not collect using standard terminology and iconography
 - The recycling journey – what happens to the materials collected, with localised examples where appropriate
 - Collection day details
 - Contact details for more information
- d) The Council shall provide press releases to all relevant media outlets informing them of the changes in service and the areas effected.
 - I. The press releases will be timed to align with the 'teaser' and 'key information' messages being sent to properties.
- e) The press release will be aligned with social media updates. The Council shall recruit recycling advisors before and after the first collection.
 - I. Recycling advisors shall be deployed to:
 - support the delivery of communications materials to properties;
 - provide support to operational teams as the service commences;
 - provide advice to citizens in person or by phone;
 - provide support to crews delivering new containers; and
 - carry out visits to properties to discuss any issues with citizens (e.g. contamination/additional capacity requests).

6.3 REACTIVE COMMUNICATION

Managing reactive communication is equally as important as managing planned communication, to avoid affecting the public perception of the waste and recycling service and avoid undermining confidence in participating in recycling and reuse.

This section sets out requirements for managing communication when there are disruptions to services or where operational issues, such as contamination problems, need to be addressed.

6.3.1 DISRUPTIONS TO SERVICES

Disruptions to services can happen at any time, for reasons including:

- Severe weather causing hazardous conditions for vehicles and collection crews or blocking access to certain roads or areas (e.g. snow, ice or flooding); and
- Road accident or road closure blocking access to areas; and
- Vehicle breakdowns; and
- Industrial action.

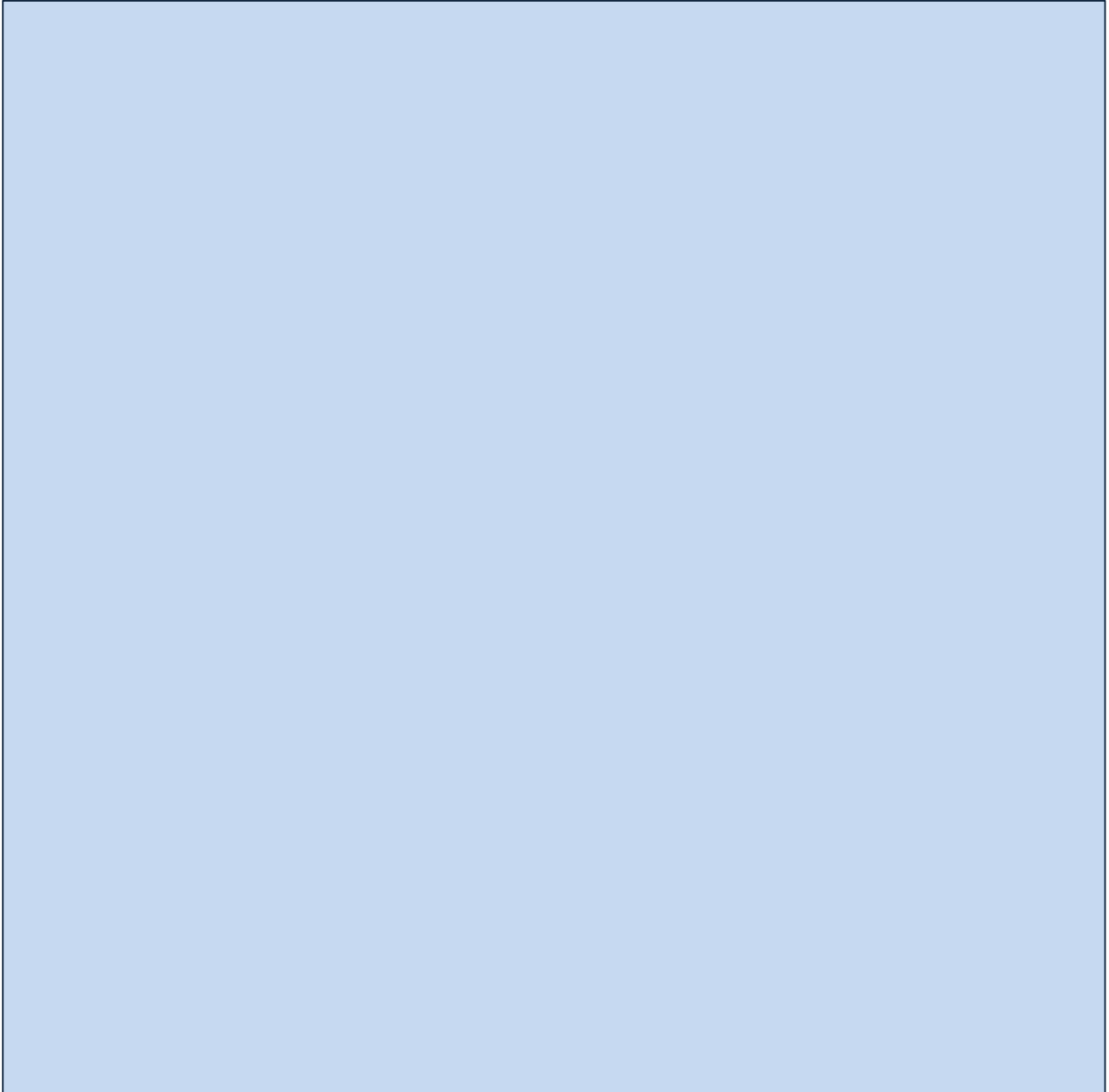
Councils should have plans in place to ensure that where disruptions do occur, citizens are given the best opportunity to access crucial information that maintains their confidence in the service.

6.3.1.1 Essential elements

The following procedures **shall** be included within the Councils ways of working:

- a) The Council shall have an agreed protocol for communicating service disruptions.
 - I. This shall include social media channels and the Council website.
 - II. This may include local media.
 - III. This may include direct communication (e.g. stickers on bins or printed media delivered to properties) and text messages alerts, where available and appropriate.
 - IV. This shall include timescales for when communication will take place to maximise awareness and minimise confusion.
- b) The Council shall include with the communication the following:
 - Define the disruption and what changes can be expected;
 - Inform when services are expected to return to normal; and
 - Advise where the most up-to-date information can be found
 - Encourage citizens to speak to neighbours and friends to spread the message.

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Change Log

DATE	AMENDMENTS/ADDITIONS
December 2015	Version 1 approved
March 2016	Formatting edits. Version 2 approved.

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****ROADS AND INFRASTRUCTURE
SERVICES****3 DECEMBER 2020**

Argyll and Bute Cemetery Consultation Survey Update

1.0 EXECUTIVE SUMMARY

- 1.1 On 5 December 2019 a Cemetery Asset Report was presented to the Environment Development and Infrastructure (ED&I) Committee outlining the current information on the condition of Argyll and Bute cemeteries including available lair space. The report highlighted the need for a decision to either reduce the active (live) cemeteries or prioritise funding for cemeteries from the Capital Budget and extend the cemeteries providing more lair space.
- 1.2 The ED&I Committee agreed that a Community Consultation is undertaken seeking views on the draft policies detailed in paragraphs 4.10 to 4.15 of the submitted report.
- 1.3 Due to the Coronavirus Pandemic the Consultation Survey was delayed. It is now felt that this should not be delayed any further and the consultation survey should be sent out to our communities to engage and gather information regarding our cemetery infrastructure and the needs of our local communities.
- 1.4 Appendix 1 contains the suggested consultation survey questions which will be circulated to our local communities.
- 1.5 It is recommended that Members note the survey was delayed due to COVID-19 and the survey will now be sent out in December 2020. An update will be provided to a future meeting of the EDI Committee.

ARGYLL AND BUTE COUNCIL

**ENVIRONMENT DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE**

**ROADS AND INFRASTRUCTURE
SERVICES**

3 DECEMBER 2020

Argyll and Bute Cemetery Consultation Survey Update

2.0 INTRODUCTION

- 2.1 On 5 December 2019 a Cemetery Asset Report was presented to the Environment Development and Infrastructure (ED&I) Committee outlining the current information on the condition of Argyll and Bute cemeteries including available lair space. The report highlighted the need for a decision to either reduce the active (live) cemeteries or prioritise funding for cemeteries from the Capital Budget and extend the cemeteries providing more lair space.
- 2.2 The ED&I Committee agreed that a Community Consultation is undertaken seeking views on the draft policies detailed in paragraphs 4.10 to 4.15 of the submitted report.
- 2.3 They further noted that a report would be presented to Members detailing the consultation feedback and proposing a set of cemetery policies. This will be brought to the EDI Committee after the results of the survey.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Members note the survey was delayed due to COVID-19 and the survey will now be sent out in December 2020. An update will be provided to a future meeting of the EDI Committee.

4.0 DETAIL

- 4.1 The sale of burial lairs in perpetuity has been allowed in Scotland for many years. This means that the descendants of those people who bought the lair originally still have exclusive rights of use, but are also responsible for the upkeep and maintenance of the lair, including any headstones or other

memorials. In practice, it can be difficult to trace the owners of such lairs after the first two generations. As such, burial lairs may remain unused or fall into disrepair while the care of the lair defaults to the local authority. This has an added cost to the Council which if not managed appropriately will grow over time.

- 4.2 The Burial and Cremation Scotland Act 2016 provides: A right of burial is extinguished at the end of the period of 25 years beginning with the day on which the right was sold. Argyll and Bute Council as The Burial Authority may, on the application of a person in whom the right of burial is vested, extend the period for which the right subsists on more than one occasion. Where an extension is granted, the right is extinguished at the end of the period of 10 years beginning with the day on which the right would, but for the extension, otherwise be extinguished.
- 4.3 In order to maintain their interest at the end of the initial 25 year period, we as the burial authority, will contact the owner of the lair (or his/her representative) to extend his/her ownership. We as the burial authority, would also be required to maintain an up to date register of lairs and their owners, but having received our communication regarding extension, the responsibility for taking action to extend any further ownership at the end of the initial 25 year period or any subsequent 10 year period would fall to the owner or the owners representative. If the original ownership is not extended at the end of the period, ownership would then revert to the burial authority. The cost of both the original purchase and any subsequent extension of the interest would be set by Argyll and Bute Council as the Burial Authority.
- 4.4 This proposal would reduce the current risk that Argyll and Bute Council as the Burial Authority lose contact with the owner of a lair, and would place the responsibility of maintaining an interest in the lair on both the Council and the owner, whether the original owner or someone to whom ownership has passed. This should help to ensure that an active interest in a lair was maintained, helping to prevent memorials falling into disrepair.
- 4.5 During these periods of tenure, the owner of the lair would have the sole right to apply for the erection of a headstone or memorial on the lair, and would also be responsible for the upkeep of the memorial. As the Burial Authority we would be able to place restrictions and conditions on the size and type of headstone or memorial.
- 4.6 Argyll and Bute Council currently sell burial lairs for open cemeteries only, however we forecast in the next five years we will have closed 12 cemeteries and in ten years another 9 cemeteries. Action is needed now to allow a planned and sustainable cemetery portfolio which delivers best value.

4.7 Key aims of the consultation:

We need to take steps now to ensure that options are available for people when they need available lairs in the future. We have identified various options, and would like to find out what our communities think before developing plans for Argyll and Bute in the longer term. We anticipate options would take 10 years to develop and implement, so things would not change quickly. The draft options included in the consultation include:

- Over the next 10 years we would like all open cemeteries to have a target of at least 10 years burial capacity based on a rolling 5 year average of previous interment numbers. The policy is caveated based on the deliverability of additional lairs at any particular burial site, which will be assessed on a case by case basis.
- We will stop developing and extending 57 of our current 64 remaining sites ONLY once all of the available lair space is exhausted.
- Future Development of Cemeteries will only be carried out in Helensburgh, Dunoon, Oban, Campbeltown, Lochgilphead, Islay and Mull main cemeteries.
- New lairs are now sold in line with the Burial and Cremations Scotland Act 2016 which means burial rights are no longer indefinite. Therefore the Council has the ability to reclaim the lair if not used in 50 years after the date of purchase.
- If there are areas where Community Groups would like to work with us to provide partnership maintenance works within burial grounds, we would welcome the opportunity to discuss that.

5.0 CONCLUSION

5.1 This report provides an update on the cemetery consultation and advises that a further report on the results of the consultation will be brought back to a future EDI Committee.

6.0 IMPLICATIONS

6.1 Policy - This report is an update to a previous paper which sought to establish a policy position for burial space.

6.2 Financial - Current investment levels do not support the need to extend cemeteries which will require closure to new burials if funding is not prioritised in line with officer's previous recommendations.

6.3 Legal – The council is the burial authority and as such has a duty to ensure burial ground(s) are available in the council area.

- 6.4 HR – None Known
- 6.5 Fairer Scotland Duty – None Known
 - 6.5.1 Equalities – None Known
 - 6.5.2 Socio-economic Duty – None Known
 - 6.5.3 Islands - If future funding is not agreed, we may have to close island cemeteries, with the result that island communities will be adversely affected as they will have to bury their dead on mainland cemeteries.
- 6.6 Risk – Cemeteries and associated infrastructure will continue to deteriorate. Lairs may not be available for burials in some communities.
- 6.7 Customer Service – Lack of Cemetery spaces may result in families having to bury deceased family members away from their local area.

Kirsty Flanagan, Executive Director with responsibility for Roads and Infrastructure

Head of Roads and Infrastructure Jim Smith

Policy Lead Councillor Rory Colville

November 2020

For further information contact:

Hugh O'Neill Network and Standards Manager

APPENDICES

Appendix 1 – Cemetery Consultation

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Argyll and Bute Council Cemetery Consultation Paper

1. Argyll and Bute Council, along with other Local Authorities across Scotland is experiencing increasing pressure on burial land within its area. The council is responsible for managing and maintaining 131 cemeteries which range from small churchyard cemeteries to large municipal cemeteries. Although a cemetery may be classed as closed, under the Burial and Cremation (Scotland) Act 2016, local authorities in Scotland are responsible for the ongoing maintenance and upkeep of burial grounds. This effectively requires a sustained budget to maintain ongoing costs for the upkeep of cemetery grounds, the council spends £905k per year on cemeteries alone.
 - 1.1 The upkeep of cemetery grounds is not just about cutting the grass surface, other large expenses for Burial Authorities are the ongoing re-levelling of lairs due to settlement followed by strimming round headstones which do not have memorial borders. To ensure sustainable options for looking after the dead in Argyll and Bute, we need to review our cemetery management policy now which includes standard lair borders and memorial headstones to reduce the amount of labour intensive upkeep required.
2. Of the 131 cemeteries in the Argyll and Bute cemetery estate, 64 remain available for the purchase of new lairs. Sixty seven are already 'closed' to the sale of lair spaces and have space only to allow for the re-opening of existing lairs where depth remains or for the interment of ashes.
3. Argyll and Bute Council currently sell burial lairs for open cemeteries only, however we estimate in the next five years we will have sold all available lairs in 12 cemeteries and in ten years another 9 cemeteries.
4. Action is now needed to allow a planned and sustainable cemetery portfolio which delivers best value across Argyll and Bute. Without effective planning, we will have areas with far more burial lairs available than others.
5. Current records show there are:

8,000 available lairs for sale across Argyll and Bute's cemeteries.

Effectively we do have sufficient lair space across our cemetery portfolio, however we are, year on year, reducing the number of cemeteries with available lairs to be sold. This means in certain areas local burials will not be possible in the cemetery of choice and will have to take place in another cemetery. We currently have over 8000 lairs available for sale.

There are also some additional 1,439 lairs which have been sold but not used with 70 years having elapsed since the sale, these remain empty.

6. Current Cemetery Practice:

- No further development of closed cemeteries, interments only taking place in existing lairs where space allows. No new lairs are available or will be provided in closed cemeteries.
- Available lairs sold on request in the 64 cemeteries where lairs are available, interments carried out when required and ad hoc work carried out to extend cemeteries to meet demand where extension works are cost effective and achievable.

7. Community Group Partnership Working:

7.1 Argyll and Bute like other Scottish Local Authorities are experiencing budget cuts and reduced resources. There are a small number of volunteer groups who carry out works in various locations across Argyll and Bute. There is merit in engaging with our local communities to gauge their views on whether there would be sufficient community volunteer support to assist in the upkeep of our cemeteries which will in turn identify a sustainable method of balancing community burial needs with our statutory duty in line with best value and reductions to funding.

8. Key aims of the consultation:

We need to take steps now to ensure that options are available for people when they need them in the future. We have identified various options, and would like to find out what our communities think before developing plans for Argyll and Bute in the longer term. We anticipate options would take 10 years to develop and implement, so things would not change quickly.

- Over the next 10 years we would like all open cemeteries to have a target of at least 10 years burial capacity based on a rolling 5 year average of previous interment numbers. The policy is caveated based on the deliverability of additional lairs at any particular burial site, which will be assessed on a case by case basis
- We will stop developing and extending 57 of our current 64 remaining sites ONLY once all of the available lair space is exhausted.
- Future Development of Cemeteries will only be carried out in Helensburgh, Dunoon, Oban, Campbeltown, Lochgilphead, Islay and Mull main cemeteries.
- New lairs are now sold in line with the Burial and Cremations Scotland Act 2016 which means burial rights are no longer indefinite. Therefore the Council has the ability to reclaim the lair if not used in 50 years after the date of purchase.
- If there are areas where Community Groups would like to work with us to provide partnership maintenance works within burial grounds, we would welcome the opportunity to discuss that.

9. Based on these options, we propose to run the following public consultation. We would provide explanatory information in the survey to inform people about the need to consider these issues.

Survey Questions:

Demographic Question at the beginning of the survey - to be added.

Are you responding as an Individual/Organisation/ comment box for organisation.

- I. Do you agree with Argyll and Bute's current policy
 - No further development of closed cemeteries which would mean no new lairs will be provided in closed cemeteries: Yes/No/Don't Know
 - Interments only taking place in existing lairs where spaces allow— Yes/No/Don't Know
- II. Do you agree we should reduce the number of cemeteries within the Argyll and Bute area and identify on main 'municipal' site in the four administrative areas as well as one on Mull and Islay. Yes/No/Don't Know/Comments
- III. If you answered Yes to No II. above, do you think the current main sites listed in paragraph 2 above are:
 - Fit for purpose Yes/No/Don't Know
 - Should be extended to increase lair availability Yes/No/Don't Know
 - or
 - Should another site be identified to create more lair space Yes/No/Don't Know
- IV. Do you have a preference on whether you would like to be buried or cremated? (Comments Box)
- V. We should standardise our lair borders to reduce maintenance costs for the lair owner as well as the council. Yes/No/Don't Know
- VI. Would you be interested in volunteering to assist in a community driven cemetery maintenance programme? (ie cutting grass/hedges, weeding etc) Yes/No
- VII. What would you need to help you in a community driven maintenance programme?

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****ROADS AND INFRASTRUCTURE
SERVICES****3 DECEMBER 2020**

CUSTOMER SERVICE/CORRESPONDENCE UPDATE

1.0 INTRODUCTION

- 1.1 This report provides members with an update on the work ongoing in RIS to make improvements to customer service. This work is part of an overall improvement journey where we are seeking to more efficiently and effectively balance increased demand with significantly reduced resources as a result of year-on-year budget reductions.
- 1.2 In December 2018 the service underwent a restructure in both the operations and network and standards teams. Part of this restructure, which also yielded significant efficiency savings, removed from area teams a number of functions around works planning, programming, correspondence handling and back office support. These functions now being delivered by central teams who support the front line operations team in a more coordinated and strategic way than could be delivered remotely in the areas.
- 1.3 One of the opportunities that the new arrangements brought was a further focus on the correspondence handling. This was already part of an ongoing improvement journey and following a one off funding allocation made as part of the 2018 budget process a dedicated correspondence and information team has been established. This team has brought a number of improvements to date and the improvement journey continues in this area when forecast further reductions in revenue will result in a reduced ability to deliver front line services and an increased need to be able to effectively communicate to elected members and our communities the service standards we are able to achieve.
- 1.4 There has been a significant amount of work undertaken across RIS over the past three years to make improvements to the service provided to our customers. This report provides members with a short update on customer service/ correspondence activities in RIS during the COVID pandemic, and outlines some further areas for improvement in the next calendar year.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that Members
- (i) note the continuing positive work across the Service to improve customer

service and;

- (ii) note the improvement actions outlined for 2021 at Appendix One.

3.0 DETAIL

- 3.1 Contacts into the department have reduced over time, from a peak of over 50,000 in 2016/17 to under 40,000 in 2018/19. Given the significant scale of changes to services as a result of COVID any comparison on statistics from this year compared to previous years would not be of any great relevance as showing a particular trend.
- 3.2 The statistical information is however useful in showing how enquiries during the COVID period have been dealt with.

Of the 13,158 enquiries received between 1st April and 30th September, almost 6,000 (44.1%) of these were able to be resolved at first point of contact via the Customer Service Centre, with the remainder being dealt with in the back office. See the following table for a detailed breakdown of enquiries:

Status	%age
Resolved at first point of contact	44.1
Resolved by service	41.1
In progress*	11.1
Future programme	0.2
With customer	3
Invalid	0.5
Total	100%

*In-progress are things like bin deliveries, lighting issues which are power-company faults, requests for speed surveys etc. e.g. tasks that can take some time to deliver

- 3.3 The WDM roads and lighting asset management system was integrated with the Oracle CRM system in order to provide customers who supply email addresses with automated updates as their enquiries progress, and to provide CSC agents with live works-related updates via the system [as opposed to the previous manual process of contacting individual officers directly]. This negates follow up enquires and allows any follow up calls to be dealt with more efficiently, ultimately providing a better service for customers. There has recently been an issue in terms of the flow of information from the lighting element of the WDM system into Oracle, which is currently being worked through. Thankfully the issue is not with the integration programme itself, rather how it is set up and what fields pull and push information through. This will be resolved in early course [and features as the first key action in the appended action plan].

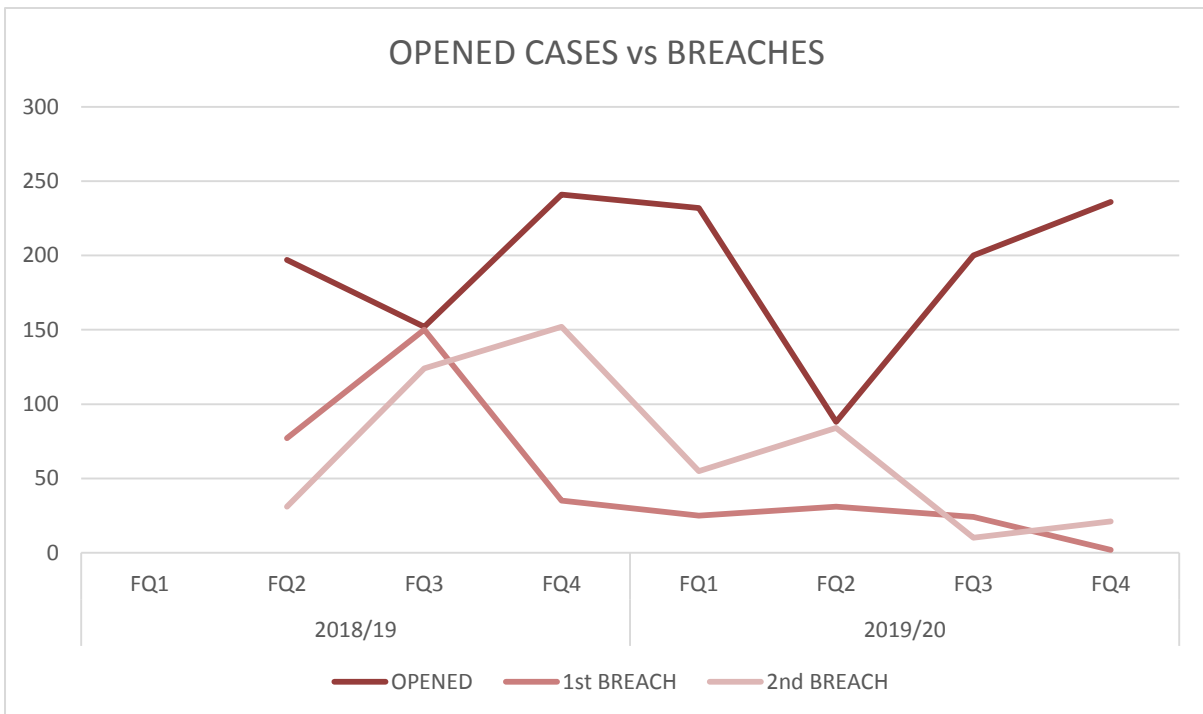
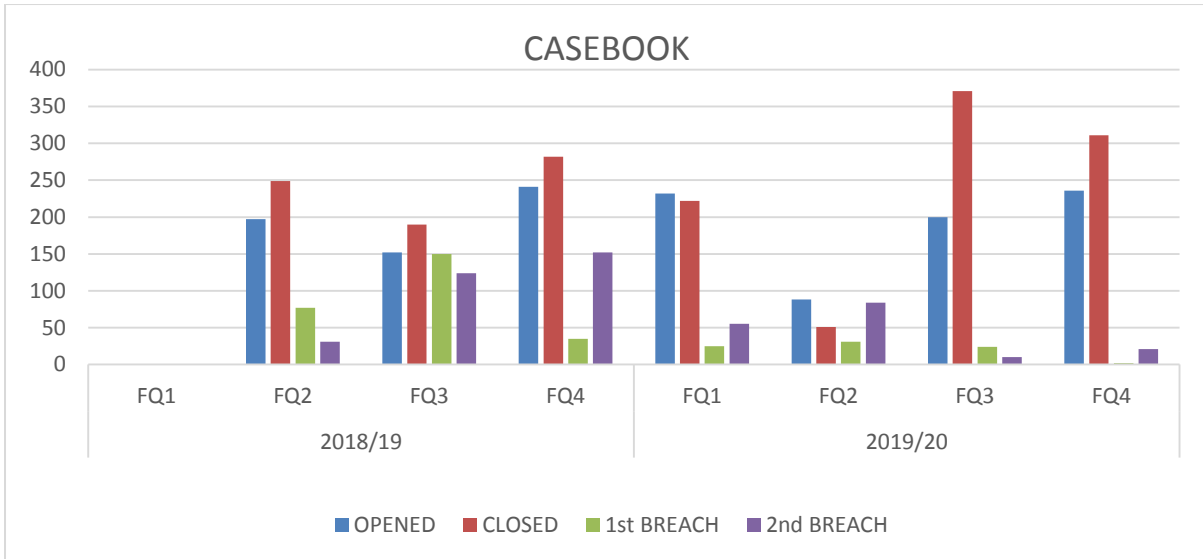
Interim back office support functions

- 3.4 During the initial stages of the pandemic response all back office customer service functions were temporarily centralized through the RIS central correspondence team (part of the wider HUB model/concept).

- 3.5 Previously that team had been responsible for high-level correspondence such as MP, MSP letters, community councils, member enquiries, any unregulated (direct) correspondence, FOIs and corporate complaints for both RIS and DEG services. Only particularly complex customer enquiries had previously been administered via this team.
- 3.6 In an effort to free up resources and support the continued delivery of frontline services the interim changes were made and, given the above statistics, clearly worked well. Now that more normal service has been resumed the back office process has reverted to normal.
- 3.7 There was some worthwhile learning from the interim model, where it certainly freed up area operational resource, effectively working as a central departmental enquiry hub for Service specific enquiries that require technical input or job planning. Feedback from customers and operational colleagues was certainly positive. Administering all enquiries centrally does drive a consistent approach but aspects of local/operational knowledge are lost.

Winter arrangements

- 3.8 Taking on board the learning from the interim arrangements the central team will, as a pilot, administer all back office customer enquiries relating to winter maintenance this season. Given that the winter service is delivered consistently across the area to a strict policy this centralised process should work well and offer not only a consistent experience for members of the public, but be able to serve as a key pivot point/intelligent client function for other Council teams like the CSC and Corporate Comms who support the winter operation.
- 3.9 What is minor risk is if that team, at 2.6FTE, will have the capacity to deal with winter enquiries. It is expected that they will, but if necessary resource can be re-profiled from area teams to assist. Winter tends to generate a high volume of enquiries, although the overwhelming percentage of these are quite similar in nature and should be able to be dealt with or substantially dealt with via existing information contained with the team library on Sharepoint.
- 3.10 In previous years significant time and effort went into targeted improvements to the winter maintenance pages on the Council website, review of contact centre scripts and back office messages, all focused on managing expectations, as well as a video currently in production to provide these key winter messages in a more interactive format. The winter information is available at: <https://www.argyllbute.gov.uk/winter-roads>
- 3.11 Following the winter season we will review how the revised back office process has worked and make recommendations accordingly. The improvement process is largely a continuing journey rather than a finite project, with processes, procedures and the use of technology constantly evolving to meet current needs/demands.



3.18 Overall this system has proven to be far more effective than the previous system of contacts to individual officers. The central inbox and the RIS cases in the Councillor Casebook are monitored continuously by specific officers who pick up enquiries and liaise with the relevant colleagues as required. This system allows enquiries to be effectively tracked and monitored.

3.19 Proactive briefings are a key part of the Hub strategy, to build positive relationships with Members, empowering them to be advocates for the service, giving them the information they need to answer constituent queries etc. These are stored on the Member Casebook system for ease of reference. The effectiveness of this is difficult to measure in a tangible way other than to point to highlight anecdotal feedback on this as a positive and helpful approach. Members who attended the EDI development session in March may recall a forward planner of briefing subjects being presented. Matters were obviously

overtaken by COVID and recently what Members may have seen are specific briefings issued ad hoc relating to local issues. Clearly given the sheer breadth of services and tasks which are delivered across Roads and Infrastructure, it would be almost impossible to proactively update on everything. Feedback from Members is important to allow us to develop plans for what they as an audience would like to see information on, and undertaking an exercise to gather that feedback is one of the improvements actions for 2021.

Improvements planned for 2021

3.20 With the impact of COVID the service is moving more towards a virtual R&IS HUB which will provide front line teams with vital information to enable services to be delivered as well as providing information to Members and our communities. Some of the initiatives on the wider work plan include:

- Route optimisation
- Environmental Land Management (ELM) – works ordering, scheduling and asset management system (records activities against assets to provide a detailed history).
- Building of dashboard management information system.

Specific customer-focussed improvements are outlined in the table at Appendix One.

4.0 CONCLUSION

4.1 There has been a significant improvement in correspondence/customer service in RIS over recent years. This report provides a current position and outlines future improvements/efficiencies for 2021.

5.0 IMPLICATIONS

5.1 Policy - none

5.2 Financial – there is a financial risk to the Council in terms of officer and senior management time if enquiries are not effectively dealt with and information is not provided proactively to avoid contact

5.3 Legal - none

5.4 HR - none

5.5 Fairer Scotland Duty:

5.5.1 Equalities - protected characteristics - none

5.5.2 Socio-economic Duty – none

5.5.3 Islands – none

5.6. Risk – none

5.7 Customer Service – further improvements

Executive Director with Responsibility for Roads and Infrastructure – Kirsty Flanagan

Head of Roads and Infrastructure Jim Smith

Policy Lead for Roads and Infrastructure Councillor Colville

October 2020

For further information contact: Mark Calder, Project Manager on 01546 604756

APPENDICES

Appendix 1: RIS CS improvement plan 2021

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RIS customer service improvement plan 2021

Action	Lead	Need	Comments	Due date
Streetlighting WDM data entry/process review	Customer Liaison Officer	There appears to be an issue with the way in which information is inputted into WDM and how this feeds through via the CRM integration to provide customer updates.	The integration works well in RMS and makes it easier and more efficient to deal with enquiries. When operating as well in LMS the system will provide a better customer experience and create back office efficiencies.	Mar 21 [interim update Jan 21]
Review of WDM integration	Network and Standards Manager	This was implemented some 18months ago and should be reviewed to gauge its effectiveness.	It appears on the face of it to be working well but there has been no qualitative or quantitative review to date.	Jun 21
White lining information – central list	Network and Standards Manager	We receive a lot of individual enquiries about white lining and the process to answer these is not as efficient as it could be as each enquiry requires information from different teams and is time consuming.	Having a central list in the RI Hub folder/Sharepoint would allow the correspondence team to refer to this and deal with enquiries more efficiently. Based on roads capital programme.	Apr 21
Speed surveys – central list	Network and Standards Manager	As above.	As above.	Apr 21
Weedkilling/spraying annual schedules	Network and Standards Manager	As above.	As above. Timing and locations.	Apr 21
Roads sign replacement programme	Network and Standards Manager	As above.	As above.	Apr 21
Gully cleaning	Network and Standards Manager	As above.	As above.	Apr 21

Disabled space information [disabled access]	Customer Liaison Officer	A review of the online information has concluded that it should be clearer, particularly around the process and how to apply. There is a need for an online form.		Apr 21
Review of centralised winter back office functions	Customer Liaison Officer	Back office winter enquiries are being centralised as a pilot this season with a view to providing a more efficient service and greater consistency.	This pilot should be reviewed to gauge its effectiveness. Feedback from winter supervisors to be the main measure.	Apr 21
Stock library information on key flooding and coastal protection policies and briefings etc.	Infrastructure Design Manager	We receive a fair amount of flooding related enquiries which, because of their complexities, can take a lot of officer time to deal with.	It is not expected that a central library will completely negate the time taken to deal with these enquiries but it should provide at least a useful starting point.	Jun 21
Stock library information on key bridges and structures policies and briefings etc.	Infrastructure Design Manager	As above	As above	Jun 21
Review online forms	Customer Liaison Officer	There are a significant number of online forms and these should be reviewed against current services and service standards to identify any duplication or gaps.	Ultimately a fit-for-purpose provision of online forms will allow customer enquiries to be dealt with more effectively and efficiently	Oct 21
Programme of Intent	NRSWA Officer	It has been an aspiration for some time to produce a weekly roadworks circular as per those	The programme should form part of the road fault reporting landing page on the council website and be provided proactively to key stakeholders	Dec 21

		<p>produced by the trunk road operating companies.</p> <p>This would provide a useful point of reference for any enquiries and may negate the need for customers to log queries.</p>		
Commonly asked Fol information online	Customer Liaison Officer	This would allow some Fols to be dealt with quicker/more efficiently.	Compile Top 20 list and research and publish necessary information.	Apr 21
TROs progress updates	Traffic and Development Manager	<p>We receive numerous enquiries on the progress of various TROs.</p> <p>It would be helpful to have a centrally updated database or similar to allow these enquiries to be dealt with more efficiently.</p>	This may be challenging to manage because there are a number of variables depending on the type of Order and the feedback received.	Mar 21
Review and improve online public transport information	Customer Liaison Officer	Feedback from the transport team is that they receive a lot of enquiries via CSC/website. This is because there currently are no [or limited] specific online forms/scripts/provision of online information to allow customers to self-serve.		Jul 21

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ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES

ROADS AND INFRASTRUCTURE
SERVICES

3 DECEMBER 2020

TRAFFIC REGULATION ORDER (TRO) UPDATE

1.0 EXECUTIVE SUMMARY

This report provides Members with an update on the progress of the Traffic Regulation Order (TRO) process, background on the current backlog of Traffic Regulation Orders, impact of the statutory temporary Orders on progression of permanent TROs and the setting of pay & display charges.

Recommendation:

That Members note:

- the cross department progress on the TRO Process Review;
- that there is a significant backlog of permanent Traffic Regulation Orders and that these may take a substantial timescale to progress
- the impact of Temporary TROs & Notices (statutory function of the Roads Authority) on the ability to progress TROs timeously;
- the need for a review of how the asset is grouped and pay & display charges set.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES

ROADS AND INFRASTRUCTURE
SERVICES

3 DECEMBER 2020

TRAFFIC REGULATION ORDER (TRO) UPDATE

2.0 INTRODUCTION

- 2.1 This report provides Members with an update on the progress of the TRO process, background on the current backlog of Traffic Regulation Orders, impact of the statutory (temporary) Orders on progression of (permanent) TROs and the setting of pay & display charges.
- 2.2 A **Traffic Regulation Order** (TRO) is a legal **order** made by a Local Authority which manages the behaviour of all road users (Note that trunk roads remain the responsibility of the Secretary of State). Traffic Regulation Orders (TROs) impose traffic restrictions such as road closures, introduction or varying of speed limits, prohibition of turns (such as right turns and u-turns) and introduction of waiting or loading restrictions. Traffic Regulation Orders are governed by the Road Traffic Regulation Act 1984 and for Scottish Local Authorities made under The Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999.
- 2.3 Traffic Regulation Orders are legal documents and can be supported by statutory processes. They are made up of three types of order or notice:
- **Traffic Regulation Order** – A permanent Order which is in the form of a legal document.
 - **Temporary Traffic Regulation Order** – Statutory Duty placed on a Local Authority which is often time constrained and must be carried out within any timescales or the Local Authority will be in breach of legislation. Mostly linked to Utility Companies work and events. TTROs can only be in place for up to 18 months (with 6 month extension by permission from Scottish Ministers).
 - **Traffic Notice** - Statutory duty placed on Local Authorities to close the road for a specific timescale and often at short notice

3.0 RECOMMENDATIONS

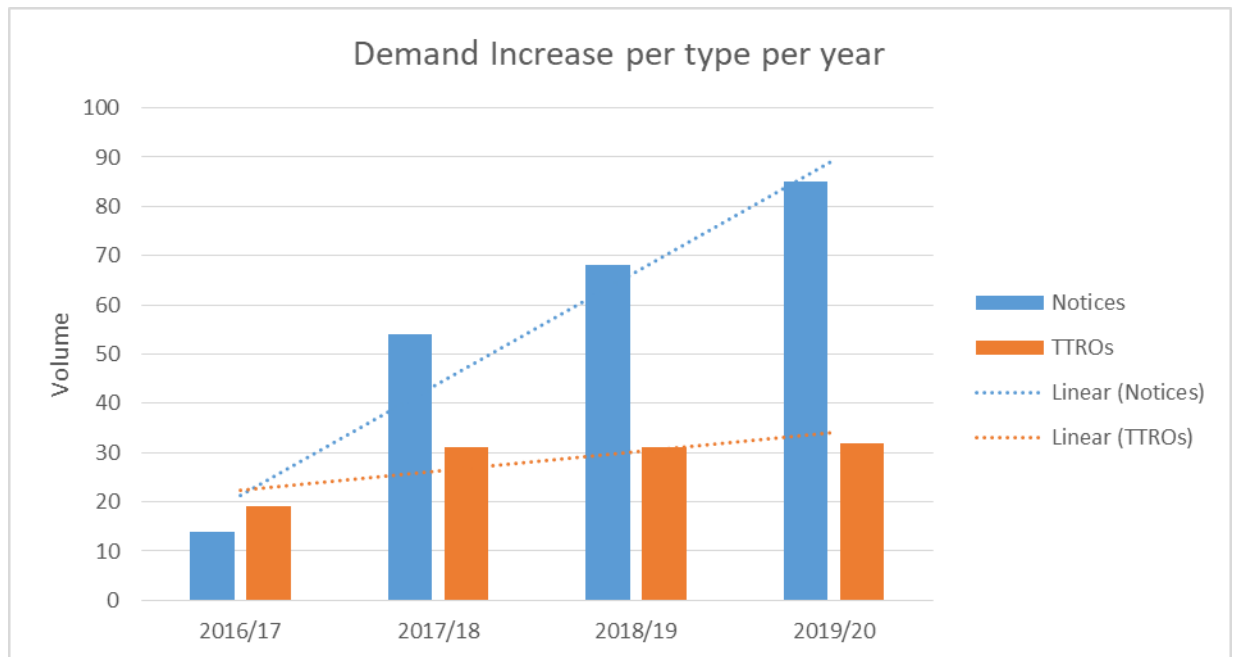
- 3.1 That Members note:

- the cross department progress on the TRO Process Review;
- that there is a significant backlog of (permanent) Traffic Regulation Orders and that these may take a substantial timescale to progress
- the impact of Temporary TROs & Notices (statutory function of the Roads Authority) on the ability to progress TROs timeously;
- the need for a review of how the asset is grouped and pay & display charges set.

4.0 DETAIL

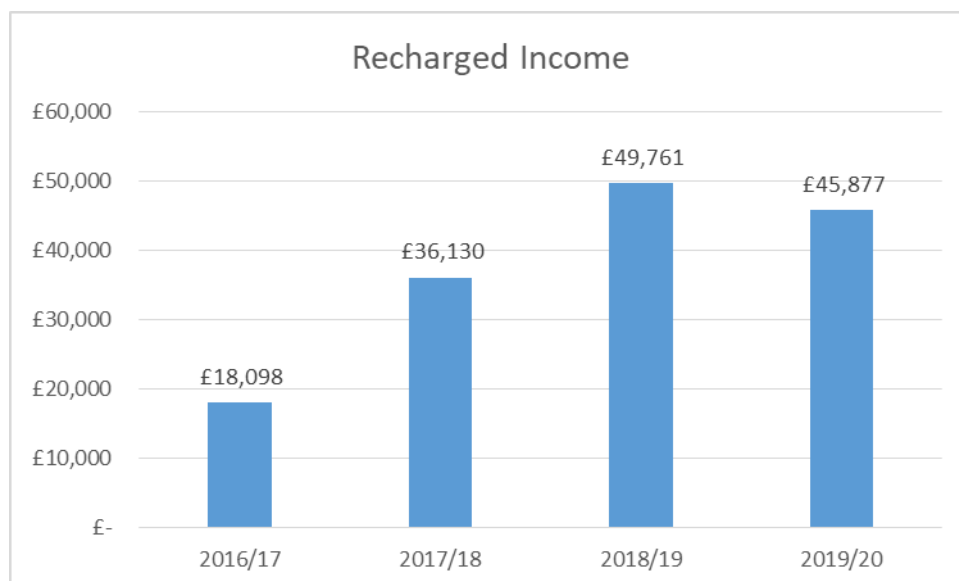
- 4.1 The Council has recently carried out a review of Traffic Regulation Orders (TROs). The reviews primary focus was to consider, amongst other things, whether there was adequate validation and quality assurance of technical inputs in the TRO process; whether future TROs should be on a multiple geographic basis; and how further meaningful community engagement will be undertaken prior to any future TRO.
- 4.2 The review was considered by the Audit and Scrutiny Committee meeting on 17 March 2020 <https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?CId=595&MId=10627&Ver=4> under Item 16.
- 4.3 As noted in the Audit & Scrutiny Committee Report, the processing of Temporary TROs and Traffic Notices has become an increasing resource pressure on Roads and Infrastructure Services. The current workload specifically in relation to **Temporary** Traffic Regulation Orders (TTROs) and **Traffic Notices** has increased from 33 in 2016/17 to 117 in 2019/20 [a 354% increase]. Notices and Temporary TROs are a statutory duty and are often time constrained, this significant increase in demand has made it extremely challenging to process TROs.
- 4.4 Figure 1 below shows the increase in demand by order type from 2016/17 to 2019/20. The demand for Temporary TROs increased suddenly between 2016/17 and 2017/18 but has held steady at that rate since. The demand for Traffic Notices, however, shows a steep trend line which suggests that demand may continue to increase year on year.

Figure 1



- 4.5 The rise in demand for Temporary TROs and Traffic Notices is driven by a number of factors; these include the withdrawal of Police Scotland's traffic management of events and an increase in the formalisation of road or lane closures by Public Utilities.
- 4.6 The costs of promoting Temporary TROs and Traffic Notices are made of two main parts; staff resource and advertising costs. In financial year 2019/20, the income from recharges was £45,877. Whilst the advertising costs do need to be considered as well, the staff cost element of the service is cost neutral to the Council at this time. Figure 2 below illustrates the increase in income over the last full four financial years.

Figure 2



- 4.7 Notwithstanding the above, the volume of Temporary TROs / Traffic Notices now processed by the service leave very little time to allow the progression of permanent TROs. Appendix 1 contains the current programme list of outstanding TRO's; Members should note that the service has been unable to progress a disabled bay TRO within the last 2 years due to competing demands.
- 4.8 The current TRO programme list contains proposals ranging from control of off-street car parks, introduction of speed limits, disabled bays and on street restrictions (including road safety issues arising from irresponsible parking). There are, at this time, 29 outstanding TROs listed in the programme.
- 4.9 The timescale to progress a single TRO varies depending on the complexity of the proposals and the number and type of objections submitted. As a minimum timescale, it is estimated that a TRO which receives either no objections or has easily resolved objections will take at least 6 months to progress. Appendix 2 provides a high level view of the TRO process.
- 4.10 Consideration is being given to reallocating a resource to assist with the progress of TROs. This is likely to include bringing in some specialist support to deal with the current backlog.

Off street charging regime

- 4.11 Members had requested consideration be given to possible changes in the charging model for off street car parks to reflect the demands across the various areas within Argyll and Bute. There are a number of options in regards to this although it has not been possible to make any substantive progress on a model simply because of the focus for the Service during COVID on the continued delivery and support of frontline services. Very briefly, the following provides examples of some of the options identified to date:

1. Maintain current standard rate model.
2. Create a model based on demand (e.g. 3 levels low, medium and high).
3. As above but including an urban/rural differential.

- 4.12 Noting the above, there are a number of other points to consider. It is considered to be a sound asset management principle that the overall car park asset group should be self-sustaining [covering current and future costs on the asset itself and associated assets e.g. parking machines, EV chargers etc] and not be a burden on other Council budgets. This could mean, for example, that rates are set such that the high demand car parks pay for the low demand assets.
- 4.13 Secondly, consideration needs to be given to how the asset could be sustainably grouped. For example, should each asset be self-sustaining within the Councils Admin areas (B&C, H&L, MAKI and OLI), east/west/islands, whole asset or another option. It should be noted that charges require to be justifiable therefore, it is important to have a solid rationale supporting any proposed pay & display charges.
- 4.14 A further report will be brought to a future EDI Committee providing more detail on possible charging models. As detailed above, this exercise has been delayed due to reprioritising various tasks as a result of Covid.

5.0 CONCLUSION

- 5.1 This report provides an update on the progress of the TRO review.

6.0 IMPLICATIONS

- 6.1 Policy: none
- 6.2 Financial: Increased establishment costs but long term the increased income derived from DPE and parking is expected to be of benefit to the Council.
- 6.3 Legal: Road Traffic Regulation Act and The Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999 apply.
- 6.4 HR: None
- 6.5 Fairer Scotland Duty: None
- 6.5.1 Equalities - protected characteristics - Currently unable to progress disabled bay TROs.
- 6.5.2 Socio-economic Duty - None

- 6.5.3 Islands N/A
- 6.6. Risk Potential reputational damage if the Council is unable to progress requested or needed control orders.
- 6.7 Customer Service None

Executive Director with responsibility for Roads and Infrastructure, Kirsty Flanagan

Head of Roads and Infrastructure Services Jim Smith

Policy Lead Councillor Rory Colville

October 2020

For further information contact:

Stuart Watson, Assistant Network & Standards Manager, 01546 604 889

APPENDICES

Appendix 1 – Outstanding TROs

Appendix 2 – High level TRO process

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Appendix 1
Traffic Regualtions Orders - Outstanding

Area	Proposed TRO	Comments
B&C	Off-street car parks	to allow enforcement to be carried out to ensure the car parks are effectively managed. Note this does not mean all car parks will be P&D.
B&C	Pier Road, Dunoon Bus Only etc	
B&C	Millhouse 30mph	
B&C	Cowal Weight Restrictions	
B&C	Queens Hall TRO	
B&C	A844 Ascog to Kerrycroy 30mph Speed Limit	
B&C	On-street disabled bays	individual order per admin area
H&L	Park & Ride Car Park TRO	
H&L	Off Street Parking Duck Bay Car Park	
H&L	On Street Parking Auchandennan Road	
H&L	Craigendoran 20mph Zone	
H&L	Luss Speed Limit Amendment	
H&L	Luss Village TRO	
H&L	On-street disabled bays	individual order per admin area
H&L	Amend Luss off-street TRO to allow short-term parking at Village Shop	
H&L	Off-street car parks	to allow enforcement to be carried out to ensure the car parks are effectively managed. Note this does not mean all car parks will be P&D.
H&L	A814 MOD TRO	
MAKI	Inveraray Car Parks	
MAKI	On-street disabled bays	individual order per admin area
MAKI	Off-street car parks	to allow enforcement to be carried out to ensure the car parks are effectively managed. Note this does not mean all car parks will be P&D.
OLI	Oban 20mph Town Centre	
OLI	Lorn Road, Dunbeg Waiting Restrictions	
OLI	Tobermory Off Street Parking Order	
OLI	Slaughterhouse Road Stopping Up	?? Awaiting instruction from Legal
OLI	Tobermory On Street Traffic Management	
OLI	Oban Waiting Restrictions	Part of the Oban CC CPR
OLI	Mull off street car parks	
OLI	Off-street car parks	to allow enforcement to be carried out to ensure the car parks are effectively managed. Note this does not mean all car parks will be P&D.
OLI	On-street disabled bays	individual order per admin area

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Appendix 2 – High Level TRO Process

Note:

- 1. This process doesn't consider Objections which are referable to a Reporter.*
 - 2. Currently we only have one qualified Service officer to carry the TRO process from step 3. If this officer is on leave, certain areas of the process cannot be progressed,*
- i. Local Traffic & Development Officer (T.O. hereinafter) undertakes initial development work. Schedules/proposals drafted. This may require 2-5 days depending on complexity; for example, in some cases precise measurements will require a site visit.
 - ii. T.O. undertakes Consultation 1 (statutory period of 14 days) and resolves any matters raised by consultees. This period may be extended dependent on the comments submitted by the consultees.
 - iii. Service Officer will undertake Consultation 2 (statutory period of 21 days). This period may be extended dependent on the comments submitted by the consultees.
 - iv. Service Officer prepares draft Order, Statement of Reasons, CAD Plan and Public Notices. For existing TROs which are being amended (other than by Notice) then this may take up to 5 days. For new or complex TROs this may take 3 weeks.
 - v. Service Officer undertakes Public Notification (statutory period of 21 days).
 - vi. At this stage objections may be submitted.
 - vii. If no objections are received, the Order can be signed and Sealed by Legal and Regulatory.
 - viii. If submissions are made the T&D Manager will endeavour to resolve any objections raised during Public Notification. Where there are few objections this can usually be done in less than 5 days, however, where there are significant objections this can take up to 3 weeks plus time (normally 2 weeks) for the objector to respond (regards withdrawing objection or not).
 - ix. Report to Area Committee. May take up to 1 week to draft dependent on the complexity of the TRO proposal and/or Objections. Area Committee meetings are scheduled at key dates during the year, the report would normally be taken to the next AC providing it is submitted on time.
 - x. Members may determine that order should be made without a discretionary hearing. This would be based on advice to the Committee from the Head of Legal and Regulatory Support.
 - xi. If the Committee agree that the Order should progress, Order Signed and Sealed by the Head of Service of Legal and Regulatory Support.

- xii. Pause to allow procedural objections (statutory period of 6 weeks). Challenges are submitted to the Court of Session.
- xiii. TRO is implemented

Environment, Development and Infrastructure Committee Work Plan 2020/21

This is an outline plan to facilitate forward planning of reports to the Environment, Development and Infrastructure Committee.				
Date	Title	Service/Officer	Date Due	Comments
3 December 2020	Electric Vehicle Charging Strategy	Mark Calder	10 November 2020	
	Annual Status and Options Report	Hugh O'Neill		
	FQ Performance Report	Sonya Thomas		
	Draft Service Plans	Sonya Thomas		
	Waste Management Strategy – Landfill Ban	John Blake/Peter Leckie		Agreed at 10 September 2020 Committee
	Waste Strategy – Household Waste Charter	John Blake/Peter Leckie		
	Winter Maintenance Community Engagement	Mark Calder		Agreed at 5 March 2020 Committee
	Traffic Regulation Order (TRO) Update	Jim Smith		
	Correspondence and Communications Update	Mark Calder		
	Public Conveniences	Jim Smith		
	Cemetery Update	Hugh O'Neill		
Date	Title	Service/Officer	Date Due	Comments
4 March 2021	Performance Report FQ3	Director	9 February 2021	
	Roads Capital Reconstruction Programme	Roads and Infrastructure		
Date	Title	Service/Officer	Date Due	Comments
3 June 2021	Performance Report FQ4	Director	11 May 2021	

Environment, Development and Infrastructure Committee Work Plan 2020/21

Date	Title	Service/Officer	Date Due	Comments
September 2021	Update on Capital Roads Reconstruction Programme	Roads and Infrastructure	TBC	
	Winter Service Policy 2021/22	Roads and Infrastructure		
Future Items				
	Shared Prosperity Fund: Argyll And Bute Regional Policy Position	Development and Economic Growth		March 2019 - Agreed that officers come back to a future Environment, Development and Infrastructure Committee meeting to present and seek approval on appropriate criteria and indicators.
	Roads Resurfacing Scrutiny Review	Roads and Infrastructure Services		December 2019 – Agreed that a report containing an Action Plan would come forward to a future meeting of the Committee
	LED Project Update	Kevin McIntosh		Moved from March 2020 to June 2020. June meeting cancelled due to Covid-19. Removed from September Agenda by Department

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