

Public Document Pack

Argyll and Bute Council
Comhairle Earra Ghaidheal agus Bhoid

Customer Services
Executive Director: Douglas Hendry



Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604435
DX 599700 LOCHGILPHEAD
e.mail –douglas.hendry@argyll-bute.gov.uk

6 August 2015

NOTICE OF MEETING

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 13 AUGUST 2015 at 10:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director - Customer Services

BUSINESS

1. **MINUTES**
Environment, Development and Infrastructure Committee held on 13 April 2015
(Pages 1 - 4)
2. **DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT FQ4 2014/15**
Report by Executive Director – Development and Infrastructure Services
(Pages 5 - 14)
- * 3. **UPDATE ON IMPLEMENTATION OF NEW POLICY - PAVEMENT CAFE LICENCES**
Report by Executive Director – Development and Infrastructure Services
(Pages 15 - 24)
4. **BUSINESS GATEWAY - BUSINESS SUPPORT BRIEFING**
Presentation by Kate Fraser, Senior Development Officer and report by Executive Director – Development and Infrastructure Services (Pages 25 - 40)
5. **PROPOSED MANAGEMENT MEASURES FOR MARINE PROTECTED AREAS AND SPECIFIC AREAS OF CONSERVATION**
Report by Executive Director – Development and Infrastructure Services
(Pages 41 - 66)
Colour copies of the Maps appended to this report will be made available in the Members Room

- 6. COMPELLING ARGYLL AND BUTE AND ITS ADMINISTRATIVE AREAS - INITIAL FINDINGS**
Report by Executive Director – Development and Infrastructure Services
(Pages 67 - 74)
- 7. UPDATE ON A83 REST AND BE THANKFUL**
Report by Executive Director – Development and Infrastructure Services
(Pages 75 - 84)
- 8. STREET LIGHTING PROJECT - UPDATE REPORT**
Report by Executive Director – Development and Infrastructure Services
(Pages 85 - 92)
- 9. WINTER SERVICE POLICY 2015/16**
Report by Executive Director – Development and Infrastructure Services
(Pages 93 - 120)
- 10. UPDATE ON TRAFFIC MANAGEMENT AND PARKING REVIEW**
Report by Executive Director – Development and Infrastructure Services
(Pages 121 - 130)
- 11. ARGYLL AND BUTE EMPLOYABILITY - BUSINESS MODEL FOR SUSTAINABILITY**
Report by Executive Director – Development and Infrastructure Services
(Pages 131 - 138)
- 12. DECRIMINALISED PARKING ENFORCEMENT**
Report by Executive Director – Development and Infrastructure Services
(Pages 139 - 148)
- 13. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN** (Pages 149 - 152)

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

ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE

Councillor John Armour

Councillor David Kinniburgh

Councillor Duncan MacIntyre

Councillor Donald MacMillan

Councillor Aileen Morton

Councillor Elaine Robertson

Councillor Sandy Taylor

Councillor Dick Walsh

Councillor Anne Horn

Councillor Alistair MacDougall

Councillor Robert Graham MacIntyre (Vice-Chair)

Councillor Alex McNaughton

Councillor Ellen Morton (Chair)

Councillor Len Scoullar

Councillor Richard Trail

Contact: Hazel MacInnes Tel: 01546 604269

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**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on MONDAY, 13 APRIL 2015**

Present: Councillor David Kinniburgh (Chair)

Councillor Vivien Dance	Councillor Donald MacMillan
Councillor Anne Horn	Councillor Alex McNaughton
Councillor Bruce Marshall	Councillor Elaine Robertson
Councillor Iain Angus MacDonald	Councillor Sandy Taylor
Councillor Alistair MacDougall	Councillor Richard Trail
Councillor Robert G MacIntyre	Councillor Dick Walsh

Also Present: Councillor Robin Currie

Attending: Iain Jackson, Governance and Risk Manager
Angus Gilmour, Head of Planning and Regulatory Services
Jim Smith, Head of Roads and Amenity Services
Lesley Sweetman, Performance and Business Manager
Audrey Martin, Projects and Renewables Manager

The Committee noted the absence of Policy Lead Councillors Ellen Morton and Duncan MacIntyre who would normally Chair the items on the agenda which fell under their Policy Lead remit. Mr Jackson noted that some of the items on the agenda came under the remit of Policy Lead Councillor David Kinniburgh and suggested that he take the Chair for the full meeting. The Committee agreed unanimously and Councillor Kinniburgh took the Chair.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Duncan MacIntyre, Iain MacLean and Ellen Morton.

2. DECLARATIONS OF INTEREST

Councillor Bruce Marshall declared a non-financial interest in relation to item 10 of the agenda (Argyll and the Isles Coast and Countryside Trust – Progress Report) as he is a member of the Argyll and the Isles Coast and Countryside Trust Board and advised he would not be leaving the room during consideration of this item.

3. MINUTES

The Minutes of the Meeting of the Environment, Development and Infrastructure Committee held on 15 January 2015 were approved as a correct record.

**4. DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT
FQ3 2014/15**

The Committee considered a report presenting the Development and Infrastructure Services departmental performance report with associated scorecard performance for financial quarter 3 2014-15 (October to December 2014).

Decision

The Committee noted the performance report for financial quarter 3 2014-15.

(Reference: Report by Executive Director – Development and Infrastructure Services dated April 2015, submitted)

5. A83/TRANSPORT SCOTLAND UPDATE

The Committee considered a report which provided an update on a recent landslip on the A83 and of recent correspondence between the Council and Scottish Government.

Decision

The Committee noted the report.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2015, submitted)

6. INTRODUCTION OF ROAD EQUIVALENT TARIFF (RET)

The Committee considered a report on the introduction of Road Equivalent Tariff (RET) on the ferry routes to the Isles of Bute and Mull. The introduction of RET was expected to bring an increase in traffic to the Islands.

Decision

The Committee noted the report.

(Reference: Report by Executive Director – Development and Infrastructure Services dated April 2015, submitted)

*** 7. FLOOD RISK MANAGEMENT POLICY**

The Committee considered a report introducing a Policy Document which identified the Council's duties and powers in regard to flood risk management and outlined the way in which the Council would allocate funding to comply with its duties under the Flood Risk Management (Scotland) Act 2009 and exercise its powers under the Act.

Decision

The Committee –

1. Noted the report.
2. Approved that the Flood Risk Management Policy be taken to the Policy and Resources Committee for approval as a Council Policy.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2015 and draft Flood Risk Management Policy, submitted)

* **8. COAST PROTECTION POLICY**

The Committee considered a report presenting the draft Coast Protection Policy. The document, a formal Policy relating to the Coast Protection Act 1949, outlined coast protection principles, management arrangements and set out how priorities would be set in terms of allocating resources.

Decision

The Committee –

1. Noted and endorsed the report.
2. Approved that the Coast Protection Policy be taken to the Policy and Resources Committee for approval as a Council Policy.

(Reference: Report by Executive Director – Development and Infrastructure Services dated April 2015 and draft Coast Protection Policy and Strategy, submitted)

Councillors Horn and McNaughton left the meeting at this point.

9. PLANNING FOR SUSTAINABLE ECONOMIC GROWTH IN ARGYLL AND BUTE

The Committee considered a report illustrating in summary how the Council are working towards achieving objectives to promote and achieve sustainable economic growth as set out in the National Planning Performance Framework and National Planning Strategy; and at a Local Level through the Single Outcome Agreement.

Decision

The Committee noted the content of the report.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 11 March 2015, submitted)

10. ARGYLL AND THE ISLES COAST AND COUNTRYSIDE TRUST - PROGRESS REPORT

A report detailing the progress and future plans of the Argyll and the Isles Coast and Countryside Trust was considered.

Decision

The Committee noted the report.

(Reference: Report by Executive Director – Development and Infrastructure dated March 2015, submitted)

11. ARGYLL COASTAL WATERS PROJECT UPDATE

A report providing an update on the current development phase of the Argyll Coastal Waters Project and information on maintenance arrangements was considered.

Decision

The Committee noted the content of the report.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 13 April 2015, submitted)

12. FALLEN HEADSTONES

A report providing an update on the proposed development of a policy covering cemetery management was considered. The report was written in response to concerns raised at the Mid Argyll, Kintyre and Islands Area Committee, held on 4 February 2015, over the safety and re-erection of fallen headstones in graveyards.

Decision

The Committee noted the content of the report and noted that a Policy would be brought forward for consideration in early 2016.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2015 and recommendation from Mid Argyll, Kintyre and the Islands Area Committee held on 4 February 2015, submitted)

13. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN

The Environment, Development and Infrastructure Committee Work Plan 2015/16 was before the Committee for consideration.

Decision

The Committee noted the work plan.

(Reference: Environment, Development and Infrastructure Committee Work Plan 2015/16 as at April 2015, submitted)

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES
COMMITTEE

DEVELOPMENT AND INFRASTRUCTURE SERVICES

13 August 2015

**DEVELOPMENT AND INFRASTRUCTURE SERVICES
PERFORMANCE REPORT FQ4 2014-15**

1.0 EXECUTIVE SUMMARY

- 1.1 The Council's Planning and Performance Management Framework sets out the process for presentation of the Council's quarterly performance reports.
- 1.2 This paper presents the Environmental, Development and Infrastructure (EDI) Committee with the Development and Infrastructure Services departmental performance report with associated scorecard performance in FQ4 2014-15 (January to March 2015).
- 1.3 It is recommended that the EDI Committee reviews the scorecard as presented.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE SERVICES
COMMITTEE

DEVELOPMENT AND INFRASTRUCTURE SERVICES

13 August 2015

**DEVELOPMENT AND INFRASTRUCTURE SERVICES
PERFORMANCE REPORT FQ4 2014-15**

2.0 INTRODUCTION

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.
- 2.2 This paper presents the EDI Committee with the Development and Infrastructure Services departmental performance report with associated scorecard for performance in FQ4 2014-15 (January to March 2015).

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee reviews the scorecards as presented.

4.0 DETAIL

- 4.1 The performance scorecard for Development and Infrastructure Services was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the services that make up Development and Infrastructure Services.

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
5.4	HR	None
5.5	Equalities	None
5.6	Risk	Ensuring performance is effectively scrutinised by members
5.7	Customer Service	None

Pippa Milne, Executive Director – Development and Infrastructure Services

For further information contact: Lesley Sweetman, Performance and Business Manager

APPENDICES

Financial Quarter 4 Performance report and scorecard – Development and Infrastructure Services

Key successes

1. Argyll and Bute Economic Forum held its initial meeting and agreed priority actions to be tourism, food production, youth and education. The forum was established following the Argyll and Bute Economic Summit and under the chairmanship of Nicholas Ferguson CBE, the chairman of Sky plc, benefits from the expertise and commitment of a range of prominent business and public sector leaders.
2. £3.333m Heritage Lottery Funding and £750k Highlands and Islands Enterprise funding was secured towards the £8m of the £9m project for redevelopment and transformation of Rothesay's iconic Art Deco, A Grade listed, The Rothesay Pavilion. The full business case has been approved and moves forward with the tender.
3. The Helensburgh Public Realm final phase was completed in March and the official opening is planned to take place in June 2015.
4. Rothesay Town Heritage Initiative, Guildford Square gap site and Duncan's Hall Building were completed.
5. Work is set to start in the Dunoon Wooden Pier project in the summer following the award of £350k from the Regional Capital Grant Fund with the initial phase contracts let to repair the pedestrian walkway, the pier head, the decking, the waiting room and the harbour master's office.
6. A combined £792k secured from Sustrans for grant funded projects. £272k secured for improved surfacing for walkers and cyclists on the Dunoon Esplanade; £250k secured for the South Islay Distilleries Path linking Ardbeg and Port Ellen providing a traffic free route between 3 distilleries and a safe route to Port Ellen Primary School; £140k secured for improved surface access to Loch Awe and Connel Stations with new LED lighting also installed; £150k secured for upgraded Helensburgh cycle lanes; £80k secured for surfacing on the Crinan Canal path between Ardrishaig and Lochgilphead with an additional £80k secured through Cycling Walking Safer Streets; £40k secured for a footway upgrade at Luss.
7. Subject to the works on the B845 being completed, the 2014/15 roads reconstruction capital programme worth £4.3m will be delivered in full. The B845, Bonawe to Taynuilt road improvements were reprogrammed to avoid disruption to a local business haulage operation at the adjacent quarry.
8. As a result of the roads capital investment, the council are experiencing a year on year decline in the number of emergency road repairs reported. This quarter saw a continuation of that trend with a 55% reduction in category one road faults compared to the same period in previous year when there were 120 category one faults reported, this quarter that number dropped to 54.
9. Site works were completed at the Campbeltown Old Quay upgrading the main berthing face, deck and construction of new fish hall with a project value £2.895m. Upgrading of 2km of road on the U59, Campbeltown to Machrihanish was also completed with a project value of £855k. Both are partially funded by ERDF as part of the Kintyre Renewables Hub project.

10. 31 new filming enquiries were responded to and 7 productions were filmed in Argyll and Bute, including a music video where filming on Easdale Island and Ellenabeich involved a cast and crew of approximately 65 people providing short and long term economic benefits to the area.
11. Third sector information has been improved following the launch of the community support web pages and generating in excess of 2200 visits. Over 1000 funding alerts were circulated to third sector organisations generating 138 enquiries; 23 were direct requests for help securing external funding including 3 requests were for funding assistance for village halls, 2 for sports and 2 for pier heritage.
12. Business Gateway supported 17 new business start-ups during this period bringing the annual total to 112, exceeding the annual target by 12%. Demand for business advice and workshops participation amongst existing businesses was very strong with 209 businesses supported during the quarter; year to date performance was 149% above target above the annual target of 300. New businesses supported to start this quarter have a combined annual turnover projection of £625k and create a projected 17 new jobs.
13. One year survival rate for new businesses supported by Business Gateway in Argyll and Bute increased to 89%, well above the target of 75% and above the national average of 78%. The latest three year survival rate reported was 71%, above target and above national benchmark performance of 60%.
14. The recycling tonnages collected of materials such as paper, card, cans and plastics increased by 29% in the Mid Argyll and Oban/Lorn areas based on figures up to end of March 2015.
15. The highest monthly of air passenger figures were recorded in March with 456 passengers carried. During the quarter, 1014 air passengers were carried in total representing an increase of 9.5% on the same quarter in the previous year.
16. The Local Development Plan was formally adopted by the council and the Core Path Plan and Historic Environment Strategy progress towards approval during FQ1.
17. Planning application approval attained 98% and exceeded the target of 90% for the 9th consecutive quarter. The average number of weeks to determine planning applications fell to 9.7 against a target of 12 weeks. This represents an improvement on the previous quarter when the average time taken to determine a planning application was 10.3 weeks. Pre-application enquiries rose by 9% points to 84% on the previous quarter and registration and validation of applications within the 5 day target achieved 100% for the 2nd consecutive quarter. This level of performance places the Argyll and Bute Planning service as one of the best performing planning authorities in Scotland.
18. Building Standards and Development Management hosted joint user forums in each of the administrative areas. The forums were positively received and attended by more than 50 key users, including developers, local architects and planning agents.
19. Housing completions exceeded the target with 328 delivered in 2014/15 against the target of 300.

Key challenges

1. Delivery of the key outcomes of the Single Outcome Agreement to achieve long term strategic development of the local economy; continued pursuit of job creation; raising awareness of and influencing issues affecting the local economy; informing multi-agency business planning to support the local economy; enabling better communication between sectors to improve the local economy; and promoting inward investment to Argyll and Bute.
2. Addressing the budget challenges associated with extreme weather events and prolonged provision of winter services, whilst satisfying stakeholder expectations and keeping Argyll and Bute open, safe and accessible.
3. As part of the Scottish Ferry Services Plan (2013-2022) progress the transfer of responsibilities to Transport Scotland for ferry services on the routes Port Askaig to Feolin, Port Appin to Lismore Point, Cuan to Luing and Ellenabeich to Easdale.
4. As part of the SFSP managing the combined impact of the Road Equivalent Tariff (RET) pricing and Transport Scotland's Vessel Replacement Strategy with respect to the Oban to Craignure ferry route.
5. Increase levels of recycling and minimise waste sent to landfill following the roll out of new recycling services to Mid Argyll, Lorn and Cowal areas.
6. Meeting revised targets set for the Employability Team by Working Links due to a change in measurement set by the Department of Work and Pensions and increasing income generation in the short term required to support longer term sustainability of Employability Team.
7. Reviewing the arrangements as a Food Authority in light of the new Food Standards Scotland body which will be formed through statute and came into effect in March 2015.
8. Reducing the costs and impact of absenteeism on services focusing in particular on non-office absence where a range of health attendance issues impact adversely on costs.

Actions to address the challenges

1. Maintain the focus on the Single Outcome Agreement and prioritise the work of the Argyll and Bute Economic Forum bringing expertise from key sectors together to achieve all of the ambitions associated with population and economic growth to the area. The next steps for the forum will be to consider obstacles to progress in tourism, food production, linked learning and local employment opportunities for young people and consider support requirements and a better understanding of solutions that will deliver economic results.
2. Ensure the emergency and winter service planning is effective in order to maximise efficiency and minimise unforeseen expenditure.
3. Detailed operating costs to be compiled and passed to Transport Scotland to facilitate a decision over the future of ferry services on the routes Port Askaig to Feolin, Port Appin to Lismore Point, Cuan to Luing and Ellenabeich to Easdale.
4. A Project Board has been formed with Transport Scotland, CALMAC, CMAL and the council to investigate the feasibility of the RET and the requirements necessary to accommodate a larger passenger and vehicle ferry.
5. Continue to deliver good quality recycling services maintaining public support for increased recycling initiatives; progress discussions with Shanks and community groups mitigating against future landfill changes.
6. A revised Performance Improvement Plan (PIP); pursuit of all potential income generating contracts; and close monitoring of the Work Programme business model to ensure that all processes continue to meet the needs of the Prime Contractor and customer groups.
7. Engagement with the Food Standards Agency and preparation for external audit, reviewing existing arrangements against the Codes of Practice for Food Law and considering how changes introduced by the new Food Body will impact on Environmental Health and Trading Standards.
8. Increase efforts to minimise the impact of absenteeism both financially and operationally through the continued rigorous application of the council's Maximising Attendance Policy.

Corporate Objective 1 - Working together to improve the potential of our people G →

CO1 Our children are nurtured so that they can achieve their potential.	Department does not contribute directly to this Outcome	G →
CO2 Our young people have the skills, attitudes and achievements to succeed throughout their ...	Department does not contribute directly to this Outcome	
CO3 We have a skilled and competitive workforce capable of attracting employment to Argyll an...	Department does not contribute directly to this Outcome	
CO4 Our people are supported to live more active, healthier and independent lives.	Department does not contribute directly to this Outcome	
CO5 We work with our partners to tackle discrimination.	Department does not contribute directly to this Outcome	
CO6 Vulnerable adults, children and families are protected and supported within their communities.		G →

Corporate Objective 2 - Working together to improve the potential of our communities A ↓

CO7 The places where we live, work and visit are well planned, safer and successful.		G →
CO8 Create opportunities for partners and communities to engage in service delivery.		A ↓
CO9 The impact of alcohol and drugs on our communities, and on mental health ... is reduced.	Department does not contribute directly to this Outcome	

Development and Infrastructure Scorecard 2014-15 FQ4 14/15 [Click for Full Outcomes](#)

Corporate Objective 3 - Working together to improve the potential of our area R ↓

CO10 We create the right conditions where existing and new businesses can succeed.	A →
CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.	A →
CO12 Our transport infrastructure meets the economic and social needs of our communities.	R ↓
CO13 We contribute to a sustainable environment.	A →
CO14 We make the best use of our built and natural environment.	A →

Corporate Objective 4 - Working together to improve the potential of our organisation G ↑

CO15 Our services are continually improving.		G ↑
CO16 Our employees have the skills and attitudes to deliver efficient and effective services.	Department does not contribute directly to this Outcome	
CO17 We provide good customer service.	Department does not contribute directly to this Outcome	



...realising our potential together...

RESOURCES				
People	Benchmark	Target	Actual	Status Trend
Sickness absence DI		2.60 Days	3.39 Days	R ↓
PRDs % complete		90 %	94 %	G →
Financial		Budget	Forecast	
Finance Revenue totals DI		£K 31,880	£K 32,784	R ↑
Capital forecasts - current year DI		£K 18,360	£K 21,395	R ↑
Capital forecasts - total project DI		£K 99,543	£K 102,248	R ↓
Efficiency Savings DI	Actions on track Savings	Target	Actual	G ↑
		7	7	
		£K 224	£K 224	

IMPROVEMENT					Status Trend
Improvement Plan Outcomes DI	Total No	Off track	On track	Complete	A →
	21	2	4	15	
CARP Development & Infrastructure	Total No	Off track	Due	Complete	

Customer Service DI	Number of consultations			1
Customer Charter	G →	Stage 1 complaints	89 %	G ↑
Customer satisfaction 89 %	G ↑	Stage 2 complaints	69 %	R ↓
Development and Infrastructure Services Audit Recommendations	Overdue	Due in future	Future - off target	
	10 ↓	5 ↓	3 ↓	
DI Average Demand Risk	Score	8	Appetite	8 →
DI Average Supply Risk	Score	7	Appetite	7 →

CO6 Vulnerable adults, children and families are protected and supported within their communities.			G	→
PR02 Empowered ... customers ... exercising their legal rights ...	Success Measures	2	G	
	On track	2		→

CO7 The places where we live, work and visit are well planned, safer and successful.			G	→
PR04 Health, safety etc of people in & around buildings is protected ...	Success Measures	3	G	
	On track	3		→

CO8 Create opportunities for partners and communities to engage in service delivery.			A	↓
ET04 Harness the potential of the third sector ...	Success Measures	3	A	
	On track	2		↓

CO10 We create the right conditions where existing and new businesses can succeed.			A	→
PR03 Secure standards re public health & health protection ...	Success Measures	3	G	
	On track	3		→
RA01 Proportionate, safe and available infrastructure	Success Measures	4	A	
	On track	3		↓
RA02 Roads maintenance strategies ... contribute to economic growth ...	Success Measures	2	A	
	On track	1		→
RA03 Reliable, safe and efficient vehicles fleet	Success Measures	2	G	
	On track	2		↑

CO11 Argyll and Bute has more new businesses operating in the area, creating more jobs.			A	→
ET01 Sustainable economic growth in Argyll and Bute	Success Measures	9	A	
	On track	7		→
PR01 Local economy improved by delivery of sustainable development	Success Measures	4	G	
	On track	4		→

CO12 Our transport infrastructure meets the economic and social needs of our communities.			R	↓
ET02 A&B better connected, safer & more attractive	Success Measures	9	A	
	On track	8		→
PR05 Improved & enhanced access to natural environment & green networks	Success Measures	2	R	
	On track	0		→
RA04 Capital projects improve the transport infrastructure	Success Measures	4	A	
	On track	3		↓

CO13 We contribute to a sustainable environment.			A	→
PR06 ... an environment which is safe, promotes health & supports local economy	Success Measures	3	A	
	On track	2		→
RA05 High level of street cleanliness	Success Measures	1	G	
	On track	1		→
RA06 Sustainable disposal of waste	Success Measures	2	G	
	On track	2		→

Development and Infrastructure Scorecard 2014-15 FQ4 14/15 [Click for Full Scorecard](#)

CO14 We make the best use of our built and natural environment.			A	→
ET03 Renewables ... developed ... for the benefit of communities	Success Measures	2	A	
	On track	2		↓
PR07 Creation of well designed and sustainable places ...	Success Measures	4	G	
	On track	4		↑

CO15 Our services are continually improving.			G	↑
PR08 Protect health of our communities through effective partnership working	Success Measures	1	G	
	On track	1		↑

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ARGYLL & BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT &
INFRASTRUCTURE SERVICES****13 August 2015**

UPDATE ON IMPLEMENTATION OF NEW POLICY – PAVEMENT CAFÉ LICENCES

1.0 SUMMARY

- 1.1 This report provides an update on the implementation of the Pavement Café licence policy. The demand for pavement cafés across Argyll and Bute is increasing, in particular in the towns that have had public realm improvements. New issues may arise and have to be taken into consideration. For this reason, the policy may have to be reviewed and updated on an annual basis.
- 1.2 The Policy and Resources Committee at its meeting on 15 May 2014 approved the policy for use of pavements-Café Culture and requested that a report be brought back to the Committee with a review of the policy after its first year of implementation.

RECOMMENDATIONS

Members are asked to:

- Note and endorse the report.
- Approve the proposal to waive the Pavement Café Licence fee for a further year.
- Approve that the amended Pavement Café licence Policy be taken to the Policy and Resource Committee for approval.

ARGYLL & BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT &
INFRASTRUCTURE SERVICES

13 August 2015

UPDATE ON IMPLEMENTATION OF NEW POLICY – PAVEMENT CAFÉ LICENCES

2.0 INTRODUCTION

- 2.1 The Policy and Resources Committee at its meeting on 15 May 2014 approved the policy for use of pavements-Café Culture and requested that a report be brought back to the Committee with a review of the policy after its first year of implementation.

3.0 RECOMMENDATIONS

- 3.1 Members are asked to:
- Note and endorse the report.
 - Approve the proposal to waive the Pavement Café Licence fee for a further year.
 - Approve that the amended Pavement Café licence Policy be taken to the Policy and Resource Committee for approval.

4.0 DETAILS

Background

- 4.1 The new pavement café licence policy was implemented in August 2014. The demand for pavement cafés and display of goods across Argyll and Bute has increased, in particular in the towns that have had public realm improvements. There was a need to regularise and control the use of public footways to ensure that the purpose of the footway, i.e. a pedestrian thoroughfare, was not compromised, whilst at the same time provide vibrancy to our towns and stimulate economic growth.

Amendment to Policy

- 4.2 Item 21 within – ***Standard Conditions for Pavement Café Licences and the Display of Goods for Sale on the Public Highway*** (see appendix 1), should be revised to comply with the requirements of the New Roads and Street Works Act 1991. This condition should be replaced with the amended item as follows:-

“21. The Council may require the Pavement Café to cease operation immediately to allow public utility or footway repairs to be undertaken. Neither the Council or public utility company will be liable for any loss of income attributable in any way to repair and/or maintenance of any road, footway, pavement, or public services, to be laid, or already laid within the pavement”

- 4.3 Item 4 within – **Things to consider** (see appendix 2), contains reference to the possible requirement that toilet facilities may have to be considered where overall occupancy figures are increased. A new internal process within the Central Roads Team will be implemented to ensure that before a licence is issued, the applicant can demonstrate that Building Standards have been consulted and the assessment of toilet provision has been carried out if necessary. Application forms will be updated to include this requirement.

Applications

- 4.4 The Council offers free pre-application advice. A number of enquiries have been received and advice given within the first year of the implementation of the new policy, however there have been a limited number of formal applications received. A total of three applicants have been issued a licence and benefited from the waived fee. See table 1.1 below for further information.

Table 1.1 Licences Issued/Refused - First Year of Implementation of New Policy

Area	OLI	H/L	MAKI	BC
No. of licences issued	2	1	0	0
No. of applications received – Approval pending	1	0	0	0
No. of licences refused – Policy requirements not met	0	0	0	1
Approximate No. of pre-application enquiries with no formal application received to date	2	4	0	1

- 4.5 Licences have been issued for street cafés in Oban and Helensburgh. The pre-application enquiries are in relation to cafés in Oban, Helensburgh and Dunoon. As there are still a number of unlicensed pavement cafés operating, an awareness raising campaign will be undertaken to encourage existing cafés to either apply for a licence or remove their furniture from the footway. Officers will be visiting known street cafés without licences to encourage proprietors to formally apply as soon as possible. Guidance and assistance will be provided to businesses on the process that should be followed. Enforcement will only be carried out after a reasonable time has elapsed following the campaign.

- 4.6 The desire to encourage “pavement café culture” in our town centres is on-going as they add to the vibrancy of the townscape, provided it is done well. The need to set limits and rules for what is acceptable and what is not is also required. The best opportunities to develop a pavement café culture have been created through the council’s flagship regeneration/public realm projects. Two of these projects have now been completed and officers are considering ways in which pavement café opportunities can be actively promoted at these locations.
- 4.7 It was agreed that the fee for the licence of £165 be waived for the first year up to August 2015 to provide a transitional period allowing individual businesses time to adjust and work to the policy. Due to the slow uptake of licences this report proposes that the pavement café licence fee shall be waived for a further year to encourage proprietors to apply for a licence and work to the policy. An awareness campaign across the whole area and proactive engagement with operators of unlicensed pavement café licences, together with a further year of waived fees should increase the number of formal applications being submitted for approval. The premises operating street cafés without licences will be encouraged to formally apply when the charges are waived.
- 4.8 Whilst the number of formal licences issued within the first year is lower than anticipated, the number of pre-application enquiries indicates awareness of the policy is on the increase. The processing of the applications that have been received has allowed internal processes to be tried and tested. Initially uncertainty of the requirements and lack of administrative procedures resulted in a delay to the issue of licences. Officers are now familiar with the application procedures and are prepared for dealing with new enquiries and applications as they are received.
- 4.9 Whilst the Policy is not intended to apply to business premises such as fruit and vegetable businesses and narrow displays of goods at the front of premises, on-going consideration must still be given to the requirement for free flow of pedestrian movements. Where these displays have an impact on pedestrian flow, such displays will be required to be removed.

5.0. CONCLUSION

- 5.1 Café Culture is an increasing trend and an encouraging improvement to the vibrancy and economic growth of our towns. It is important for the policy to meet the demands of the businesses and at the same time provide safe and efficient management of our pavements. It is important for our policies to be regularly reviewed and revised to meet the changing needs of our communities.

6.0. IMPLICATIONS

6.1	Policy	Proposed amendment of the Policy for the Use of Pavements – Café Culture.
6.2	Financial	None
6.3	Legal	Avoids contravention of the Roads (Scotland) Act 1984. Amendment to the policy to comply with the requirements of the New Roads and Street Works Act 1991
6.4	HR	None
6.5	Equalities	Policy continues to ensure sufficient space is maintained for all pedestrian users.
6.6	Risk	None

APPENDICES

Appendix 1–Extract from the Development and Infrastructure Services Guidance Policy for Use of Pavements Café Culture–Standard Conditions for Pavement Café Licences and the Display of Goods for Sale on the Public Highway
Appendix 2 - Extract from the Development and Infrastructure Services Guidance Policy for Use of Pavements Café Culture – Things to Consider

Pippa Milne, Executive Director Development and Infrastructure Services
Policy Lead – Councillor Ellen Morton
13 July 2015

For further information contact: Aileen Simpson, Traffic & Development Manager. Tel: 01546604653

APPENDIX 1 – Extract from the Development and Infrastructure Services Guidance Policy for Use of Pavements- Café Culture

STANDARD CONDITIONS FOR PAVEMENT CAFÉ LICENCES AND THE DISPLAY OF GOODS FOR SALE ON THE PUBLIC HIGHWAY

1. The boundary and layout of the Pavement Café as defined by the plan attached to the Licence shall be adhered to at all times. A copy of the licence with this plan must be displayed at the premises at all times.
2. All activity associated with the Pavement Café shall be within the boundary. This includes tables, chairs, menu boards, advertising etc.
3. Pavement cafés will only be permitted where adequate footway width is available. Generally there must be a remaining width of thoroughfare between the proposed café and any street furniture or the kerbline of half of the width of the footway to a minimum width of 1.8 metres. Where an area of footway is to be used for the display of goods for sale, the permitted area will normally be restricted to 1 metre in depth across the frontage of the premises. i.e. extending 1 metre from the front of the building into the footway. In exceptional circumstances and where the width of the footway permits a depth of 1.5 metres may be allowed at the discretion of the local roads office.
4. Planning approval will also be required for the Pavement Café.
5. The Licensee shall comply with Food Hygiene Regulations and any other relevant regulations applying to the sale of food.
6. The Licensee shall ensure tables are immediately cleared when customers have finished eating to minimise attraction of birds and flying insects.
7. The licensee shall provide a written assessment of the risks to which their employees are exposed whilst at work and must also assess whether there are risks to members of the general public that arise out of the general conduct of their business specifically in relation to the highway. Following assessment and identification of risk, a course of action shall be implemented to either eliminate the risk or reduce it to its lowest reasonably practicable level. Reviews of risk assessments shall always be carried out when there is reason to suspect that a current assessment is no longer valid (and the result of the review must be written down).
8. No permanent obstruction will be allowed in the footways within the Pavement Café area that may cause a safety hazard to users of the public highway. No

Advertisement Boards shall be allowed outside of the designated area.

9. The designated area will be delineated by barriers which present an adequate visible reference for partially sighted pedestrians, their design and nature will require to be agreed by the Council prior to use. For the display of goods for sale, an adequate toe rail must be provided, such that visually impaired cane users can identify the obstruction.

10. The licensee shall keep the area within the boundaries clean and litter free. Any litter that escapes from the inside of the licensed area to the outside of the area shall be collected by the Licensee.

11. Suitable litter/refuse bins shall be provided within the Pavement Café area at all times of operation. The Licensee shall be responsible for disposing of all waste produced at the Pavement Café.

12. The licensee shall be responsible for ensuring the immediate cleaning of spillages etc.in the Pavement Café and surrounding areas. At the end of each trading session the entire Pavement Café area shall be cleaned.

13. Standard types of crockery, i.e. china cups and saucers, used within the premises may also be used within the pavement café.

14. Outside of the permitted licence hours, all furniture must be removed from the footway and stored safely.

15. The maximum permitted hours of operation will be between 8.30 am and 9.00 pm. Note these are MAXIMUM HOURS. The Licence for particular premises may specify permitted hours that are less than the maximum.

16. The Licensee shall ensure that the Pavement Café operates in a safe and efficient manner at all times, and that there is not a safety risk or nuisance caused to other users of the public road or nearby premises.

17. The Licensee shall be responsible for the conduct of people, both patrons and employees, within the Pavement Café area. Unruly or rowdy behaviour will not be tolerated and may lead to the refusal of a renewal of licence.

18. Only patrons seated at tables should be served or permitted within the pavement café.

19. To reduce the likelihood of nuisance being caused, the playing of amplified music is not permitted within the Pavement Café area or outside of the premises without the prior written approval of the Council.

20. The licensee must take out Public Liability insurance cover for the Pavement Café and shall indemnify the Council against all claims in respect of injury, damage or loss arising out of the granting or permission, (e.g. damage to the road or street furniture) to a minimum value of £5,000,000 unless such claims arise of the Council's own negligence.

21. The Council can, with two days' notice, require the Pavement Café to cease operation to allow utility or road or footway repairs to be undertaken. Neither the Council nor any public utility company will be liable for any loss of income attributable in any way to repair and/or maintenance of any road, footway, pavement or public services, to be laid, or already laid within the pavement.

22. The licence will be subject to annual review. Notwithstanding the foregoing, however, if the Council determine that the operation of the pavement café area is causing undue public nuisance or issues of public disorder then the licence may be terminated on 7 days' notice.

23. If the licensee wishes to serve alcohol in the pavement café area then they will require to obtain the necessary licence/ approval in terms of the Licensing (Scotland) Act 2005 from Argyll and Bute Licensing Board.

APPENDIX 2 – Extract from the Development and Infrastructure Services Guidance Policy for Use of Pavements- Café Culture

THINGS TO CONSIDER

Before a trader or retailer comes forward to the Council with their proposal to use the pavement for seating or display of goods there are a number of things for them to consider and submit as part of their applications for planning or road authority consent.

Things to consider:-

1. **Space** - Is there room for the use as proposed and existing pavement users?
2. **Environment** - Is the quality of the furniture and immediate environment suitable for the use proposed?
3. **Neighbours** - How will the proposed use affect the neighbouring properties?
4. **Management** - Does the proposal meet the various criteria outlined in legislation and can it be operated in a safe and supervised manner?

1. Space

The extent of the seating or display of goods area will be agreed in each individual case, but an overriding principle is that it must not unduly impede public or private access within the street and to and from buildings.

The width of an outdoor seating area or display of goods will normally be no greater than the frontage of the premises from which it is served. The appropriate depth will be determined by its location on the highway; however a minimum width of unobstructed highway of 1.8 metres must usually be provided for safe and convenient pedestrian movement. This allows wheelchairs and prams to pass comfortably and provides a reliable, safe route for visually impaired pedestrians; however, in some cases additional width will be required in streets where there is a high level of pedestrian activity or permanent obstructions such as street furniture.

Tables and chairs should normally be placed adjacent to premises, at the back (building side) of the footway. In special areas this requirement may be waived. The positioning of tables and chairs should never discourage pedestrians from using the footway. There should generally not be a situation where trays of drinks or food are carried across thoroughfares. Any remote areas should be provided with independent facilities i.e. coffee machines, fridges and the like, this would be an exception to the norm.

2. Environment

The extent of the outdoor seating area must be clearly defined by an enclosure. This will ensure that a clear movement zone is retained for all users and emergency vehicles and that the pavement cafes do not expand.

The detailed design of any form of enclosure will be considered on their merits, but in all cases they must be of a temporary nature, able to be erected and demounted easily. Posts and chains/ropes and railings should not create a hazard for visually

impaired people. Where screens are used, solid panels should not extend above 0.9m in height from the ground. Whatever is used to enclose an area there should be a tonal contrast with the background but should not be too visually dominant.

The external corners should provide some form of visual contrast for easy identification by partially sighted people. A low level-tapping rail should be incorporated into the enclosure. Planting in containers is acceptable where this does not extend beyond the defined area, does not stain the paving, and are free standing so they can be removed if required.

Details of any outdoor heaters / parasols for use must be included within the drawings at the time of application.

Advertising within an outdoor seating area is not permitted without obtaining consent from the Council. Requirements for this approval include the submission of photographs or brochures to identify the material, colour and design whether it is to be sited on a banner, poster, flag, umbrella or other structure.

Proposals will be considered individually on their merits in terms of design, materials and colour. Plastic garden furniture, wooden picnic benches or generic branded enclosures (i.e. – name of a brewery) will not normally be considered to be appropriate. Tables and chairs should be separate to allow for a variety of configurations and must be high quality and robust. The provision of external seating or display of goods should not detract from the visual amenity of the area.

3. Neighbours

It is vitally important that the needs of adjoining properties, nearby residents, pavement users and delivery/emergency services are fully considered when proposing a use on the highway. These needs will be examined closely by the authorities dealing with the formal applications made under the current legislation. It may be helpful if you have consulted with your neighbours before submitting the formal application. The hours and days of use of the tables and chairs may be restricted to prevent nuisance to local residents and businesses.

4. Management

The extent of the outdoor seating area or display of goods will normally be directly in front of the premises that it serves to allow for robust surveillance and accountability. It will be the responsibility of the retailer / trader to ensure that the conditions of the road consent, planning permission and alcohol licence are adhered to along with the safe maintenance of their furniture. The trader / retailer will be responsible for the behaviour of and actions by his customers whilst in the consented pavement area.

At all times (particularly in poor weather conditions) it shall be the sole responsibility of the trader / retailer to ensure the safe use of their outdoor furniture. Where there is already internal seating associated with the building additional toilet facilities may be required if overall occupancy figures are increased. The approved licensed area will be kept clean and litter free; and every effort should be made to ensure that litter does not stray onto neighbouring areas. The responsibility for removing tables and chairs and other obstructions from the highway rests with the owner/operator of the premises.

ARGYLL AND BUTE COUNCIL**Environment Development and Infrastructure
Committee****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****13th August 2015**

Business Gateway - business support briefing

1.0 EXECUTIVE SUMMARY

- 1.1 Business Gateway is a national service, delivered via local authorities, providing free, confidential and impartial advice to new and existing businesses in Scotland.
- 1.2 Business Gateway makes an important contribution to the aim of growing Scotland's national economy and local economies by offering support and encouragement to both new start businesses and existing small businesses. It also enables local authorities to identify emerging businesses with high growth potential to ensure that such businesses are referred to the Enterprise Agencies for further support in their growth.
- 1.3 The national elements of Business Gateway support include a website and an advice service. The local elements of Business Gateway support include business advisers, workshops, information and guides, and referrals.
- 1.4 The 'unique selling points' of the service are that it offers:
 - an impartial, objective and confidential 'safe space' for clients to explore ideas and discuss problems
 - assistance to all businesses regardless of size or sector
 - strong local knowledge within the team
 - access to a wide network of contacts established across Scotland in both the public and private sector
 - support across all of Argyll and Bute, including its islands
 - the ability to put clients in touch with each other where appropriate
 - support given in various ways to suit the clients – face to face, email, telephone, workshops, factsheets, webinars
 - support that is totally free at the point of delivery
- 1.5 Since launching across the whole Argyll and Bute area in 2009, activity levels have increased and the council's in-house Business Gateway service has supported over 800 new start-up businesses and almost 2,500 existing businesses, delivered nearly 550 workshops, provided more than 3000 adviser meetings and handled more than 7,500 enquiries in total.
- 1.6 It is recommended that the Environment Development and Infrastructure Committee:
 - note the scope and scale of support available
 - promote the support to internal and external contacts as appropriate

- suggest any additional opportunities to further align the support with other council services engaging with businesses and other external partners.

Business Gateway - business support briefing

2.0 INTRODUCTION

- 2.1 Business Gateway is a national service delivered via local authorities, providing free, confidential and impartial advice to new and existing businesses in Scotland.
- 2.2 Business Gateway makes an important contribution to the aim of growing Scotland's national economy and local economies. It offers an opportunity to develop a large pool of new start businesses and to support and encourage existing small businesses. It also enables the Council to identify emerging businesses with high growth potential to ensure that such businesses are referred to the Enterprise Agencies for further support in their growth.
- 2.3 Since launching across the whole Argyll and Bute area in 2009, the council's in-house Business Gateway service has supported over 800 new start-up businesses and almost 2,500 existing businesses, delivered nearly 550 workshops, provided more than 3000 adviser meetings and handled over 7,500 enquiries.
- 2.4 The service has now become established but there is an opportunity to continue to raise awareness of the support on offer and identify where links to Business Gateway can be strengthened across the Council.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Environment Development and Infrastructure Committee:
 - note the range of support available from the Council's Business Gateway service
 - promote Business Gateway support to internal and external contacts as appropriate
 - suggest any additional opportunities to further align Business Gateway support with other Council departments engaging with businesses and other external partners

4.0 DETAIL

Development of Business Gateway

- 4.1 Business Gateway was originally provided in lowland Scotland only by Scottish Enterprise (SE), with Highlands and Islands Enterprise (HIE) providing its own support for the Highlands and Islands area.
- 4.2 In 2008, the Scottish Government moved responsibility for the provision of Business Gateway services to local authorities, with the provider contracts in place transferring from Scottish Enterprise to lowland local authorities. At this time Helensburgh and Lomond remained supported by the Dunbartonshire Business Gateway contractor.
- 4.3 In 2009, Business Gateway was launched across the Highlands and Islands area, with most local authorities, including Argyll and Bute, opting to provide the support through in-house Council teams or similar.
- 4.4 When the historic lowland Scotland Business Gateway contracts ceased in 2012, responsibility for the provision of Business Gateway support for Helensburgh and Lomond transferred to the Council's in-house team, with one Business Gateway delivery area formed across Argyll and Bute.

Resources

- 4.5 The Business Gateway services that must be provided by local authorities are specified in a Partnership Agreement signed by Scottish Local Government, Highlands and Islands Enterprise and Scottish Enterprise. This covers the minimum standard for a start-up advisory service and a growth advisory service. Further discretionary support to businesses can be provided under local services, including advisor support, specialist support and workshops.
- 4.6 Business Gateway in Argyll and Bute is allocated £274k per year from the Scottish Government for the provision of the services outlined in the Partnership Agreement. In addition, the Council provides £18k from the Economic Development budget. Due to the allocation process aligned to the historic delivery areas, an additional £70k per year is transferred from West Dunbartonshire Council's Business Gateway funding for delivery in the Helensburgh and Lomond area.
- 4.7 The team of 6.2 FTEs consists of one Senior Development Officer, two Business Support Officers and four Business Advisers (3.2 FTE), covering the whole of Argyll and Bute.
- 4.8 A small Business Gateway National Unit (BGNU) is hosted in COSLA, providing national marketing campaigns, performance reporting and quality assurance. In addition to the functions above, the BGNU provides advice and guidance to Business Gateway Contract Managers on operational processes and procedures and co-ordinates activity across Scotland.

Core Business Gateway provision

- 4.9 The national elements of Business Gateway support include a website www.bgateway.com and an advice service 0845 609 6611.
- 4.10 The local elements of Business Gateway support include business advisers, workshops and events, information and guides, and referrals.
- 4.11 One to one support is provided by a team of experienced business advisers who have all obtained the Premier Adviser accredited qualification and who have spent time in the private sector or running their own business. Across the adviser team there is a wide range of knowledge, skills and experience.
- 4.10 A range of workshops is provided in locations right across Argyll, including the islands. This includes start-up workshops (marketing, planning and finance), book-keeping, e-commerce, social media, customer care, craft business development, becoming an employer, managing staff and marketing. Plans for 2015 include the addition of new workshop topics including selling skills, business skills, funding, PR and pricing for profit.
- 4.11 Information and guides can be provided to clients. The team has access to a licenced database of guides which include industry profiles, business guides, legislative requirements and fact sheets. For example, guides on the types of business insurance required, the employment rights of employees, or sector specific guides covering micro brewing, outdoor activity or renting a chair for a hairdresser. A host of sample templates are also available covering practical issues such as partnership agreements, contracts of employment, or invoice terms and conditions.
- 4.12 Referrals to other support providers are an important part of the service. The team keep up to date with partner programmes and schemes and can signpost specialist support from a wide range of contacts. For instance, Scotland Food and Drink, Skills Development Scotland, Scottish Manufacturing Advisory Association, Scottish Edge, eSpark and Interface.
- 4.13 Signposting sources of funding and support with applications is another key role. Within Argyll and Bute, referrals are made to a wide range of potential funders including The Prince's Trust, the SJ Noble Trust, commercial lenders, funding competitions such as the Scottish Edge, and occasionally alternatives such as crowdfunding or angel investment.
- 4.14 Subject to budget availability, local provision of expert help can also be available to growing businesses. Last year this included HR, marketing, ecommerce and growth strategy specialist advice.
- 4.15 The 'unique selling points' for the Business Gateway service are that it offers:
- an impartial, objective and confidential 'safe space' for clients to explore ideas and discuss problems
 - assistance to all businesses regardless of size or sector
 - strong local knowledge within the team

- access to a wide network of contacts established across Scotland in both the public and private sector
- support across all of Argyll and Bute, including its islands
- the ability to put clients in touch with each other where appropriate
- support given in various ways to suit the clients – face to face, email, telephone, workshops, factsheets, webinars
- support that is totally free at the point of delivery.

Additional support

- 4.16 Using additional funding provided by the Council as match, European funding programmes have been utilised by the Business Gateway team to pilot business grant schemes. These included the LEADER funded Competitive Business Growth Programme in 2010-11 which offered start-up grants up to £1,000 and growth grants up to £3,000; and the ERDF funded Business Gateway Plus programme in 2014-15 offering growth grants up to £3,000.
- 4.17 Growth grant schemes in particular have been effective in engaging businesses with growth potential. Once engaged, these businesses can access other Business Gateway products as part of a pipeline of growing businesses receiving ongoing support and development to help them achieve their growth potential.
- 4.18 Building on the success of the earlier growth grant schemes, in March 2015 a Strategic Intervention application was submitted by Argyll and Bute Council for ERDF support for enhanced support to growth businesses via Business Gateway. This is currently pending approval by the Scottish Government. The total programme spend proposed is £597,525 to Dec 2018, leveraging £298,762 of ERDF funding. The Council match funding is provided by leveraging the annual budget allocated to core Business Gateway growth activity, with a small contribution from the Economic Development departmental budget.

The menu of support proposed includes specialist advice, growth grants, graduate placements, growth workshops, regional specific entrepreneurial support and key sector support. The support will be deployed based on business needs identified through engagement with a local Business Gateway adviser and is targeted at businesses with a projected growth in turnover of £50k+ anticipated over a three year period. The programme targets 216 unique enterprises being supported with a total of 862 interventions.

The programme aligns to a wider programme of support developed across Business Gateway regions nationally. Argyll and Bute Council will be the Lead Partner responsible to for delivery across all of Argyll and Bute. Once Strategic Interventions for Lead Partners have been approved, operational applications must be submitted for approval before activity can commence.

The target date for launching Business Gateway ERDF activity nationally is October 2015, subject to approval timescales.

Marketing

- 4.19 Business Gateway launched as a new brand across the full Argyll and Bute Council area in 2009. No database of businesses was available and awareness of the service had to be built from scratch.
- 4.20 Marketing activity funded by the Business Gateway National Unit includes national and local press adverts, PR, web advertising, local radio, cash machine ads and more recently TV ads. For the last few years Business Gateway has sponsored a monthly business page in the Helensburgh Advertiser, Oban Times, Argyllshire Advertiser, Campbeltown Courier and Dunoon Observer. As well as a banner advert, this sponsorship includes editorial which usually features a client case study.
- 4.21 Some of the national marketing activities targeting businesses such as posters, bus backs, train and tube banners do not reach Argyll and the local team continue to work with the national unit to explore opportunities. Last year this included the sponsorship of the craft tent at the Best of the West Festival, with 6 businesses winning a trade stand for the day courtesy of Business Gateway.
- 4.22 Local marketing activity managed by the local team includes press ads and ezines, normally bi-monthly.
- 4.23 As the service has been established, word of mouth recommendations have increased and an email list of over 3,000 contacts has been built up.

Performance

- 4.24 Business Gateway reports two key measures quarterly which feature in the Council's Single Outcome Agreement (Outcome 1: The economy is diverse and thriving) and its Economic Development Action Plan – namely the number of new start-up businesses supported and the number of existing businesses supported. See 4.27. Data is available by Council administrative area.
- 4.25 In addition a further 3 measures are also reported via Pyramid – customer satisfaction, the survival rate of supported new start businesses after 12 months and the survival rate of supported new start businesses at 36 months. See 4.27. National benchmarks are used against all these measures. Data is available at an Argyll and Bute level only and is provided by national tracking studies managed by the Business Gateway National Unit.
- 4.26 More detailed performance is reported monthly to the Business Gateway National Unit for 17 measures, relating to the Business Gateway services outlined in the Partnership Agreement. See 4.27.

4.27 2014-15 results¹

¹ PHVS: Potential High Value Start – a supported start-up with the potential to reach £70k turnover or employ

	2014-15 Target	2014-15 Result	Status Indicator
Council Scorecard			
Start-ups supported	110	112	Green
Existing businesses supported	300	747	Green
Customer satisfaction	85%	86%	Green
12 month survival rate	75%	89%	Green
36 month survival rate	60%	71%	Green
BGNU Performance measures			Green
Start-ups supported	110	112	Green
PHVS Supported	8	10	Green
HVS Supported	3	4	Green
Starts into GAS	2	5	Green
Existing Businesses into GAS	10	11	Green
Starts into GP	1	3	Green
Existing Businesses into GP	6	2	Red
Starts into AM	0	2	Green
Existing Businesses into AM	3	1	Red
Local expert help	12	10	Red
Local advisory services	345	506	Green
Start-up events	20	19	Red
Start-up event attendees	100	90	Red
Growth events	5	27	Green
Growth event attendees	30	217	Green
Local events	40	62	Green
Local event attendees	240	501	Green

The cumulative projected FTE (full time equivalent) jobs created (including the owner) within start-ups supported by Business Gateway last year was 128.5

one or more staff within 18 months, who has agreed a Growth Action Plan with an adviser

HVS: High Value Start - a supported start who has achieved turnover of £70k or taken on one or more staff within 18 months after agreeing a Growth Action Plan with an adviser

GAS: Growth Advisory Service – for clients with the potential to increase turnover by £100k or more within 3 years who have agreed a Growth Action Plan with an adviser

GP: Growth Pipeline – for clients with the potential to increase turnover by £200k (HIE area) or £400k (SE area), referred by Business Gateway and subsequently accepted for supported by HIE or SE after review

AM: Account Management – for clients referred by Business Gateway and subsequently accepted for full account management by HIE or SE after review

Local expert help: Specialist advice on HR, marketing, eCommerce or growth strategy

Local advisory services: Unique clients accessing adviser support, where the client does not meet the growth threshold for PHVS, HVS, GAS or GP support

Local events: workshops that are not included within the core Business Gateway start-up or growth workshop catalogue

- 4.28 In addition, the management information monitored by the team provides a further level of detail on performance including enquiry levels and adviser meetings, also available broken down by Council administrative area.

Measure	2014-15 result
Start-up enquiries	495
Existing business enquiries	222
Event booking enquiries	943
Total enquiries	1660
Adviser meetings with clients – start-up	357
	227
Total adviser meetings	584

- 4.29 Qualitative performance information is also available via the feedback sheets issued at all Business Gateway workshops, and the results of the monthly quality assurance programme. This monthly programme, run by the Business Gateway National Unit, issues an email survey to every single contact that has used the Business Gateway service in the previous month, whether through the local office, workshop, website or enquiry service.
- 4.30 Over 60 case studies of clients supported by the local Business Gateway are available – see Appendix 1 for two examples.

Overview of other support provided by Business Gateway team

- 4.31 Business Gateway advisers also provide the Council’s required support for applicants to the West of Scotland Loan Fund (WSLF).
WSLF is a unique consortium of twelve west of Scotland Local Authorities working together to provide loan finance to new and existing small to medium sized enterprises within the west of Scotland. One officer is responsible for appraising WSLF applications and represents Argyll and Bute Council at the WSLF Officers Group meeting. This function is expected to continue with the proposed pan-Scotland local authority loan fund.
- 4.32 Similarly the Business Gateway advisers provide support to applicants for the UK Government funded pilot Start Up Finance Scotland scheme (SUFS). This provides access to finance to would-be entrepreneurs, offering loans and mentoring support to help set up their business. Advisers are responsible for appraising applications prior to full approval by the finance provider, the Start Up Loan Company (SULCO) and for aftercare support
- 4.33 Business Gateway also provides support to Argyll and Bute based businesses using Scottish and Southern Energy’s (SSE’s) online tender portal to bid for work. Any business that fails to meet SSE’s policy requirements such as health and safety or quality, is automatically referred to Business Gateway for help in addressing this.

Supporting other Council activities

- 4.34 The team works closely with the Council's procurement team to support local businesses tendering for public sector contracts. This includes attending 'Meet the Buyer' events for key contracts, such as the recent Dunoon and Rothesay CHORD works events and support to individual businesses with the tender process. In addition, the Business Gateway team works jointly with the procurement team on the promotion of and event scheduling for the Supplier Development Programme (SDP), which offers free support to all Argyll and Bute based SMEs.
- 4.35 The team also liaises with Regulatory Services and in particular the business advisers have developed links with some of their counterparts in Trading Standards, Environmental Health and Licensing.
- 4.36 Within Economic Development, the team worked very closely with the Employability team to promote the Employer Recruitment Incentive to businesses when it was live, and continue to refer relevant clients to the Council's Social Enterprise team.
- 4.37 There is potential for increased referral of clients engaging with the wider Council and this will be an area of focus moving forward. For instance, growth businesses engaging with Planning, Non Domestic Rates, Estates, Waste Management and Regulatory Services.

Enterprise Agencies

- 4.38 Business Gateway provides a broad level of support to a very wide client group, with no one excluded from the entry point services based on size, ambition, location or sector.
- 4.39 Business Gateway works closely with both of the Scottish Government's enterprise agencies, Highlands and Islands Enterprise (HIE) and Scottish Enterprise (SE). These agencies both have a distinctly different role to Business Gateway, with their support focused on key sectors and businesses with the highest growth potential. Businesses are accepted by the enterprise agencies for support on a case by case basis.
- 4.40 HIE's role is "to lead regional growth and development, to seek investment opportunities that will be a catalyst for change, and to ensure that the Highlands and Islands derives maximum benefit from existing and emerging opportunities".²
- 4.41 HIE's priorities are:
- supporting businesses and social enterprises to shape and realise their growth aspirations
 - strengthening communities and fragile areas
 - developing growth sectors, particularly regional opportunities
 - creating the conditions for a competitive and low carbon region³

² Page 3 BUILDING OUR FUTURE - HIE Operating plan 2014-2017

³ Page 7 BUILDING OUR FUTURE - HIE Operating plan 2014-2017

- 4.42 In terms of business support, HIE adopt an account management approach, focusing their efforts on organisations with the most aspiration and potential to grow. HIE's interventions focus on leadership and entrepreneurship, international trade, inward investment, innovation, marketing, digital opportunities and access to finance.
- 4.43 The seven sectors HIE focus on are food & drink, creative industries, sustainable tourism, financial and business services, energy, life sciences and universities, identified by the Scottish Government as offering particular growth potential.
- 4.44 Clients can be referred by Business Gateway to HIE for account management where the business operates in a key sector and has potential to increase turnover by £200k or more within the next 3 years. If accepted by HIE, the business can access their range of advice and financial assistance, bespoke to their needs. HIE consider a range of variables such as additionality, displacement, employment potential, innovation, internationalisation and location in addition to the sector and growth potential, before making a decision whether to accept each business on a case by case basis. To date, 12 businesses referred by Business Gateway in Argyll and Bute have been accepted into account management by HIE.
- 4.45 Where a business has growth potential but is not yet ready for account management by HIE, Business Gateway can request HIE accept them into 'Growth Pipeline' where they can access HIE advisory support but not funding, as well as Business Gateway support. Clients entering this Growth Pipeline must also show potential to increase turnover by £200k or more within the next three years.
- 4.46 Outside of the Growth Pipeline/Account Management model, HIE offer some specific support interventions around innovation, exporting and digital engagement that can be accessed more widely. Typically this would be workshop support rather than intensive one to one support.
- 4.47 Scottish Enterprise (SE) has a similar remit to HIE "We want to stimulate Scotland's economic ambition – creating an innovative, high-wage and highly productive economy with a competitive, international market presence and a focus on high value opportunities".⁴ SE's growth sectors are Food and Drink, Life Sciences, Energy, Tourism, Creative Industries, Financial and Business Services and Technology and Engineering.⁵
- 4.48 SE also operates a growth pipeline and account management model, although with different growth thresholds for entry compared to HIE. Clients referred by Business Gateway to SE for Growth Pipeline or Account Management support must be projecting a minimum increase in turnover of £400k within the next three years. Last year 1 client in Helensburgh and Lomond (SE area) was accepted by SE into Growth Pipeline.

⁴ <http://www.scottish-enterprise.com/about-us>

⁵ <http://www.scottish-enterprise.com/knowledge%20hub/articles/publication/business%20plan%202014%20to%202017?anchor=q=business%20plan>

- 4.49 Business Gateway's ERDF funding application to provide enhanced support to growth businesses, referred to in 4.18 has been designed to increase the support available to businesses with growth potential who are not yet demonstrating the growth required for enterprise agency support.
- 4.50 For some projects, Business Gateway, HIE and SE are collaborating, such as the National Digital Engagement Programme (NDEP) and the Digital Voucher Programme. This requires participation by local Business Gateway officers in national project groups.

The NDEP, delivered by partner organisations including SE, HIE and Business Gateway, seeks to raise awareness and knowledge of digital technology as it effects SMEs. The programme, due to launch later this year, will offer digital health checks, online guides, webinars, workshops and one to one specialist support to help businesses develop their technical ability. The programme will access Digital Scotland Business Excellence Partnership (DSBEP) funding from the Scottish Government.

The Digital Voucher Programme, which also accesses DSBEP funding, offers a grant of up to £5k to eligible businesses to help them implement ecommerce, digital or ICT projects that will help them grow their business.

5.0 CONCLUSION

- 5.1 Argyll and Bute Council's Business Gateway provides free and confidential support to both new and existing businesses across the area. The Council has no other dedicated business support resources.
- 5.2 The support provided links directly to the Council's SOA Outcome 1: The economy is diverse and thriving.
- 5.3 The services that must be provided are outlined in a Partnership Agreement.
- 5.4 Business Gateway provides a broad level of support to a very wide client group, with no one excluded from the entry point services based on size, ambition, location or sector.
- 5.5 The Business Gateway team have close links with HIE and SE, working to identify businesses with significant growth potential.
- 5.6 The service has now become established but there is an opportunity to continue to raise awareness of the support on offer and identify where links to Business Gateway can be strengthened across the Council.

6.0 IMPLICATIONS

- 6.1 Policy Business Gateway provision aligns to the Council's SOA and Economic Development Action Plan.
- 6.2 Financial Business Gateway works within its allocated budget and wherever possible, uses this as match to lever in additional European funding to enhance services.
- 6.3 Legal Business Gateway delivers against the service specification outlined in a Partnership Agreement signed by Scottish Local Government, Highlands and Islands Enterprise and Scottish Enterprise.
- 6.4 HR Business Gateway support is delivered by an in-house Council team, with external contractors procured as appropriate.
- 6.5 Equalities Business Gateway has no adverse impact on key equality groups and the support can positively help disadvantaged individuals move into self-employment. The service provided complies with all Equal Opportunities policies and obligations.
- 6.6 Risk There is limited risk for the Council as the team has the skills and resources needed to deliver the required Business Gateway service. If budgets were to be reduced there is a risk that the service would not be able to deliver against the Partnership Agreement.
- 6.7 Customer Service Business Gateway customer satisfaction levels are routinely independently monitored and reported on the Council's scorecard. Feedback is used to improve the customer experience wherever possible.

**Pippa Milne, Executive Director of Development and Infrastructure
Policy Lead, Cllr Aileen Morton**

For further information contact:

Ishabel Bremner, Economic Development Manager, tel: 01546 604375
Kate Fraser, Senior Development Officer, Business Gateway, tel: 01546 604550

Appendix 1 – client case studies

KINTYRE EGGS - EXPANSION HELPS FARM CRACK NEW MARKETS



A Kintyre farm that sells its eggs to customers across Argyll is expanding further this year after investing in state-of-the-art equipment.

Kintyre Eggs, run by Hannah and Will Jones, was set up after Hannah spotted a gap in the market for fresh, free range eggs straight from the farm.

Starting with 500 hens, they began supplying local shops and people, but with demand increasing on a weekly basis, they had to quickly build more hen houses and are now only months away from having 3000 hens on their land.

With support from Argyll and Bute Council’s Business Gateway service, Kintyre Eggs is continuing to grow and expand beyond the region.

Hannah said: “We never expected this demand when we first began selling our eggs. I felt our eggs tasted so good and that people were missing out by not using eggs from hens living right here in Kintyre. We keep the hens in small flocks, feed them a premium whole grain blend and they forage in fields overlooking the Kintyre coastline. In return the hens are laying beautiful eggs with golden yolks. The response from the outset from local businesses and people was great, but we never imagined we would be selling as much as we are now and to businesses outwith Argyllshire.

“After receiving a Business Gateway Plus growth grant we were able to buy equipment that has allowed us to collect and sort our eggs a lot easier and quicker. This is crucial now that we have grown so we can continue to supply a high quality egg that meets the standards our customers have become accustomed to. The grant enabled us to increase hen numbers and by the end of this year we will have 3000 living on our land. For our eggs to be in shops from Campbeltown to Oban and beyond to Glasgow is fantastic and we expect to expand our geographical reach to meet demand.”



In order to continue offering their customers something new, Hannah and Will are in the process of opening a farm shop. This will sell eggs, vegetables, farmhouse baking and cut flowers, all of which are produced on the farm and have previously been sold at their honesty-box farm stall.

“As well as the grant from Business Gateway, our adviser signposted us to the SJ Noble Trust which awarded us further funding, enabling us to start building the farm shop. Business Gateway’s help has been crucial and it’s great to know that they are always on hand to offer advice and support.”

M&T BUILDERS MERCHANTS - STRONG FOUNDATIONS FOR THE FUTURE

A builders' merchant that has been working from the same site in Helensburgh since 1978 is aiming to grow even further as the company looks to the future.

M&T Builders Merchants, an independent company selling to both the building services trade and general public, was set up 37 years ago by The Trail family.

Now run by son Alan, the business employs nine members of staff. With support from Argyll and Bute Council's Business Gateway, the business is continuing to focus on providing the best customer service as it grows.

Alan Trail said: "I took over the company about 15 years ago when my mum retired but I have worked in the business for nearly 30 years having started helping out on a Saturday while I was still at school. My mum ran the company which in those days was unusual in this industry. Although she had been a primary school teacher, she, along with my dad who ran a construction company, saw the potential for a merchant in the area.

"We pride ourselves on providing a personal and friendly service that you don't always get at large stores and national merchants. Keeping a large and varied stock of both light and



heavy side materials we try as often as possible to have in stock what our customers require. At the moment we own two lorries which deliver to both sites and clients' homes."

Alan is completely dedicated to his staff and offers training to ensure that they have excellent product knowledge and consistently provide high quality customer service.

Alan added: "We have a great level of staff retention here and I would like over the next year or so to give

them further training as I feel this will improve the service we provide and help with sales. Six team members attended a Business Gateway World Host training day as we understand the importance of great customer service. Being a World Host business is fantastic and our staff came back with a new look on how they deal with different situations to everyday working. They all enjoyed the course and are now more aware of how everything they do reflects on the business."

The local Business Gateway team are committed to offering support in the areas that local businesses have identified as important.

Ann Scott, Business Adviser for Business Gateway said: "Customer care training remains a crucial issue for many business owners and our World Host workshops help small businesses to address this. We recently ran a World Host workshop in conjunction with the Helensburgh Chamber of Commerce, aimed at ensuring staff are always learning something new and can deal with situations in different ways. It's really good to hear that the M&T Builders Merchants staff who attended are already using what we covered to good effect".

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT &
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****13 August 2015**

Proposed management measures for Marine Protected Areas and Special Areas of Conservation

1.0 EXECUTIVE SUMMARY

- 1.1 In July 2014 Scottish Government designated thirty Nature Conservation Marine Protected Areas (MPA) across Scotland which alongside existing marine Special Areas of Conservation (SAC) and Special Protection Areas (SPA) created a Scottish Marine Protected Area network. Since then, significant stakeholder involvement led to the development of management approaches for individual MPAs and SACs which were consulted on by Government in 2014.
- 1.2 A ministerial announcement in June 2015 set out the Scottish Government's decisions on management proposals for some MPAs and SACs and initiated further consultations on new management proposals for two MPAs affecting Argyll and Bute, through Marine Conservation Orders (MCO).
- 1.3 Scottish Government have gone further than expected and discussed with stakeholders for restrictions on fishing activity. In some instances proposed measures are no longer considered proportionate, with a resulting elevated economic risk to coastal communities.
- 1.4 In addition to concerns over localised economic impact a number of other issues have been identified including a perceived shift in the level and scale of management restrictions on fishing activity; new proposals which were not presented as management approaches during the 2014 consultation; lack of justification and evidence for some measures; and lack of consideration of existing SAC management plans and agreed processes for Firth of Lorn Special Area of Conservation (SAC).
- 1.5 It is recommended that the committee note the contents of the report; approve the detailed draft responses to the MCO consultations and agree to officers submitting further representation on the issues identified in order to influence parliamentary scrutiny of the management proposals in early autumn.

Proposed management measures for Marine Protected Areas and Special Areas of Conservation

2.0 INTRODUCTION

- 2.1 This report outlines the management proposals for some Marine Protected Areas (MPA) and Special Areas of Conservation (SAC) recently announced by Scottish Government, and identifies a number of concerns relating to proposals affecting Argyll and Bute. The report seeks approval of draft responses to Government consultations on draft Marine Conservation Orders (MCO) which seek to implement management proposals for the Loch Sunart to Sound of Jura MPA and South Arran MPA.
- 2.2 The deadline for responses to the MCO consultations was 9th of August and therefore an officer's response, prepared in consultation with the policy lead was submitted to Scottish Government. It was agreed with Scottish Government that the Council's formal response would be submitted following consideration of the matter by this committee.
- 2.3 Colour copies of the maps in Appendix 3 of this report will be presented at the Committee meeting and colour hard copies have been made available in the Members room.

3.0 RECOMMENDATIONS

- 3.1 That the committee:
- (i) note the contents of the report;
 - (ii) approve the draft responses to the Marine Conservation Order consultations, detailed in Appendices 1 and 2; and
 - (iii) agree to officers preparing additional representation on MPA/SAC management proposals, in consultation with the policy lead, in order to influence parliamentary scrutiny of proposals in Autumn 2015.

4.0 DETAILS

4.1 Background

- 4.11 In July 2014 Scottish Government designated thirty Nature Conservation MPAs across Scotland which alongside existing marine SAC and Special Protection Areas (SPA) created a Scottish Marine Protected Area network

- 4.12 The Scottish Government subsequently consulted on different management approaches for a selection of MPAs and marine SACs between November 2014 and February 2015. For the long established SACs this looked to deliver new management or revise previously agreed management. This consultation covered two SACs and five MPAs either within Argyll and Bute or relevant to our coastal communities. The Council submitted an officer response to this consultation which was consistent with the approved response to the 2013 consultation on the designation of a suite of Marine Protected Areas across Scotland.
- 4.13 The Government's [MPA Handbook](#) states that the five guiding principles for sustainable development as detailed in Scottish Planning Policy also apply to management of Nature Conservation MPAs. The five principles are –
- living within environmental limits,
 - ensuring a strong, healthy and just society,
 - achieving a sustainable economy,
 - promoting good governance, and
 - using sound science responsibly.
- This was the context within which the development of management proposals and stakeholder engagement was framed.
- 4.14 On Thursday 11 June Richard Lochhead announced the Scottish Government's proposed management measures for the MPAs and SACs covered by the consultation. The announcement included a [report](#) which summarised the main views from the consultation and the Government's decision on proposed management measures for each MPA/SAC and initiated the publication of four [draft Marine Conservation Orders](#) (MCO) for consultation until 9 August 2015.
- 4.15 Scottish Government identified the following key themes from the consultation that were reflected in the intended measures:
- The need for measures to be as simple and understandable as possible.
 - That the measures should be more ambitious.
 - The measures should remain as proportionate as possible.
- 4.16 The management measures proposed relate mostly to restrictions on fishing activity and for four of the six MPAs relevant to Argyll and Bute, fishing restrictions will be implemented using powers under the Inshore Fishing (Scotland) Act 1984, taking effect on 1 November 2015 with no further formal consultation stage.
- 4.17 For the Loch Sunart to Sound of Jura MPA and South Arran MPA it is intended to use powers under the Marine (Scotland) Act 2010 to implement measures through specific Marine Conservation Orders (MCO), as the proposed measures are considerably different from those that were in the consultation. Using this legal process Scottish Government are required to publish draft Orders to enable interested parties to review and comment on them. Scottish Ministers must also assess the potential economic, social and environmental implications of any displacement of activity resulting from management restrictions.

4.2 Summary of proposed management for individual sites

- 4.2.1 For four of the six MPA/SACs relevant to Argyll and Bute Scottish Government has agreed on the Management Approaches from the 2014 consultation which had the

higher level of restrictions on fishing activity. These sites are Loch Creran, Loch Sween and Upper Loch Fyne & Loch Goil MPAs; and Treshnish Isles SAC. Overall these proposals are not significantly out of line with the Council's response to the 2014 consultation.

4.2.2 For the Loch Sunart to Sound of Jura and South Arran MPAs, management approaches not considered in the 2014 consultation have been proposed. The proposals for these two MPAs outlined in the draft MCOs are at odds with the Council's response to the initial consultation. **Appendix 3** shows the difference in extent of the proposed closed areas for mobile gear fishing from the 2014 proposals to the current proposals for the Loch Sunart to Sound of Jura MPA and South Arran MPA.

Loch Sunart to Sound of Jura MPA (including Firth of Lorn SAC)

4.2.3 The management approaches outlined in the 2014 consultation for the Loch Sunart to Sound of Jura MPA included closing three small areas to mobile gear fishing equating to an estimated 2% of total annual landing value of the MPA and a second approach joining these areas up which equated to around 5%(16.5K) of the annual landing value. The Council response favoured the first approach as it was considered there was no clear scientific evidence presented in support of the larger closed areas.

4.2.4 The Government's proposed approach following the 2014 consultation is to close the entire MPA to mobile gear fishing and open under derogation four smaller areas where trawling and dredging would be allowed. The economic value of the areas closed to mobile gear fishing now equates to around 45%(200K) of total annual landings within the MPA, not including an additional closed area outwith the MPA. The precise reasons for the significant change in approach are not clear but it is assumed that the new proposal is seeking to limit the potential for bycatch (unwanted marine creatures caught in nets while fishing for other species) or disturbance of skate from bottom gear fishing (trawling along the sea floor). The new proposals which restrict 71% of the area of the MPA suggest that mobile gear fishing (prawn trawling & scallop dredging) is incompatible with the protected feature Common Skate, whereas the management approaches proposed in the 2014 consultation suggested that this type of fishing may interact with skate based on SNH advice that spatial or temporal limitation of activity should be considered.

4.2.5 The draft MCO for Loch Sunart to Sound of Jura MPA also includes the Firth of Lorn SAC as these two designations significantly overlap. The 2014 consultation made no reference to any management proposals for the SAC but the draft MCO proposes closure of the SAC to trawling and dredging without any clear justification or evidence being provided to support the proposals.

South Arran MPA

4.2.6 The draft MCO for South Arran MPA proposes that scallop dredging is restricted throughout the MPA and that prawn trawling is permitted in three areas of the MPA. The proposals represent a similar level of restriction on trawling activity to that proposed in the 2014 consultation but a greater level of restriction (total exclusion) for scallop dredging. The proposals represent an estimated loss of annual catch value of 42% (£400K) compared to 33% (£340K) in the 2014 consultation.

4.3 Overall concerns

Proportionality of proposed measures

- 4.3.1 Based on the evidence presented on management approaches during the 2014 consultation it is considered that some of the individual measures now proposed and the potential cumulative impact of all MPA/SAC management on the inshore fishing industry in Argyll and Bute are not proportionate and do not reflect an appropriate balance of the five guiding principles which apply to management of nature conservation MPAs. These proposals also appear to be at odds with other policy areas seeking to protect island communities and fishing activity, including the 'Empowering Scotland's Island Communities' and the National Marine Plan. The environmental and economic sustainability of proposed management measures at both a local and a network scale must be considered by Scottish Government both in the short and long term.

Lack of evidence/assessment

- 4.3.2 Under the Marine (Scotland) Act, Scottish Ministers must assess the potential economic, social and environmental implications of any displacement of activity resulting from management restrictions. This assessment and supporting information was presented for each management approach in the 2014 consultation but has not been presented for the significantly different management approaches detailed in the draft MCOs and supporting Business and Regulatory Impact Assessments (BRIA). This lack of information makes it very difficult for those responding to the MCO consultation to understand the Government's position and effectively present their point of view.

Local economic impact

- 4.3.3 The Scottish Government have estimated the cumulative impact of proposed management measures on fishing activity to equate to less than 2% of the combined annual income of affected fishing vessels across Scotland, stating that impact in the vast majority of cases will mean modest changes to fishing patterns with very limited economic impact, given the ability of vessels to fish elsewhere. In Argyll and Bute the loss in annual catch value is estimated to be 45% within the Sound of Mull to Sound of Jura MPA and 42% within the Sound of Arran MPA which is significantly higher. Cumulative impacts from management restrictions from the three Clyde MPAs are also a concern for fishing communities in Tarbert, Carradale and Campbeltown.
- 4.3.4 The financial implications of the proposed management proposals have been assessed largely on the proportion of annual catch value lost. The economic impact is however is much wider than just the value of catch as reductions in catch can have knock on effects on a range of supply chain businesses including processing, transport and food retailers. It is accepted that many stakeholders believe that there will be significant wider long-term economic benefits of providing greater protection for the marine environment, however the specific economic impacts at a local scale can be significant to individual communities and should not be ignored.
- 4.3.5 Local fishing associations and supply chain businesses which represent prawn trawling and scallop dredging are concerned about the local economic impacts which go much further than initial catch value with small local processing businesses likely to be at risk in addition to individual vessels. Other fishing interests such as creel fishermen and shellfish divers may view the proposed

restrictions on mobile gear fishing as an economic opportunity but this also brings the potential for increased competition within the smaller areas to remain open to all types of fishing which could in itself have a detrimental impact if unmanaged.

- 4.3.6 Many assumptions and statements in the Business and Regulatory Impact Assessments (BRIA) supporting the draft MCO consultations give a false impression that economic impacts to existing fishing activities can easily be mitigated by displacement elsewhere or replacement by more sustainable methods of fishing activity. The reality is much more complex and these statements need to be challenged.
- 4.3.7 If current measures are implemented as proposed then some form of financial assistance will be essential to mitigate the local economic impact on individual fishing businesses and the local supply chain. A specific package of measures should be created and made available by Scottish Government to directly support fishing businesses adapt to change. This should include support to modify or change vessels and/or gear, to diversify into other maritime activity and decommissioning.

Other implications

- 4.3.8 The proposals for the Loch Sunart to Sound of Jura MPA and South Arran MPA present other issues which have not been considered by the draft MCO consultations. These include potential impacts from displacement of existing fishing activity in terms of conflict for space and increased effort in some areas and the environmental implications of this. Closure of areas to mobile gear fishing may result in significant increases in creel fishing effort which would need to be carefully managed to avoid impacts on shellfish stocks and the environment.

5.0 CONCLUSION

- 5.1 Taking a balanced view of the potential environmental benefits and economic impacts of the new proposals for MPA and SAC management, it appears that Scottish Government have gone further than expected with restrictions on fishing activity and in some instances proposed measures are no longer considered proportionate, with a resulting elevated economic risk to coastal communities. It is considered important for the Council to express the concerns set out in section 4 of this report by responding to the individual formal MCO consultations and by making further representation to the Scottish Parliament in order to influence parliamentary scrutiny of the management proposals in early autumn.

6.0 IMPLICATIONS

- | | | |
|-----|-----------|---|
| 6.1 | Policy | Positively influencing the proposed management of a Scottish network of marine protected areas assists the Council deliver the SOA outcome for a diverse and thriving economy, and its commitments for the environment. |
| 6.2 | Financial | None |
| 6.3 | Legal | None |
| 6.4 | HR | None |

6.5	Equalities	None
6.6	Risk	Some proposed MPA management measures are likely to result in local economic impacts on coastal communities in Argyll and Bute.
6.7	Customer Services	None

Executive Director of Development and Infrastructure – Pippa Milne

Policy Lead – David Kinniburgh

13th August 2015

For further information contact: Mark Steward; Marine & Coastal Development Manager; mark.steward@argyll-bute.gov.uk; 01631 567972

Glossary of terms

Mobile gear fishing – Fishing activity which involves towed gear such as trawling or dredging.

Marine Conservation Order (MCO) - may be made by Scottish Ministers to further the conservation objectives of a Marine Protected Area by regulating activities.

Marine Protected Areas (MPA) – Scottish marine designated site to protect specific nature conservation features including habitats, species and geological features.

Special Areas of Conservation (SAC) – European nature conservation designated site protecting habitats or species of conservation importance at European level.

Special Protection Area (SPA) - European nature conservation designated site protecting bird species of conservation importance at European level.

Appendix 1 – Draft response to Loch Sunart to Sound of Jura MPA Marine Conservation Order

1. Introduction

The Council welcomes the opportunity to respond to the management proposals for the Loch Sunart to Sound of Jura MPA and Firth of Lorn SAC as detailed in the draft Marine Conservation Order consultation. While the extension of the consultation period is welcomed it does not allow consideration of a draft response through the Council's committee process prior to 9th August 2015. The following comments therefore constitute an officers response from Argyll and Bute Council and a formal response will be submitted following consideration by the Council's Environment, Development & Infrastructure Committee on 13 August 2015.

There is no doubt as to the quality and diversity of Argyll and Bute's coast and inshore waters, making our coastal area one of our prime assets which requires protection and wise management and is critical to our economic success. It is therefore vital that this resource is used sustainably. While the Council is supportive of the principle of MPAs and the long term environmental and economic benefits that may arise from a well-managed network, it is vitally important that the right balance is struck between environmental protection and socio-economic impact on marine activities and coastal communities.

2. Summary of key views

Taking a balanced view of the potential environmental benefits and economic impacts, it is our view that Scottish Government has gone further with restrictions on fishing activity than expected and was discussed with stakeholders. While the Council agrees that proposed management measures for MPAs and SACs are ambitious, it is considered that some individual measures and the potential cumulative economic impact of all MPA/SAC management measures on the inshore fishing industry in Argyll and Bute are not proportionate when considered at a local scale.

It is our view that the proposed measures set out in the draft MCO have the potential to result in significant localised economic impact through a loss of important winter fishing ground, which will not be mitigated by the factors identified by Scottish Government. The Council is also concerned about the future implications of a growing MPA network on the economic viability and productivity of our coastal area due to the high number and geographic extent of existing and proposed designations and the potential for creeping strengthening of management over time.

To help mitigate and manage localised economic impacts on the fishing industry and its supply chain the Council requests that Scottish Government give immediate attention to the development of a specific package of measures to provide financial support to those affected by the proposed measures.

In addition to these views the Council also has concerns relating to a perceived change in focus of the process of developing MPA management measures, from a clearly defined focus on the protection of specific features to an increasing focus on potential benefits from wider management across an MPA. Finally the Council feels that the proposed fisheries management measures being consulted on have been developed without a full understanding of the spatial use of the MPA by common skate at different stages of their lifecycle, and have not been supported by evidence and justification

which clearly demonstrates that they are necessary to ensure conservation objectives for common skate will be met.

3. Ministerial announcement

Following the Minister's announcement on MPA/SAC management in June 2015 the Council has carefully considered proposals relevant to Argyll and Bute waters and our communities. Taking a balanced view of the potential environmental benefits and economic impacts, it is our view that Scottish Government has gone further with restrictions on fishing activity than expected and was discussed with stakeholders. The management approaches now proposed relate to the most restrictive options on fishing activity, or are entirely new and significantly more restrictive measures which were not considered during the 2014 consultation.

The Government's MPA Handbook states that the five guiding principles for sustainable development as detailed in Scottish Planning Policy also apply to management of Nature Conservation MPAs. The following five principles set the context within which the development of management proposals and stakeholder engagement was framed:

- living within environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance; and
- using sound science responsibly.

The Scottish Government report which sets out a summary of responses to the 2014 consultation identifies the following key themes from the consultation which were reflected in the intended measures:

- The need for measures to be as simple and understandable as possible.
- That the measures should be more ambitious.
- The measures should remain as proportionate as possible.

The Minister's letter to the Convener of the Rural Affairs, Climate Change and Environment Committee also states that whilst the package of measures is ambitious it remains proportionate with the overall cumulative impact of measures estimated to be less than 2% of the combined annual income of affected fishing vessels.

It is the view of the Council that the proposed measures are indeed ambitious but it is considered that some individual measures and the potential cumulative economic impact of all MPA/SAC management measures on the inshore fishing industry in Argyll and Bute are not proportionate when considered at a local scale and would result in elevated economic risk to some coastal communities. Having been involved in the lengthy process of identifying new MPAs and discussing management options the Council had felt that this process was seeking to reflect the five guiding principles listed above. However, the measures now proposed for some MPAs including those outlined in the Loch Sunart to Sound of Jura draft MCO are not felt to reflect an appropriate balance of the guiding principles. These same measures also appear to be at odds with other policy areas seeking to protect island communities and fishing activity, including the 'Empowering Scotland's Island Communities' prospectus and the National Marine Plan. The environmental and economic sustainability of proposed management measures at both a local and a network scale must be considered by Scottish Government both in the short and long term.

Scottish Government had promoted the development of management approaches for MPAs as being driven primarily by the sensitivity of individual protected features to specific activities, whilst acknowledging that there are potential wider environmental and economic benefits from site protection across an MPA network. The core of this approach was a presumption of use within a MPA so long as the conservation objectives of the site can be met. It appears however that the potential for securing wider benefits has now directly influenced the development of management proposals to a much greater degree than at the start of the process. This is evident in the scope of some management measures and the report of the 2014 consultation which provides a 'site level' and 'added value' assessment of protection beyond the designated features. The Council is therefore concerned that some management proposals have become more restrictive due to a change of focus from protection of the specific features to being used to implement wider environmental management and perhaps even wider management of mobile gear fishing in inshore waters. This change in approach has led to the development of new management proposals without a full debate from all stakeholders on the positive and negative implications of wider seas management.

4. Difference between 2014 management approaches & MCO proposal

The management approaches outlined in the 2014 consultation for the Loch Sunart to Sound of Jura MPA included closing three small areas to mobile gear fishing equating to an estimated 2% of total annual landing value of the MPA and a second approach joining these areas up which equated to around 5%(16.5K) of the annual landing value. The Council response favoured the first approach as it was considered there was no clear scientific evidence presented in support of the larger closed areas.

The draft Marine Conservation Order (MCO) will now close the entire MPA, including the Firth of Lorn SAC to mobile gear fishing and open under derogation three smaller areas where trawling and dredging would be allowed. The economic value of the areas closed to mobile gear fishing now equates to around 45%(200K) of total annual landings within the MPA/SAC, not including an additional closed area outwith the MPA. The difference in percentage of the MPA area where mobile gear fishing would be excluded has also increased significantly from 12% for the most restrictive approach outlined in the 2014 consultation to 71% as proposed in the MCO consultation. The precise reasons for the significant change in approach are not clear but it is assumed that the new proposal is seeking to limit the potential for bycatch or disturbance of skate from mobile gear fishing.

The draft MCO for Loch Sunart to Sound of Jura MPA also includes the Firth of Lorn SAC as these two designations significantly overlap. The 2014 consultation made no reference to any management proposals for the SAC but the draft MCO proposes closure of the SAC to trawling and dredging without any clear justification or evidence being provided to support the proposals.

5. Justification for measures

Loch Sunart to Sound of Jura MPA

Under the Marine (Scotland) Act, Scottish Ministers must assess the potential economic, social and environmental impacts of an MCO and the implications of any displacement of activity resulting from management restrictions. The 2014 consultation on management approaches for MPAs and SACs presented different management approaches for each designated site with information on the management advice from

SNH, justification for each management proposal and details of the predicted economic impact on restricted activities. In addition the supporting Environmental Report provided an assessment of the environmental implications of displacement of fishing activity.

The new MCO proposals being consulted on for the Loch Sunart to Sound of Jura MPA and Firth of Lorn SAC were not management approaches proposed in the 2014 consultation and no new environmental justification has been provided within the draft MCO and supporting BRIA to support the substantially different management proposed. This makes it very difficult for those responding to the MCO consultation to understand the Government's position and effectively present their point of view.

The new proposals which restrict 71% of the area of the MPA suggest that mobile gear fishing (prawn trawling & scallop dredging) is incompatible with the protected feature Common Skate, whereas the management approaches proposed in the 2014 consultation suggested that this type of fishing may interact with skate based on SNH advice that spatial or temporal limitation of activity should be considered. It is our view that the management approaches proposed in the 2014 consultation must have been considered by Scottish Government at the time to deliver the conservation objectives for the MPA. The Government's report summarising the 2014 consultation responses seems to suggest that those presenting arguments for greater protection of common skate from bottom fishing were highlighting research reports which had already been used by Scottish Government and SNH in their consideration of the designation, advice on management and development of management proposals in the 2014 consultation. In our view, there does not appear to be any new evidence presented which supports the significant change in extent of management restrictions, particularly as the conservation objective for common skate is to 'maintain', rather than 'recover'.

The Management Options paper presented by Scottish Government during the 2013 consultation on the designation of this MPA identified that while common skate were at risk of capture in most mobile gears, current fishing regulations meant that targeted fishing for the species is not allowed and the mortality of fish caught as bycatch and returned to sea would depend on factors such as handling and the length of time exposed to air. The paper also went on to state that: *'..the eggs of common skate are thought to be laid unattached on the seabed and are sensitive to the kind of physical impact and abrasion caused by dredges and trawls. However, relatively little is known about the breeding behaviour of common skate and the habitat preference for egg laying. Future management measures may therefore be best focussed on ways of further reducing fishing-related mortality. For example, through better handling of by-caught skate, gear modification and / or spatial measures that reduce the risk of by-catch of skate within the site'*. Given that knowledge of the spatial distribution of skate in shallow waters and habitat preference for egg laying is largely unknown it is considered that it would be more appropriate for management to focus on improved handling of by-caught skate and gear modification prior to determination of whether spatial measures are required, based on an improved understanding on spatial use of the MPA by skate.

Firth of Lorn SAC

The draft MCO for Loch Sunart to Sound of Jura MPA covers the boundary of the Firth of Lorn SAC as these two designations significantly overlap. The 2014 consultation made no reference to any management proposals for the SAC and it was assumed by the Council and many other stakeholders that this was because the management of

this site was being considered separately. The draft MCO for the Sound of Mull to Sound of Jura MPA however seeks to deliver unexpected restrictions on fishing activity across the MPA and the Firth of Lorn SAC, including closure of the SAC to both scallop dredging and bottom trawling.

In 2006 Scottish Government decided to close Firth of Lorn SAC to scallop dredging whilst a research programme was undertaken to determine the effect of scallop dredging on the protected features. It had been agreed that Scottish Government would report back to the Argyll Marine SAC Management Forum on the outcomes of the research prior to Ministers making a decision as to whether the Firth of Lorn SAC could be reopened to scallop dredging. This Forum had developed a management plan for the SAC in 2006, facilitated by Argyll and Bute Council and is still waiting for the research work to be reported.

Granting of the proposed MCO would introduce new management of fisheries in the Firth of Lorn SAC prior to the research outputs being published. While it is accepted that Scottish Government are now consulting on the proposed measures for Firth of Lorn SAC the justification and assessment that was provided in the 2014 consultation for other SACs management proposals has not been provided in this draft MCO consultation. A lack of transparency and evidence of the Government's assessment in this regard therefore makes it difficult for stakeholders to make an informed representation on the proposals. The only references to the reasoning for the proposals are to regularise the management of trawling in the SAC in line with other SACs and a statement in the supporting BRIA which suggests that restrictions on mobile gear fishing have been put in place across SACs to avoid the prospect of an Appropriate Assessment having to be undertaken to assess the implications of continued fishing activity within the SAC. The latter reference is concerning to the Council as it seems to imply that decisions are being made to restrict activities using the precautionary principle before a full assessment of the implications for the sites conservation objectives has been undertaken. It is at the Appropriate Assessment stage that the precautionary principle should be applied in circumstances where an adverse impact on site integrity cannot be ruled out.

Government officials have stated that the MCO would not prevent management of the SAC being reconsidered once the scallop dredging research has been published and that therefore scallop dredging in the Firth of Lorn remains an open issue which is intended to be brought to a conclusion through the formal publication of outstanding scientific material and further dialogue. While this commitment to follow through on this previously agreed process is welcomed it should have been made clear in the consultation document that this was the case in order to prevent false expectations that the current MCO consultation will be the final consideration of the management of scallop fishing in the Firth of Lorn SAC.

Management restrictions outwith the Loch Sunart to Sound of Jura MPA and Firth of Lorn SAC

Given the level of proposed restrictions within the MPA and SAC it is concerning that an additional area of water has been included in the draft MCO in which mobile gear fishing will be restricted. The justification for this addition is that it will protect a deep water area known to be utilised by common skate. As a matter of process, if this area was considered important for the protection of common skate it should have been included within the boundary of the MPA when it was designated. Although this is a relatively small area in the context of the scale of the MPA it is one of the higher value

areas for prawn trawling within the boundary of the draft MCO, as shown by SCOTMAP.

6. Economic Impact

Inshore fishing is of significant cultural and economic importance and is a key component of the rural economy of Argyll and Bute. This industry is an important element of the key growth sector, food and drink which also directly supports our tourism product.

With over 500 people employed in the catching sector Argyll and Bute is a high fishing-dependent region with the second highest proportion of fishermen as a percentage of its total workforce in Scotland. With continually rising operating costs, loss of access to important fishing ground may put the economic viability of fishing vessels at risk, and potential knock on effects on onshore businesses and infrastructure. It is therefore considered extremely important that the economic impact on our fishing industry from proposed MPA/SAC management does not outweigh the environmental and wider predicted economic benefits of designation, risking socio-economic impacts on our coastal communities.

The financial implications of the proposed management proposals have been assessed largely on the proportion of annual catch value lost. The economic impact is however is much wider than just the value of catch as reductions in catch can have knock on effects on a range of supply chain businesses including processing, transport and food retailers. It is accepted that many stakeholders believe that there will be significant wider long-term economic benefits of providing greater protection for the marine environment, however the specific economic impacts at a local scale can be significant to individual communities and should not be ignored.

Following the Ministerial announcement on MPA/SAC management in June the following statements have been made in relation to the overall economic impact of management measures on fishing activity:

- Cumulative impact of measures equates to less than 2% of the combined annual income of affected fishing vessels across Scotland; and
- Impact will mean modest changes to fishing patterns with very limited economic impact, given ability of vessels to fish elsewhere.

In Argyll and Bute the loss in annual catch value is estimated to be 45% within the Sound of Mull to Sound of Jura MPA, equating to an annual loss of £200,000, which will represent a much greater proportion of lost annual income than 2%, at this local scale. While VMS and SCOTMAP data shows that the overall value of prawn trawling and scallop dredging is higher in other parts of the west coast it should be noted that the areas used by mobile gear vessels within the MPA are essential winter fishing grounds which offer sufficient shelter for these inshore vessels during the winter months. If these areas are no longer available, fishermen will have to either take additional risk and attempt to fish in more exposed waters over the winter, or more likely will have to reduce their fishing effort significantly over this period. The latter option presents a significant risk to the year round viability of fishing vessels.

The Council is aware of significant concern from local fishing associations and individuals about the potential economic effects of the closure of local fishing grounds with potential for a higher level of impact on island and other fragile local communities which are strongly dependant on fishing activity. The Scottish Sea Fisheries Statistics

2013 identify Argyll and Bute as having the second highest regional dependency on fishing as a percentage of the total labour force. This equates to 1.03% of the population in Argyll and Bute which is five times higher than the national average and second only to Shetland, Western Isles and Orkney Isles combined. An economic report and development plan for the aquaculture and fisheries sector on Mull was published in 2014. This report estimates that 3.5% of the working population are fishermen and 5.8% work in fishing and associated services such as processing. These figures clearly identify the local economic importance of fishing activity in Argyll and Bute and that restrictions on fishing activity have the potential for a much greater economic impact on island communities like Mull.

Fishermen based on Mull have identified that local vessels spend around 33% of winter fishing within area subject to restrictions under the MCO. Increases in the value of the catch from the area due to scarcity during bad weather amounts to 22% of annual turnover. Losing the availability of fishing areas currently included for designation under the draft Order proposals will affect the viability of boats in the short term whereas longer term displacement and increased fishing pressures on remaining safe winter grounds could see the demise of vessels. The loss of 22% of turnover will also impact negatively on processing facilities on Mull and on the full-time workforce in one of Tobermory's few privately owned all year round employers. Uncertainties created by the proposed MPA management have already led to the postponement of business plans to expand operations and there are concerns that if the proposed conservation measures proceed as per the draft Order this will inevitably lead to staff lay-offs.

Scottish Government state that the economic impacts from the proposed management measures will largely be mitigated by the potential to fish elsewhere or for vessels to change to more sustainable methods of fishing such as creeling and shellfish diving. While the Council recognises that there is potential for some of the economic impact to be offset in the long-term there are however an number of barriers and issues associated with this mitigation, including:

- Existing vessels designed to fish in specific locations and conditions in inshore waters which may not be able to fish in alternative areas;
- The significant costs of changing fishing vessel and fishing gear for fishermen changing from mobile gear to static gear;
- Increased fuel costs and lost time from having to fish in new areas further afield;
- Increased level of conflict between mobile and static gear fishing in areas remaining open to mobile gear fishing and from displacement of fishing within the MPA;
- Increased level of creel fishing which unless carefully managed could have a negative impact on stocks and the environment.

Specific comments on supporting Business and Regulatory Impact Assessments (BRIA)

Many assumptions and statements in the supporting BRIA give a false impression that economic impacts to existing fishing activities can easily be mitigated by displacement elsewhere or replacement by more sustainable methods of fishing activity. The reality is much more complex as identified above. The Council is also of the view that some of the predicted localised benefits identified in the individual BRIAs are speculative and based on a premise that features will always be degraded by human activity without MPA protection. This assumption is not justified for every MPA as some sites have been identified based on the presence of high quality features in the absence of MPA management.

Despite a suite of some 92 marine SACs and SPAs being in place for over 10 years we have not seen a significant increase in jobs relating to wildlife tourism, diving and other recreational activities which are directly related to their protection. If anything we have seen a decline in the level of recreational diving activity most likely a result of the economic climate. Whilst the potential for wider economic benefits is not refuted these figures should be considered with great caution.

Conclusion

It is our view that the proposed measures set out in the draft MCO have the potential to result in significant localised economic impact which will not be mitigated by the factors identified by Scottish Government. It is important to note that this concern is framed in the context of both the current and future implications of a growing MPA network on the economic viability and productivity of our coastal area. This is due to the high number and geographic extent of existing marine designated sites in Argyll and Bute, proposals for further large designations, and the potential for creeping strengthening of management over time, which we have seen to date with marine SACs and latterly with MPA management proposals.

Figure 1 below shows the extent of existing and potential protected areas in Argyll and Bute coastal waters. The percentage of Argyll and Bute coastal waters (out to 3 nautical miles) covered by existing designations is approximately 12% which will increase to around 53% if the latest proposals for MPAs and SPAs are designated. This figure does not include potential new SACs for harbour porpoise and if compared to the predicted coverage of 24% of Scotland's seas by all existing and proposed sites within the MPA network, the figure for Argyll and Bute is very high.

7. Next stages

Further discussion/negotiation with fishing interests

The Council urges Scottish Government to re-evaluate the proposed measures detailed in the draft MCO and give consideration to the points raised above. It is noted that a specific workshop was arranged to allow identification of important fishing areas and negotiation on areas covered by management. In this regard the Council would like see further discussion and negotiation between Scottish Government and fishing interests to consider the potential for alternative options for fisheries management which would meet conservation objectives for the site whilst minimising local economic impact.

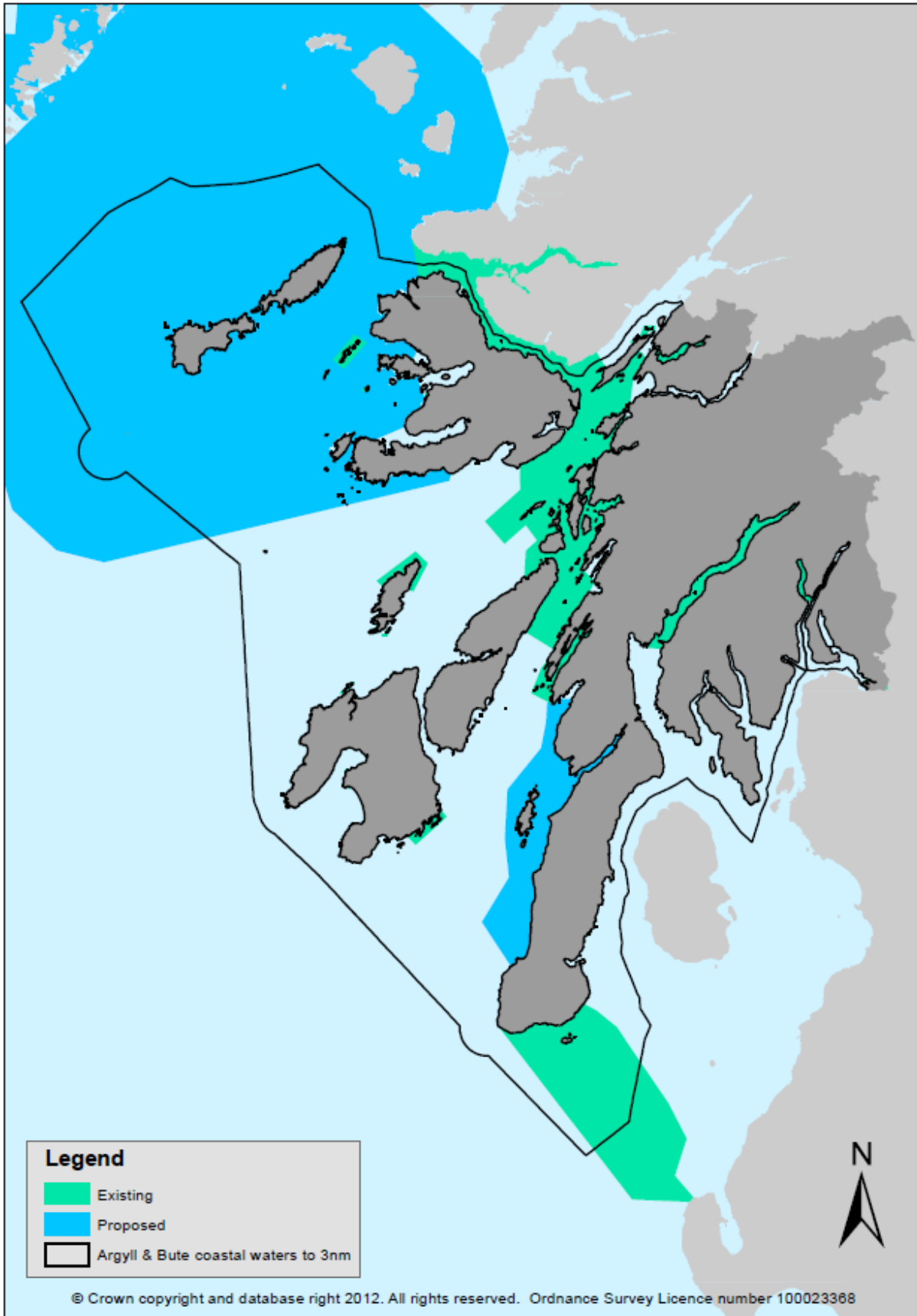
Financial assistance

If current measures are implemented as proposed then some form of financial assistance will be essential to mitigate the local economic impact on individual fishing businesses and the local supply chain. A specific package of measures should be created and made available by Scottish Government to directly support fishing businesses to adapt to change. This should include support to modify or change vessels and/or gear, to diversify into other maritime activity and decommissioning.

Review of measures

Would expect as detailed in MPA Handbook that management should be adaptive and respond as knowledge evolves. In this respect we would expect that the final management proposals will be under regular review and amended should new ways be found to limit interaction with skate from mobile gear fishing are found.

Figure 1 - Geographic coverage of existing & proposed marine designated sites



Appendix 2 – Draft response to South Arran Marine Conservation Order

1. Introduction

The Council welcomes the opportunity to respond to the management proposals for the Loch Sunart to Sound of Jura MPA and Firth of Lorn SAC as detailed in the draft Marine Conservation Order (MCO) consultation. While the extension of the consultation period is welcomed it does not allow consideration of a draft response through the Council's committee process prior to 9th August 2015. The following comments therefore constitute an officers response from Argyll and Bute Council and a formal response will be submitted following consideration by the Council's Environment, Development & Infrastructure Committee on 13 August 2015.

There is no doubt as to the quality and diversity of Argyll and Bute's coast and inshore waters, making our coastal area one of our prime assets which requires protection and wise management and is critical to our economic success. It is therefore vital that this resource is used sustainably. While the Council is supportive of the principle of MPAs and the long term environmental and economic benefits that may arise from a well-managed network, it is vitally important that the right balance is struck between environmental protection and socio-economic impact on marine activities and coastal communities.

2. Ministerial announcement

Following the Minister's announcement on MPA/SAC management in June 2015 the Council has carefully considered proposals relevant to Argyll and Bute waters and our communities. Taking a balanced view of the potential environmental benefits and economic impacts, it is our view that Scottish Government has gone further with restrictions on fishing activity than expected and was discussed with stakeholders. The management approaches now proposed relate to the most restrictive options on fishing activity, or are entirely new and significantly more restrictive measures which were not considered during the 2014 consultation.

The Government's MPA Handbook states that the five guiding principles for sustainable development as detailed in Scottish Planning Policy also apply to management of Nature Conservation MPAs. The following five principles set the context within which the development of management proposals and stakeholder engagement was framed:

- living within environmental limits;
- ensuring a strong, healthy and just society;
- achieving a sustainable economy;
- promoting good governance; and
- using sound science responsibly.

The Scottish Government report which sets out a summary of responses to the 2014 consultation identifies the following key themes from the consultation which were reflected in the intended measures:

- The need for measures to be as simple and understandable as possible.
- That the measures should be more ambitious.
- The measures should remain as proportionate as possible.

The Minister's letter to the Convener of the Rural Affairs, Climate Change and Environment Committee also states that whilst the package of measures is ambitious it remains proportionate with the overall cumulative impact of measures estimated to be less than 2% of the combined annual income of affected fishing vessels.

It is the view of the Council that the proposed measures are indeed ambitious but it is considered that some individual measures and the potential cumulative economic impact of all MPA/SAC management measures on the inshore fishing industry in Argyll and Bute are not proportionate when considered at a local scale and would result in elevated economic risk to some coastal communities. Having been involved in the lengthy process of identifying new MPAs and discussing management options the Council had felt that this process was seeking to reflect the five guiding principles listed above. However, the measures now proposed for some MPAs including those outlined in the South Arran draft MCO are not felt to reflect an appropriate balance of the guiding principles. The environmental and economic sustainability of proposed management measures at both a local and a network scale must be considered by Scottish Government both in the short and long term.

Scottish Government had promoted the development of management approaches for MPAs as being driven primarily by the sensitivity of individual protected features to specific activities, whilst acknowledging that there are potential wider environmental and economic benefits from site protection across an MPA network. The core of this approach was a presumption of use within a MPA so long as the conservation objectives of the site can be met. It appears however that the potential for securing wider benefits has now directly influenced the development of management proposals to a much greater degree than at the start of the process. This is evident in the scope of some management measures and the report of the 2014 consultation which provides a 'site level' and 'added value' assessment of protection beyond the designated features. The Council is therefore concerned that some management proposals have become more restrictive due to a change of focus from protection of the specific features to being used to implement wider environmental management and perhaps even wider management of mobile gear (trawling and dredging) fishing in inshore waters. This change in approach has led to the development of new management proposals without a full debate from all stakeholders on the positive and negative implications of wider seas management.

3. Difference between 2014 management approaches & MCO proposal

The draft Marine Conservation Order (MCO) for South Arran MPA proposes that scallop dredging is restricted throughout the MPA and that prawn trawling is permitted in three areas of the MPA. The proposals represent a similar level of restriction on trawling activity to that proposed in the 2014 consultation but a greater level of restriction (total exclusion) for scallop dredging. The proposals represent an estimated loss of annual catch value of 42% (£400K) compared to 33% (£340K) in the 2014 consultation.

4. Justification for measures

The Scottish Governments response to the 2014 consultation makes specific reference to the need to simplify management measures because they are considered overly complex and difficult to enforce without vessel monitoring for smaller vessels and that to a non-fishing audience varying zones for differing gear types may appear confusing. It is the Council's view that while simplifying measures may make them more understandable to a wider audience the most important thing is that those interests who need to comply with or enforce the measures can understand them. If more complex measures will work in terms of enforcement and meet the conservation objectives while allow economic activity to continue then this is considered a more sustainable and proportionate response than closing the entire MPA to this activity. In this respect scallop dredging could be managed by allowing fishing in the area

proposed in Approach 3 of the 2014 consultation under a permit scheme which would require full vessel monitoring to allow effective enforcement of a the zoning arrangement.

5. Economic Impact

Inshore fishing is of significant cultural and economic importance and is a key component of the rural economy of Argyll and Bute. This industry is an important element of the key growth sector, food and drink which also directly supports our tourism product.

With over 500 people employed in the catching sector Argyll and Bute is a high fishing-dependent region with the second highest proportion of fishermen as a percentage of its total workforce in Scotland. With continually rising operating costs, loss of access to important fishing ground may put the economic viability of fishing vessels at risk, and potential knock on effects on onshore businesses and infrastructure. It is therefore considered extremely important that the economic impact on our fishing industry from proposed MPA/SAC management does not outweigh the environmental and wider predicted economic benefits of designation, risking socio-economic impacts on our coastal communities.

The financial implications of the proposed management proposals have been assessed largely on the proportion of annual catch value lost. The economic impact is however is much wider than just the value of catch as reductions in catch can have knock on effects on a range of supply chain businesses including processing, transport and food retailers. It is accepted that many stakeholders believe that there will be significant wider long-term economic benefits of providing greater protection for the marine environment, however the specific economic impacts at a local scale can be significant to individual communities and should not be ignored.

Following the Ministerial announcement on MPA/SAC management in June the following statements have been made in relation to the overall economic impact of management measures on fishing activity:

- Cumulative impact of measures equates to less than 2% of the combined annual income of affected fishing vessels across Scotland; and
- Impact will mean modest changes to fishing patters with very limited economic impact, given ability of vessels to fish elsewhere.

The management proposals for the South Arran MPA are estimated to result in a loss in annual catch value of 42% for prawn trawling and scallop dredging, equating to an annual loss of £400,000, which will represent a much greater proportion of lost annual income than 2%, for individual fishing vessels. Approximately 37% of the value of prawn trawling within the MPA and 100% of the value of scallop dredging will be restricted.

The Council is aware of significant concern from local fishing associations and individuals about the potential economic effects of the closure of local fishing grounds with potential for a higher level of impact on fragile communities which are strongly dependant on fishing activity. The Scottish Sea Fisheries Statistics 2013 identify Argyll and Bute as having the second highest regional dependency on fishing as a percentage of the total labour force. This equates to 1.03% of the population in Argyll and Bute which is five times higher than the national average and second only to Shetland, Western Isles and Orkney Isles combined. These figures clearly identify the

local economic importance of fishing activity in Argyll and Bute and that restrictions on fishing activity have the potential for a much greater economic impact on small coastal communities such as Tarbert, Carradale and Campbeltown.

A number of fishing businesses in Kintyre have estimated between 25 and 50% loss in annual turnover as a result of lost access to current fishing grounds and subsequent increased competition from displacement. The grounds lost are also important winter fishing areas further restricting options for year round fishing. These businesses therefore feel that the MPA proposals present a significant threat to their economic viability and local employees, with one fishing business estimating a loss of £8000 per year for each crew member. The affected fishing businesses support a large number of different supply chain service and processing businesses which have also expressed significant concern relating to reductions in landings and supply of shellfish, with knock on impacts on the value of the shellfish industry and local employment.

Scottish Government state that the economic impacts from the proposed management measures will largely be mitigated by the potential to fish elsewhere or for vessels to change to more sustainable methods of fishing such as creeling and shellfish diving. While the Council recognises that there is potential for some of the economic impact to be offset in the long-term there are however an number of barriers and issues associated with this mitigation, including:

- Existing vessels designed to fish in specific locations and conditions in inshore waters which may not be able to fish in alternative areas;
- The significant costs of changing fishing vessel and fishing gear for fishermen changing from mobile gear to static gear;
- Increased fuel costs and lost time from having to fish in new areas further afield;
- Increased level of conflict between mobile and static gear fishing in areas remaining open to mobile gear fishing and from displacement of fishing within the MPA;
- Increased level of creel fishing which unless carefully managed could have a negative impact on stocks and the environment.

Specific comments on supporting Business and Regulatory Impact Assessments (BRIA)

Many assumptions and statements in the supporting BRIA give a false impression that economic impacts to existing fishing activities can easily be mitigated by displacement elsewhere or replacement by more sustainable methods of fishing activity. The reality is much more complex as identified above. The Council is also of the view that some of the predicted localised benefits identified in the individual BRIAs are speculative and based on a premise that features will always be degraded by human activity without MPA protection. This assumption is not justified for every MPA as some sites have been identified based on the presence of high quality features in the absence of MPA management.

Despite a suite of some 92 marine SACs and SPAs being in place for over 10 years we have not seen a significant increase in jobs relating to wildlife tourism, diving and other recreational activities which are directly related to their protection. Whilst the potential for wider economic benefits is not refuted these figures should be considered with great caution.

Conclusion

It is our view that the proposed measures set out in the draft MCO have the potential to result in significant localised economic impact which will not be mitigated by the factors

identified by Scottish Government. It is important to note that this concern is framed in the context of both the current and future implications of a growing MPA network on the economic viability and productivity of our coastal area. This is due to the high number and geographic extent of existing marine designated sites in Argyll and Bute, proposals for further large designations, and the potential for creeping strengthening of management over time, which we have seen to date with marine SACs and latterly with MPA management proposals.

Figure 1 below shows the extent of existing and potential protected areas in Argyll and Bute coastal waters. The percentage of Argyll and Bute coastal waters (out to 3 nautical miles) covered by existing designations is approximately 12% which will increase to around 53% if the latest proposals for MPAs and SPAs are designated. This figure does not include potential new SACs for harbour porpoise and if compared to the predicted coverage of 24% of Scotland's seas by all existing and proposed sites within the MPA network, the figure for Argyll and Bute is very high.

6. Next stages

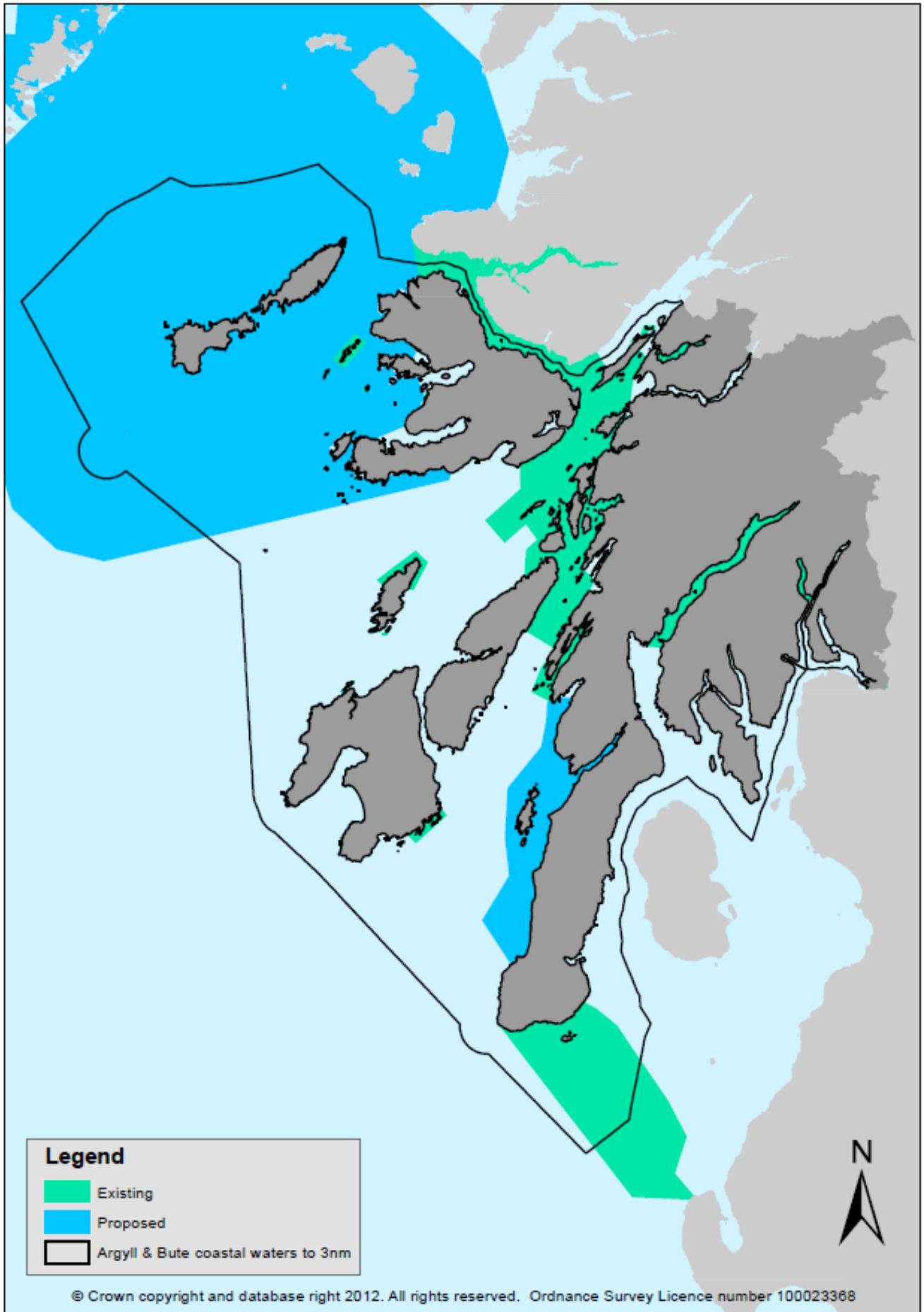
Further discussion/negotiation with fishing interests

The Council urges Scottish Government to re-evaluate the proposed measures detailed in the draft MCO and give consideration to the points raised above. It is noted that a specific workshop was arranged to allow identification of important fishing areas and negotiation on areas covered by management. In this regard the Council would like see further discussion and negotiation between Scottish Government and fishing interests to consider the potential for alternative options for fisheries management which would meet conservation objectives for the site whilst minimising local economic impact.

Financial assistance

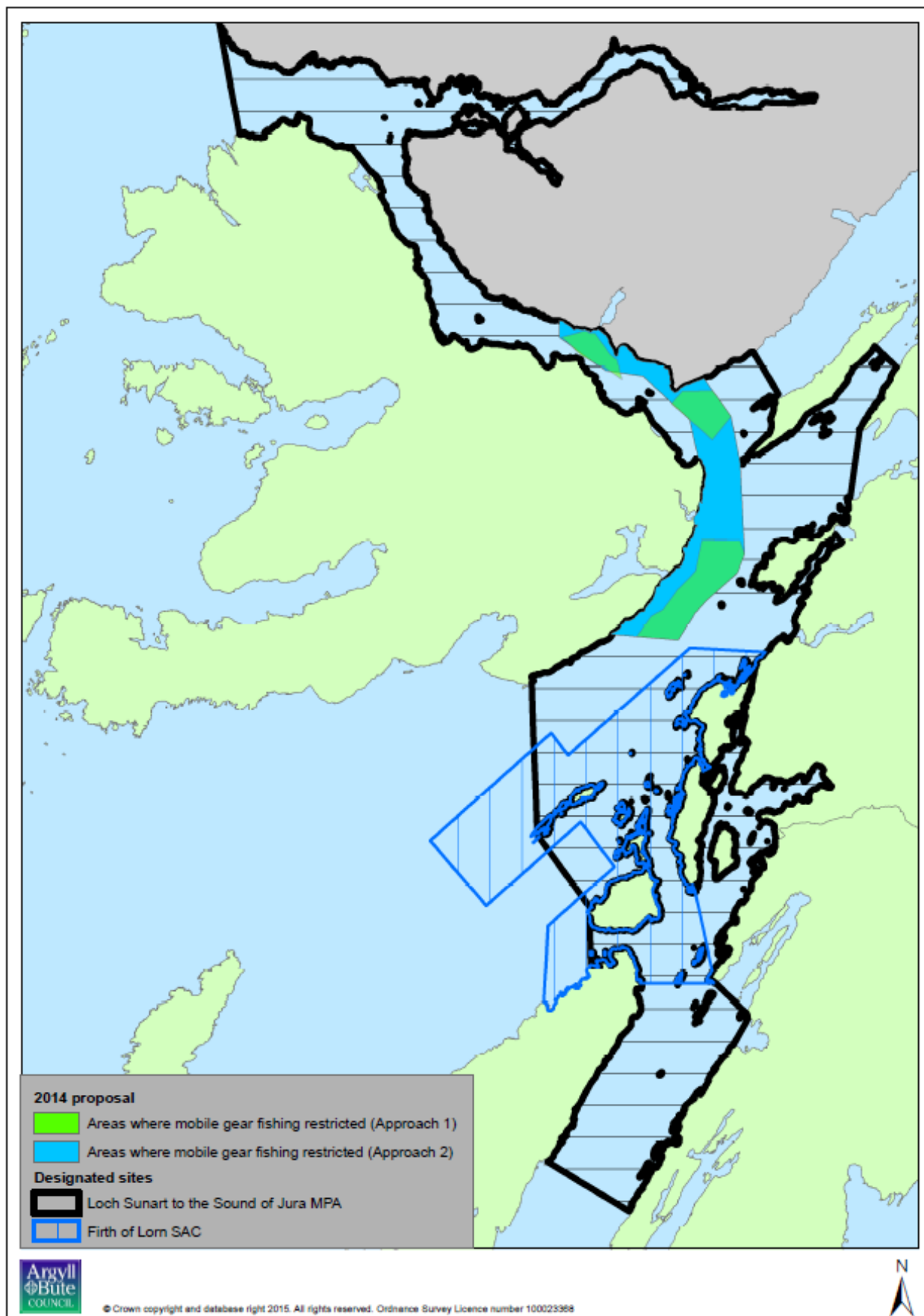
If current measures are implemented as proposed then some form of financial assistance will be essential to mitigate the local economic impact on individual fishing businesses and the local supply chain. A specific package of measures should be created and made available by Scottish Government to directly support fishing businesses to adapt to change. This should include support to modify or change vessels and/or gear, to diversify into other maritime activity and decommissioning.

Figure 1 – Geographic coverage of existing & proposed marine designated sites

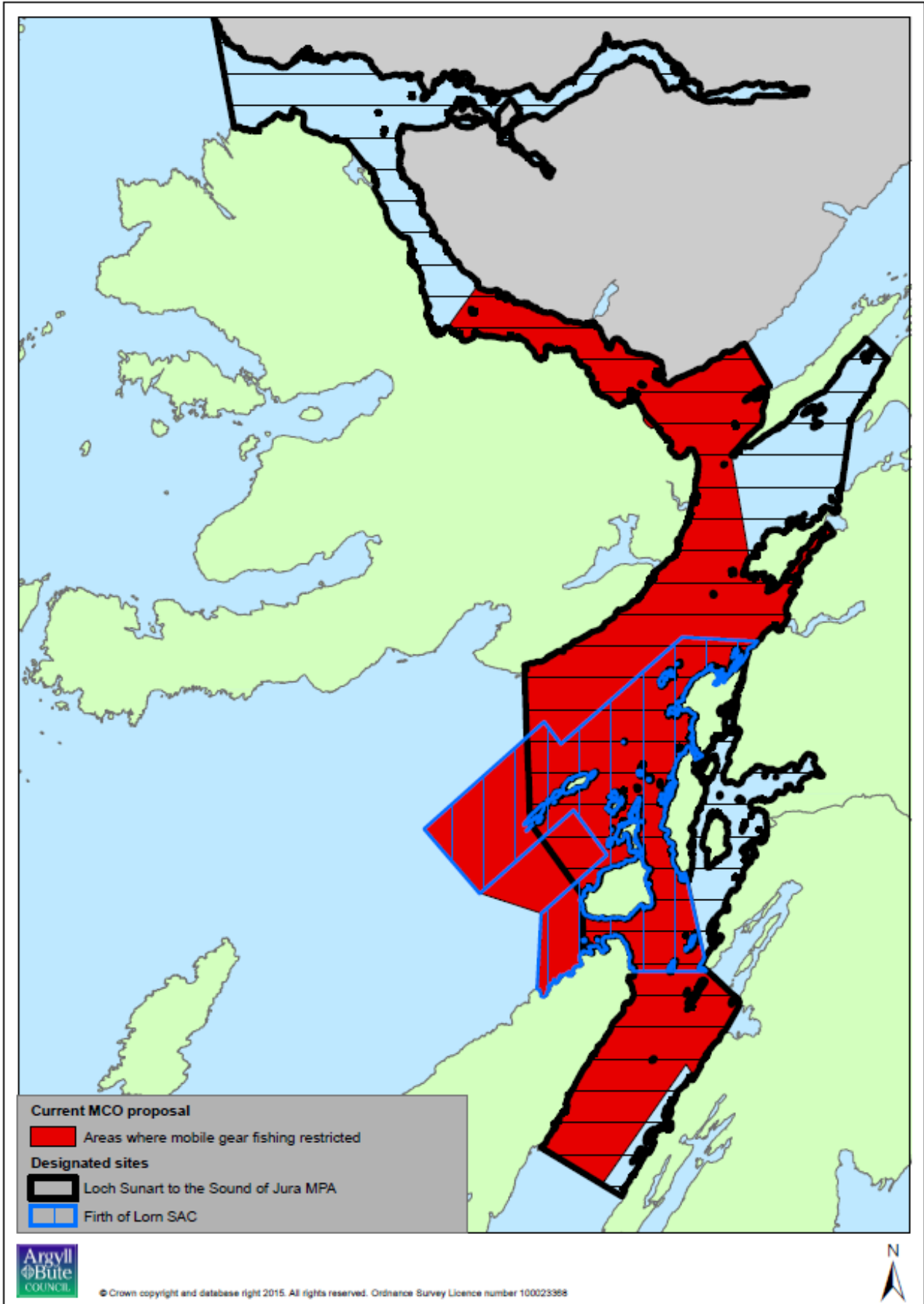


Appendix 3 – Comparison of 2014 management approaches and new proposals

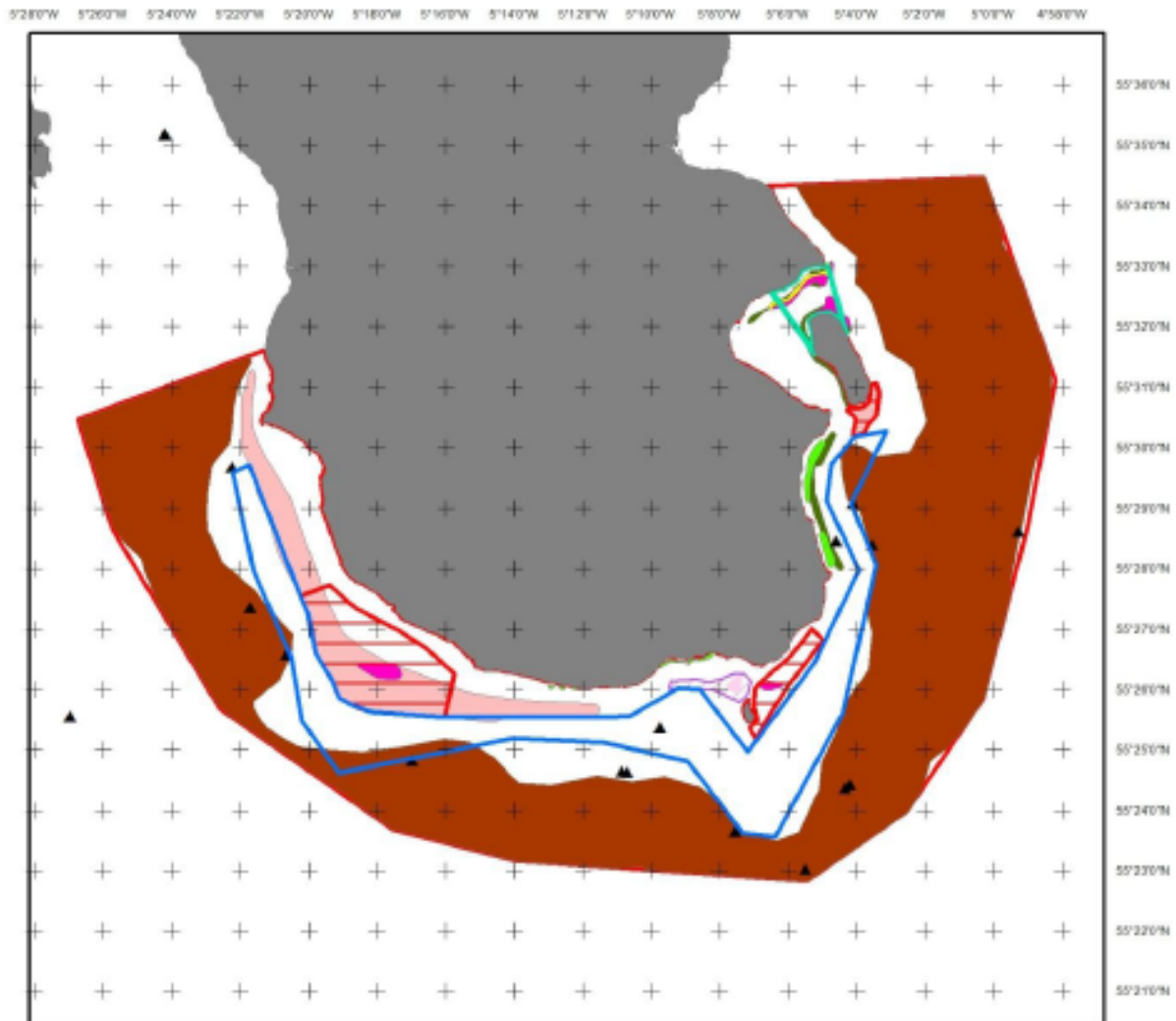
Loch Sunart to Sound of Jura MPA – 2014 proposal



Loch Sunart to Sound of Jura MPA – New MCO proposal



South Arran MPA – 2014 proposal



South Arran MPA

- Land
- MPA Boundary
- Designated scallop dredge fishing area
- Lamlash Bay NTZ
- CR 749 Maerl recovery areas
- maerl recovery area Sept 2014 survey
- maerl bed Sept 2014 survey
- Ocean quahog
- Burrowed mud
- Kelp and seaweed communities on sublittoral sediment
- Maerl beds
- Maerl or coarse shell gravel with burrowing sea cucumbers
- Seagrass beds
- Tide-swept coarse sands with burrowing bivalves

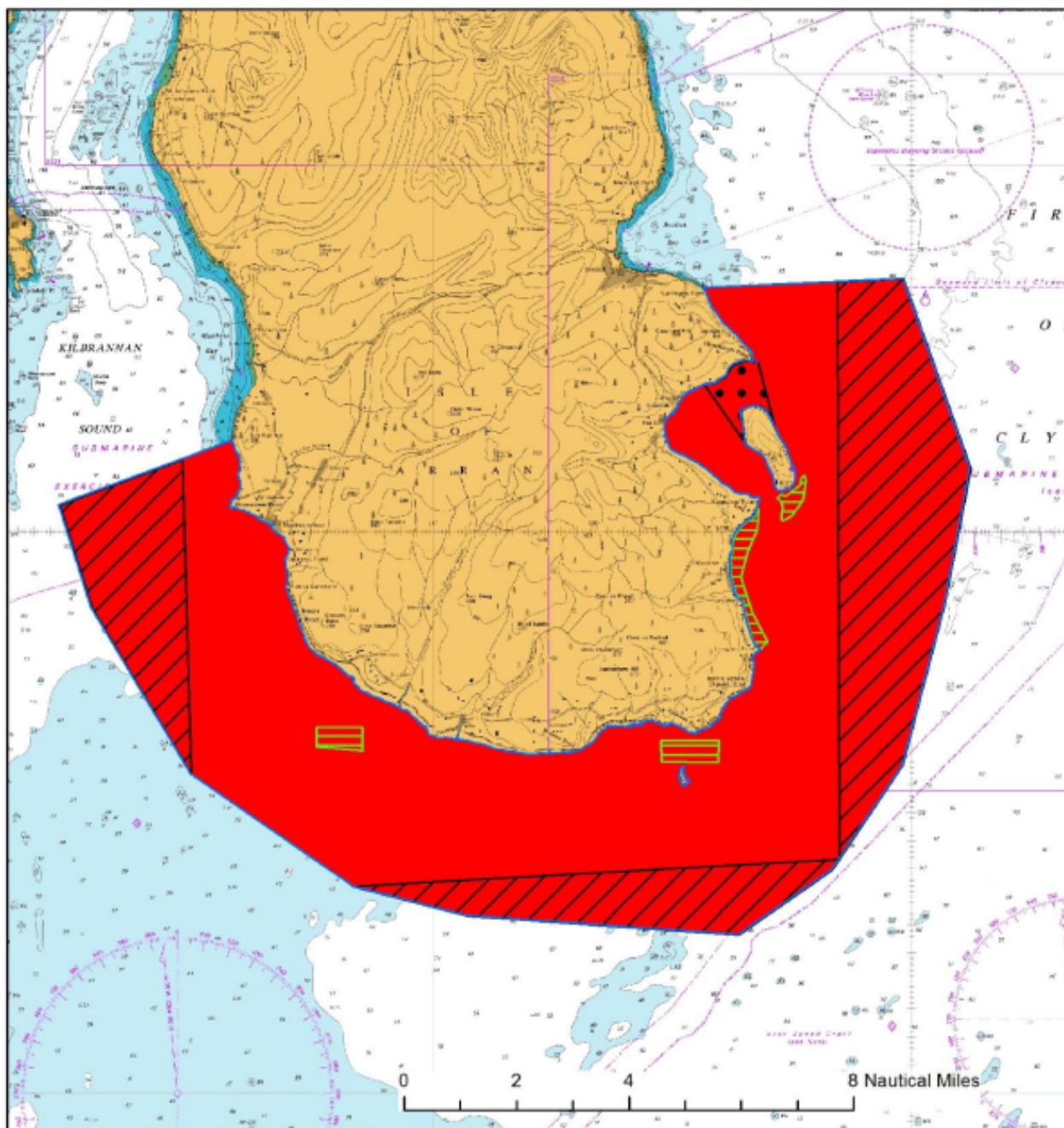
Approach 3

Designated scallop dredge area

© Crown Copyright, 2014. All rights reserved.
 License No. EK001-201404001.
 Not to be used for Navigation.
 Using Geodatabase of Marine Features
 Adjacent to Scotland (GEMS i12 - May 2014).
 Projection: Mercator Datum: WGS 1984
 Standard Parallel: 55°30'N Scale 1:175,000

Figure L7: Approach 3 – Designated scallop dredge fishing area

South Arran MPA – New MCO proposal



South Arran MPA

- | | |
|--|---|
|  MPA boundary |  no static gear |
|  Lamlash Bay No Take Zone |  derogated area |
| |  management area |

Within the red area no suction dredge, mechanical dredge, beam trawl, or demersal trawl (including seine net) is permitted.

By way of derogation demersal trawl will be permitted in the black hatched areas by vessels smaller than 120 gross tonnes.

No static gear (creels, bottom set nets, or long lines) permitted in the green hatched areas.

No fishing of any kind in the Lamlash Bay No Take Zone

ARGYLL AND BUTE COUNCIL
DEVELOPMENT AND
INFRASTRUCTURE SERVICES

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

13th AUGUST 2015

Compelling Argyll and Bute and its Administrative Areas – Initial Findings

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this paper is to provide the Committee with an update on the initial findings from the **Compelling Argyll and Bute and its Administrative Areas** research study.
- 1.2 The research has confirmed that the overarching challenge for Argyll and Bute as a whole is to reverse the overall decline in population while rebalancing from aging to young/working age residents by achieving positive net migration.
- 1.3 It paints a picture of an economy with many challenges as well as a number of opportunities, but with a longer term potential of decline unless action is taken to address them now. It also highlights the need to generate greater ambition among and across all parts of the region and communities.
- 1.4 There is already an awareness of the impact of physical infrastructure and the research has underscored the crucial nature of addressing these issues as a minimum standard required to support the move forward.
- 1.5 It highlights a focused policy approach around strategic rebalancing of the economy in terms of population; jobs, businesses; education; skills and enterprise. It also recognises that the “compelling” aspect is valid and should form part of any future approach.
- 1.6 It also presents some potential areas for intervention across eight thematic areas where, together with partners, the council will be able to begin to reverse the economic trends and support a more vibrant and successful economic future for the region.
- 1.7 The following recommendations are for the EDI Committee to consider:
 - To note the content of this report as initial findings.
 - To note that once the Compelling study is signed off and finalised, a detailed report on proposed solutions, next steps and implications for Argyll and Bute Council activity is brought to a future meeting.

Compelling Argyll and Bute and its Administrative Areas – Initial Findings

2.0 INTRODUCTION

- 2.1 The purpose of this paper is to provide the EDI Committee with an update on the initial findings from the **Compelling Argyll and Bute and its Administrative Areas** research study.
- 2.2 The commissioned research sought to better understand and develop solutions to addressing a key priority within the Argyll and Bute Community Planning Partnership (CPP) Single Outcome Agreement and the Argyll and Bute Local Development Plan, namely that *‘Argyll and Bute’s economic success is built on a growing population’*.
- 2.3 The research was commissioned through and financially supported by, a Steering Group comprising, Argyll and Bute Council, Highlands and Islands Enterprise, Skills Development Scotland and Argyll College UHI. It has been conducted using a mix of primary economic research and secondary inquiry, including undertaking an extensive interview programme which included businesses, inward investors, school and further education (FE) students and teachers, community groups, major infrastructure providers and key public sector stakeholders. In all over 500 individuals have been engaged through the research programme.
- 2.4 The main objectives of the research were:
- to undertake a detailed economic profiling and analysis, with a particular focus on skills development issues; and
 - to develop ‘compelling’ propositions/promotional action plans for Argyll and Bute and each of its four sub-areas.
- Further key objectives were:
- to examine good practice examples of addressing rural de-population;
 - to identify initial opportunities and factors of competitive advantage; and
 - to prepare promotional action plans, including resources implications (staffing and financial).
- 2.5 The research phase is now completed and a suite of detailed reports have been produced covering: Compelling Argyll and Bute Strategic Overview report; Argyll and Bute Economic and Skills Profile; Argyll and Bute Sub Regional Economic and Skills Profile; Compelling Argyll and Bute Primary Research Analysis; and Compelling Argyll and Bute Addressing Rural Depopulation.

2.6 The research has also identified an approach to addressing the demographic challenges, built around a policy concept of *Strategic Rebalancing* and through delivering actions across a number of strategic themes, such as:

- Further and Higher Education - expand provision and make more relevant to meet future demand;
- Rural Enterprise and Entrepreneurship – increase the level of enterprise/entrepreneurship skills and activity in Argyll and Bute;
- Argyll and Bute Key Sectors – increase the relative employment and economic value of identified sectors;
- Businesses of Scale – increase the growth and levels of ambition across all Argyll and Bute;
- Generic Skills Development – ensure effective and efficient working of local labour markets;
- Public Sector Employment – support rebalancing while offering new higher level opportunities;
- Compelling Argyll and Bute – agree approach to marketing and selling Argyll and Bute to wider markets; and
- The Hygiene Factors – ensure the basic infrastructure is in place to support the strategic rebalancing.

3.0 RECOMMENDATIONS

Members are asked to:

3.1 Note the content of this report as initial findings.

3.2 To note that once the Compelling study is signed off and finalised, a detailed report on proposed solutions, next steps and implications for Argyll and Bute Council activity is brought to a future meeting.

4.0 DETAILS/ KEY FINDINGS

4.1 The overarching challenge for Argyll and Bute as a whole is to reverse the overall decline in population while rebalancing from aging to young/working age residents by achieving positive net migration.

4.2 Key economic and skills research headlines:

- Argyll and Bute has a declining and aging population although this is not consistent across all age groups or sub regions. The implications of this are, the potential of a spiral of decline leading to:
 - a lower regional economic output and contribution;
 - a less attractive business location with a smaller workforce;
 - lower earnings with less money to spend on local goods services;
 - change in demand for public services e.g. less schools more health; and
 - an overall decrease in economic demand and activity within the region.
- Argyll and Bute has been losing jobs at a slightly higher rate than Scotland as a whole, particularly in the retail and public sectors:
 - lost 1,400 jobs since 2009 to mirror the decline in population;
 - losses uneven across sub regions/sectors e.g. greater impact in Bute and Cowal;

- high incidence of part time/seasonal/low paid/skilled jobs;
 - key sectors continue to be major employers;
 - very high levels of self-employment; and
 - big decrease in public sector jobs –impact of defence not yet clear.
- Argyll and Bute business base comprises mostly micro/small and sole traders with very few business of scale:
 - majority businesses in primary; retail, construction; tourism;
 - significant sub regional variations;
 - majority very small or micro – lifestyle businesses; and
 - base is in decline which is opposite of national picture.
 - Argyll and Bute is becoming a lower earning/ lower output economy – it is less productive:
 - wage levels lower compared to Scotland reflecting lower value jobs;
 - Gross Value Added (GVA) per head and average wages have decreased in key sectors;
 - wages increased at 8% (Scotland) compared to 0.1% for Argyll and Bute; and
 - value of jobs has declined, albeit with some sectoral differences.
 - Argyll and Bute has a higher qualified workforce than Scotland but with fewer vocational level occupations and skills (including Modern Apprenticeships (MA)):
 - better educated workforce compared to Scotland;
 - more school leavers go into higher education (HE) with fewer into FE;
 - main occupations skilled trades/associated and technical;
 - lower levels of professional jobs; and
 - limited Vocational Qualifications (VQ)/MA activity.

4.3 Key stakeholder views and opinions:

- the business community:
 - positive business performance, particularly among accounted managed companies;
 - main weaknesses- broadband/mobile/skills/property/business costs;
 - minimum requirements for infrastructure to support future growth;
 - limited linkage between the education and business community;
 - relatively bullish view of future employment and sales performance;
 - but mainly for low/ no skilled jobs exception being larger companies;
 - good levels of optimism, but low levels of ambition;
 - young people do not believe appropriate FE/HE or jobs to return to; and
 - limited knowledge of local employment or career opportunities.
- other key stakeholder thoughts:
 - overall consensus that addressing the demographic issue is key;
 - all agree that lack of (high quality) jobs is a key driver;
 - consistent agreement around infrastructure issues;
 - lack of education (FE/HE) local provision is a key driver;
 - place and the spatial dimensions for intervention important;
 - inward investors pleased with location decision;
 - more joined up working – limited resources; and

- Argyll and Bute must be more pro-business in all its dealings.

4.4 Some strategic implications:

- jobs/skills are a key driver to address demographics - must be a future focus;
- Argyll and Bute has low ambition and is punching below weight;
- focus on strategic rebalancing of the Argyll and Bute economy;
- there are real and clear strengths and opportunities – but need focus;
- spatial place issues – agglomeration or not – where to focus intervention;
- marketing and image - regional as well as thematic branding; and
- the compelling Argyll and Bute story, but bound in reality

4.5 Designing the solutions:

- **Overarching Challenge**: reverse the overall decline in population while rebalancing from aging to young/working age residents by achieving positive net migration:
 - increase the overall employment base by addressing the over-reliance on the public sector and by rebalancing the economy towards growing the private and third sector;
 - increase the number and ambition of the resident (indigenous and inward investing) business base by rebalancing focus on companies of scale and with growth aspirations and those capable of moving up the value chain;
 - improve and enhance the skills profile of Argyll and Bute by rebalancing to a higher skilled workforce able to obtain higher value employment which in turn will attract higher earnings;
 - increase the quality and quantity of the local education offering by rebalancing from sources outside of Argyll and Bute to those inside the region;
 - increase the enterprise and entrepreneurship skills and capacity of all parts of the community (public and private) to rebalance away from reliance on others to self-reliance.
- **Thematic Interventions**: at this stage these are put forward for more detailed consideration among Partners and to consider the likely future implications:
 - **Theme 1: Further and Higher Education - expand provision and make more relevant to meet future demand**
 - improve and expand College estates and property
 - grow HE element and access
 - provide additional student housing
 - review/develop opportunities for new courses in tourism/ food/ marine/ care/ primary/ construction
 - review/develop new teaching/training options – split courses/ qualifications;

- **Theme 2: Rural Enterprise and Entrepreneurship – increase the level of enterprise/entrepreneurship skills and activity in Argyll and Bute:**
 - create centre for rural entrepreneurship to be based within College
 - promote enterprise/entrepreneurship in schools/ college
 - provide support for community/ voluntary/ third sector
 - review opportunity innovation centred approach/ enterprise hubs
 - develop approach for linking education/students with employers;

- **Theme 3: Argyll and Bute Key Sectors – increase the relative employment and economic value of identified sectors:**
 - develop agreed partnership approaches covering tourism; food/drink; aquaculture; renewables; defence; care; construction; agriculture/forestry
 - promote opportunities for inward investment
 - key sector joint Action Plans
 - develop/promote MA/VQ and career pathways approach
 - marketing and promotion of key sector strengths/opportunities;

- **Theme 4: Businesses of Scale – increase the growth and levels of ambition across all Argyll and Bute:**
 - identify individuals/micro businesses with ambition as key target group
 - review/increase level and type of support available
 - use digital as future strength including digital tourism/ health
 - increase support for sustainability/aftercare
 - opportunities for local mentoring programme (complement not duplication existing support);

- **Theme 5: Generic Skills Development – ensure effective and efficient working of local labour markets:**
 - promotion of local employment opportunities as route from education
 - support education/employer linkages
 - provision of market intelligence to inform supply and demand sides
 - promotion of MAs as a route to employment to both employers and employees
 - local leadership and management at a small scale;

- **Theme 6: Public Sector Employment – support rebalancing while offering new higher level opportunities:**
 - develop public sector graduate return programme
 - develop central employment clearing house for public sector employees
 - seek to support (higher level/ professional) MAs
 - review opportunities for conversion/ shared professions programme
 - develop local procurement initiative to support local jobs;

- **Theme 7: Compelling Argyll and Bute – agree approach to marketing and selling Argyll and Bute to wider markets:**
 - develop/agree generic regional branding messages
 - opportunities for thematic messages/branding
 - target specific – information sheets/ database
 - spatial/ place/ infrastructure issues

- strong focus on employment and skills promotions;
- **Theme 8: The Hygiene Factors – ensure the basic infrastructure is in place to support the strategic rebalancing:**
 - continue to push for improved communications infrastructure
 - ensure/promote an appropriate housing mix
 - investment in education as a priority for Argyll and Bute Council
 - continue to invest in and improve town centres
 - Argyll and Bute Council as business champion – a dedicated politician/senior officer.

4.6 Consideration has also been given to how we could go about measuring progress and in defining some key indicators as detailed **Table 1** below.

Table 1: Argyll and Bute Measurement Framework

Objective	Headline Measure	Sub Measures
Reverse population decline	Total population	Number of young/ working age Net migration
Increase private sector employment	Private sector jobs	Ratio public/private employment Jobs in key sectors
Increase economic output	GVA output per head	Average wage levels Output in key sectors
Enhance the skills base	Higher level qualifications	Location of skills base Number of modern apprentices
Improve education infrastructure	Number in FE/HE	Business engagement Number of courses
Build rural entrepreneurship	New start businesses	Number engaging Type engaging

Source: Compelling Argyll and Bute and Its Administrative Areas study, June 2015

4.7 **Next Steps.** The research has presented a number of strategic conclusions and identified an approach and potential interventions that, together, will address our challenging demographics.

On the basis that the EDI Committee is content with the suggested strategic policy approach and direction of travel, the next steps will be to work up these into a series of Action Plans which will detail, objectives; targets; actions; outcomes; delivery and resource requirements. These will then need to be embedded within the updated SOA delivery plans and the Council’s Economic Development Action Plan/area-based Economic Development Action Plans. This is likely to have future implications for not only Argyll and Bute Council but also wider partners and stakeholders. Therefore it is intended that the Community Planning Partnership Management Committee and the Economic Forum are updated on progress on a regular basis.

5.0 CONCLUSIONS

- 5.1 The research has confirmed and provided detailed evidence to support the strategic priority of addressing the demographic challenges in Argyll and Bute. It has highlighted that the key focus should be on growing the quantity and quality of local employment opportunities and the local skills base.
- 5.2 The paper also outlines the key findings, overarching challenges and proposed solutions in order to make Argyll and Bute a destination of choice for new residents of working age, inward investors and visitors.

6.0 IMPLICATIONS

- 6.1 Policy The Compelling Argyll and Bute and its Administrative Areas research report aligns and adheres, as appropriate, to the issues outlined in the Council's Economic Development Action Plan/area-based Economic Development Action Plans, the SOA Outcomes 1 to 3 Delivery Plans and Scotland's Economic Strategy.
- 6.2 Financial Ongoing consideration will be given to the best alignment between resources and priorities in order to take the research actions and solutions forward.
- 6.3 Legal All legal implications with regard to proposed Argyll and Bute Council actions will be taken into consideration.
- 6.4 HR The actions to be taken forward will need to be resourced in terms of staff time in the context of the council's annual service planning process and through shared staff resource discussions with Community Planning Partners and the Argyll and Bute business community.
- 6.5 Equalities The delivery of the research actions and solutions will align with the Equalities Act 2010 and in turn the Argyll and Bute Council's Equal Opportunities policies and practices.
- 6.6 Risk If the Compelling Argyll and Bute and its Administrative Areas research actions and solutions are not taken forward, then opportunities to use this evidence base to create high quality jobs realised by a higher skilled workforce will be missed by the council and key partner agencies.
- 6.7 Customer Services None.

Pippa Milne, Executive Director of Development and Infrastructure

Policy Lead Aileen Morton

For further information contact:

Ishabel Bremner, Economic Development Manager, Tel: 01546 604375

ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****13 AUGUST 2015**

UPDATE ON A83 REST AND BE THANKFUL

1.0 EXECUTIVE SUMMARY

This report provides an update on the A83 Rest and Be Thankful.

Members will be aware that there has been a long standing issue regarding the stability of land adjacent to the A83 for many years. There have been numerous 'landslips' and material wash outs which have resulted in the A83 being unavailable whilst material is removed from the carriageway and the road corridor made safe for use by the travelling public.

The A83 is the responsibility of Transport Scotland. Argyll and Bute Council have been working closely with Transport Scotland over recent years to mitigate the impact of 'landslip' events on the travelling public and the economy of Argyll and Bute.

A Taskforce has been established which has resulted in a route study having been completed for the A83. From the route study, Transport Scotland have committed to various works including landslip netting, the improvement and upgrade of the Old Military Road and a number of other safety related improvements along the route.

The latest meeting took place on 7 July 2015 and was attended by the Scottish Minister for Transport and Islands and the Council's Chief Executive Officer, members and council officers. At the time of writing the minutes from the meeting are not available but are expected to be available to table at the meeting on 13 August.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND
INFRASTRUCTURE SERVICES

13 AUGUST 2015

UPDATE ON A83 REST AND BE THANKFUL

2.0 SUMMARY

2.1 This report provides an update on the A83 Rest and Be Thankful and reports on the latest Taskforce meeting held on 7 July 2015.

3.0 RECOMMENDATIONS

3.1 Members note the report.

4.0 DETAILS

4.1 The A83 Taskforce Group most recently met on Tuesday 7 July 2015 and was attended by the Chief Executive Officer, members and council officers to further discuss mitigation measures on the A83. The minutes of the meeting are not available at the time of writing but are expected in advance of the Environment, Development and Infrastructure Committee on 13 August.

5.0 CONCLUSION

5.1 This report provides an update on the A83 Rest ad Be Thankful and reports on the latest Taskforce meeting held on 7 July 2015.

6.0 IMPLICATIONS

6.1	Policy	None
6.2	Financial	Lack of availability of the A83 has an impact on travel cost as well as a general impact on the economy of Argyll and Bute.
6.3	Legal	None
6.4	HR	None
6.5	Equalities	None
6.6	Risk	None
6.7	Customer Services	None

Policy Lead – Ellen Morton

**Executive Director of Development and Infrastructure
July 2015**

For further information contact: Jim Smith, Head of Roads and Amenity Services

Notes of Meeting



Meeting Title A83 Taskforce Meeting 9

Meeting Scope A83

Venue: Three Villages Hall - Arrochar

Date: 7th July 2015 at 12.30pm

Present: Derek MacKay MSP - Minister for Transport and Islands (DMack)
 Michael Russell MSP (MR)
 Jonny Moran – Transport Scotland (JM)
 Keith Murray – Transport Scotland (KM)
 Graeme Low - Transport Scotland (GL)
 Eddie Ross – BEAR Scotland (ER)
 John Wrigley – BEAR Scotland (JW)
 Helen Bradley – Jacobs (HB)
 David Glen – Jacobs (DG)
 Laura Donaldson – BEAR Scotland (LD)
 Mike Story – Chair of A83 Marketing Sub-Group (MS)
 Gordon Ross – Western Ferries (GR)
 Neil MacRae – Hitrans (NMacR)
 Richard Trail – Argyll & Bute Council (RT)
 Robert G MacIntyre – Argyll & Bute Council (RGM)
 Alistair MacDougall – Argyll and Bute Council (AMacD)
 Sally Loudon - Argyll & Bute Council (SL)
 Callum Robertson – Argyll and Bute Council (CR)
 Jane MacLeod – Mid Argyll Chamber of Commerce (JMacL)
 Murdo MacLeod – Mid Argyll Chamber of Commerce (MMacL)
 Alan Bell – Loch Lomond & Trossachs National Park (AB)
 John Hair – Forestry Commission (JH)
 Ian MacInnes – Lochgilphead Community Council (IMacI)
 Martyn McDonald – Private Secretary to the Minister for Transport and Islands (MM)

Apologies: Morag Mackay, Gordon Watson, Dick Walsh, Ellen Morton, Peter McKerral , Jackie Baillie MSP, Donald Clark, Alison Hay.

	<u>Description</u>	<u>Action</u>
	Welcomes, Introductions & Apologies	
1	The Minister welcomed participants to the meeting and explained that due to other commitments the meeting had to be delayed until July. He restated the Scottish Government’s commitment to reducing the risk of landslides impacting upon the A83 and that the key issue was maintaining continuity of access to	

	Argyll.	
	Review of Minutes of Meeting of 14th January 2015	
2	<p>JM reviewed the actions from the previous minutes.</p> <p>Donald Clark wished to see a copy of the report that states that the critical length is 850m. This was covered by the presentation given in Agenda Item 4.</p> <p>DMacK had asked for a note of the landslide incidents. This was provided directly by Transport Scotland (TS).</p> <p>DMacK had asked for a review of options that will address continuity of access. This was covered in the presentation in Agenda Item 4 and a paper circulated at the meeting.</p> <p>JM advised that Discussions continue with the various parties in relation to the proposed planting scheme. It is hoped to be able commence these works later in 2015/16.</p> <p>JM also advised the group that the debrief of the October 2014 landslide will be published this week on the Transport Scotland website.</p> <p>MR expressed his concern that the meeting planned for June had had to be delayed until July given the urgency of the matters in hand and that Cllr. Douglas Philand (Argyll and Bute Council) had a public petition for a Permanent Solution for A83 currently being considered by The Public Petitions Committee. DMacK said although the meeting had been delayed, for reasons already explained, the work on the A83 had continued and good progress made.</p> <p>JMacL highlighted that the Mid Argyll Chamber of Commerce had not been invited to The Public Petitions Committee meeting to be held on 7th September. She will contact the Committee. DMacK confirmed that he and TS will meet the Committee that day.</p> <p>DMacK confirmed that he had instructed Transport Scotland to progress with research to help understand the economic impacts of landslide and flood events that affect the trunk road network. With respect to the October 2014 landslide at the Rest and Be Thankful, a questionnaire will be sent to businesses in the region for them to advise how they felt the incident impacted upon their finances to help provide a better understanding of the impacts of these types of incidents. This will also be sent to Taskforce members.</p>	<p>TS</p> <p>TS</p>
	Review of the works completed/proposed on the A83	
	A copy of the presentation for this and Agenda Items 4 and 5 is available at www.transportscotland.gov.uk/project/a83-taskforce	

<p>3</p>	<p>John Wrigley confirmed that the Red Option netting and drainage works are now complete.</p> <p>In 2015/16, an additional £3M has been set aside to further improve the route.</p> <p>Schemes progressing within the next 12 months include:</p> <p>£1.3M Strone Point road realignment programmed to commence Autumn 2015;</p> <p>Erines realignment - site clearance and £250K ground investigation in 2015/16, construction (estimated between £2M-£3M) programmed to start in Autumn 2016;</p> <p>Loch Shira landslide works – designs and land negotiations progressing, Works (£400k) to be completed prior to the start of the realignment works at Strone Point;</p> <p>Glen Kinglas landslide works – Discussions on proposed ‘catch ditches’ to be discussed with landowner in the coming months. Proposal is for the first of these sections to be constructed in Autumn 2015 (estimated value of £125K);</p> <p>£175K has been set aside for the permanent replacement of the fence which suffered an impact last financial year at Rest and be Thankful;</p> <p>A83 Works on newly trunked section - A further £350K package of resurfacing works. This follows the North of Campbeltown work recently completed;</p> <p>The next phase of bend assessment work will see signage and lining improvements to aid driver awareness and improve road safety. This £100K works package is programmed for implementation in Spring 2016;</p> <p>2015/16 will see the start of a programme to rationalise layby provision along the A83 with £100K of improvements envisaged;</p> <p>Works to improve pedestrian crossing facilities within Campbeltown, valued at £25K, are due for construction in winter 2015;</p> <p>Development of a shared depot facility in Machrihanish with Argyll and Bute Council.</p> <p>JMaCL requested a copy of a plan showing the proposed realignment at Strone Point. (copy to be posted on TS website).</p> <p>MR asked for a note on spend relating to the A83 and the Rest and Be Thankful (RaBT), TS to provide. SL said that communication of these types of statistics was essential to show what was being done to keep Argyll open for business.</p> <p>Post Meeting Note – <i>Since the Taskforce meeting, the final spend figures for Financial Year 2014/15 have been updated. Spend on the A83 trunk road from 2007/08 to 2014/15 is £48M. This includes a spend of over £10M through the Taskforce, of which over £7M has been spent at the Rest and Be Thankful and the Old Military Road diversion. The further £3M committed in 2015/16 to the programme of works from the Taskforce demonstrates this Government’s commitment to ensuring that Argyll has continuity of access and stays open for business.</i></p>	<p>TS/BEAR</p> <p>TS</p>
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	<p>MR said that he had had some complaints from constituents regarding communications prior to the surfacing works in Kintyre and stated that consultation could be better.</p> <p>MS asked why the works at Glen Kinglas were taking so long. JW said that the main issue related to consultation with the landowner over design issues.</p> <p>IMaCl said that a fuller understanding of access issues during landslide events was required. The message that the “A83 is closed” in the media, for instance during events at Glen Kinglas, did not communicate that access to Lochgoilhead was still possible from the A83. A general discussion took place around this issue. DMack instructed that an exercise should take place to present the various possible scenarios and how these should be communicated.</p> <p>JMaCl thanked Iain Macdonald, who has now left BEAR, for all his good work in the past and asked for the contact details of his successor. ER confirmed that the new Network Manager was Tommy Deans and his details would be passed on.</p>	<p>TS/BEAR</p> <p>BEAR</p>
	<p>A83 Trunk Road Study – Review of Options to Address Continuity of Access</p>	
<p>4</p>	<p>David Glen, Technical Director, Bridges, Jacobs presented the findings of the review to the meeting.</p> <p>He then invited comments/questions from Taskforce members.</p> <p>GR asked if the catch fences on the hillside at RaBT could be made less conspicuous, could they be painted green for instance. General discussion took place with no consensus being reached, there being pros and cons around maintenance, ground conditions at different times of the year and planting around fences. JM confirmed that TS would examine options for planting around fences.</p> <p>IMaCl enquired if the new entrance to the Local Diversion Route (LDR) was the one already constructed, DG suggested that further options could be examined in addition to this entrance.</p> <p>IMaCl asked if the new bus turning circle could be used to stack vehicles during a landslide event at RaBT. JM confirmed that this issue would be examined.</p> <p>IMaCl asked that if both the A83 and LDR were affected during an event will the Forestry Track be used for traffic. After discussion, DMack confirmed that for reasons of public safety this would not be possible.</p> <p>MR thanked DG for his informative presentation and said that he now had a better understanding of the issues. MR asked what the next steps would be towards securing a permanent solution and that this could be advised to the public. JM advised that the chosen Red Option had been delivered and work continues to examine opportunities for further resilience of the LDR and effectiveness of the netting works.</p> <p>DMack advised that the way forward is to focus on examining options to further improve the resilience and operation of the LDR and to continue with the assessment/review of the netting works. TS/BEAR will progress this. MR thanked</p>	<p>TS</p> <p>TS</p> <p>TS/BEAR</p>

	<p>the Minister for this and DMack asked if the group agreed with this recommendation as the option to explore as the long term solution to provide continuity of access to the region. This was agreed.</p> <p>DMack advised that a press release would be issued advising of the meeting and the outcome relating to the group’s decision on the long term solution.</p>	TS/BEAR
	Marketing sub-group update	
5	<p>MS said that he was disappointed that there was no mention of Western Ferries in the review presentation as they offered a good alternative for traffic wishing to access the Cowal peninsula following a closure of the A83. He requested that the report be updated to reflect the role played by western Ferries.</p> <p>MS then gave the following update:</p> <p>The Marketing and Communications group is made up of Argyll Businesses, Tourism associations, Chambers of Commerce and local media, supported by Transport Scotland, BEAR Scotland and Argyll and Bute Council.</p> <p>The main role of the group is to add local knowledge and trust to the delivery of information pertaining to the A83 Trunk Road and in particular the works and events around the Rest and Be Thankful. The key message delivered by the group is "Argyll is open for Business".</p> <p>The group meets four times per year, unless significant events occur, or specific items are raised by any of its members.</p> <p>The group uses a network of social media channels, digital press and print media to disseminate accurate and timely news events regarding the A83 and has a reach of around 39,000 people from a total population of 78,000.</p> <p>The group has also encouraged and facilitated representation by BEAR Scotland at key local events and has encouraged the media where possible to promote the positives of the route rather than merely dwell on the negatives.</p> <p>The group can also act as a platform for Local Councillors, MPs and MSPs to meet with key stakeholders, and its individual members act as media contacts, re enforcing the message "Argyll is open for Business".</p> <p>MS suggested that a map location of any incident on the A83 would be helpful for web updating and social media. ER said that BEAR would look at this provision.</p> <p>MS said that he had noted a change of mood following the last landslide event in October 2014. There is a feeling that more action is required.</p> <p>MS suggested the use of “infomercials” to get information out to the public.</p> <p>A discussion ensued on how events are reported by the media. DMack emphasised that clarity of message was key in these situations and that we need to capture how the mitigation measures are helping.</p>	Jacobs BEAR
	<u>AOCB</u>	

6	<p>GR highlighted that Western Ferries had invested £17M in ferry facilities since 2007. He said that the ferries could handle 500 cars per hour and they offered a viable alternative option to access Argyll.</p> <p>IMaCl said that various signs had been promised around the A83 in the Cowal peninsula at Strachur, Dunoon Road End and at Lochgoilhead. He was particularly concerned that he had heard nothing in regard to the latter. TS to investigate the provision of a VMS at Lochgoilhead in conjunction with Argyll and Bute Council.</p> <p>RGM said that if the A82/A85/A819 diversion was in use there was a real concern regarding flooding of the A82 and this should be looked at. DMaCk said he had travelled the A82 in an HGV this morning and was well aware of the issues and that work was ongoing on the A82.</p>	TS/A&BC
	Date of Next Meeting	
7	DMaCk thanked all for attending and suggested that a further meeting be held later in the year to allow for further discussions on the progress of LDR resilience works. Details to be confirmed.	

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ARGYLL AND BUTE COUNCIL**Environment, Development and Infrastructure****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****13th August 2015**

STREET LIGHTING PROJECT – UPDATE REPORT

1.0 EXECUTIVE SUMMARY

The lighting stock across Argyll and Bute, like much of Scotland's is old technology which is not energy efficient. Officers have been working with Zero Waste Scotland to develop a street lighting project for upgrading the lighting Assets within Argyll and Bute with more energy efficient lamps. The project will essentially assess the existing lighting stock, develop an energy model and business case to determine the type of lighting solution and delivery model that the council adopts for future energy savings.

The Detailed Business Case (DBC) is being actively progressed and it is intended to bring this forward with a recommendation for a proposed energy efficient lighting solution to the Environment, Development and Infrastructure Committee meeting in November 2015.

In developing the DBC:

- A full and detailed inventory has been prepared based on information held on the WDM system which has been verified by an onsite survey. This information has also been used to identify areas where energy savings could be realised.
- A sample structural condition survey of the council's stock of street lighting has been undertaken to assess the extent of column stock that may be in need of replacement. Columns that are newer than 15 years old have not been included in the survey. A draft report has now been received and is being reviewed.
- An assessment of the most cost effective option in terms of procurement and implementation of the installation of the preferred lighting installation is being undertaken.
- An assessment of the most cost effective method of financing the "spend to save" proposal is being undertaken to provide the necessary information to assess options for the replacement of lighting and allow the business case to be completed for consideration by Members.

The replacement of lighting brings the opportunity to reduce energy costs and to improve the reliability of street lighting, using the energy savings to fund the capital investment necessary for the project. A full business case will be presented to the November Environment Development & Infrastructure Committee.

The council is working with Scottish Futures Trust to ensure that the business case produced takes advantage of the experience of other councils in Scotland.

RECOMMENDATIONS

That Members note the report.

STREET LIGHTING PROJECT – UPDATE REPORT

2.0 INTRODUCTION

2.1 This report sets out the progress on developing the street lighting project for upgrading the lighting assets within Argyll and Bute with more energy efficient lamps and the engagement with Zero Waste Scotland and their consultants to assist in developing an energy model and business case to determine the type of lighting solution and delivery model that the council adopts for future energy savings.

3.0 RECOMMENDATIONS

3.1 That Members note the report.

4.0 DETAILS

4.1 The Current Position

4.1.1 The council currently owns and maintains some 14,212 illuminated signs and street lights.

4.1.2 Energy costs in regard to street lighting are expected to increase over time. Current analysis of the energy market predicts that electricity prices will increase in line with the Consumer Prices Index (CPI). Due to advances in lighting technology, there is now an opportunity to review street lighting provision with a view to making revenue savings on energy costs.

4.1.3 New legislation will prohibit the manufacture and sale of inefficient technologies, including the control gear used in the majority of the council's street lights. Investment in this apparatus will be necessary as spares will likely no longer be available after 2017.

4.1.4 Scottish Government has provided funding of £43,000 to allow the council to take forward aspects of Scotland's ambitious climate change targets in relation to

streetlighting. The council topped up the allocation to a total of £200,000 as an earmarked reserve confirmed at full council on 25 June 2015. .

4.1.5 This funding is now being used to develop, in partnership with Scottish Futures Trust (SFT), a detailed business case and implementation plan for the replacement of current street lighting with more energy efficient alternatives.

4.1.6 Current spend has included a full inventory of illuminated signs and street lights and a condition survey of a sample of lighting columns. £175k funding remains and it was agreed by the council at its meeting in June to earmark this sum for the project in 2015/16. More detailed budget proposals will be presented to members together with the detailed business case (DBC) later in the year. Future spending proposals will include project management, design and a contribution to implementation costs. The overall funding of the project will be on the basis of "spend to save".

4.1.7 Existing energy costs are £720k which is expected to double over the next 10 years. Low energy equipment presently shows a possible saving in energy costs of approximately 50% per year.

4.2 **Outline of the Project**

4.2.1 The council has engaged further with Zero Waste Scotland and their consultants, Gillespie Lighting, who have assisted in completing an energy model for alternative lighting options. The DBC is being actively progressed and it is intended to bring this forward with a recommendation for a proposed energy efficient lighting solution to the Environment, Development and Infrastructure Committee meeting in November 2015. A seminar for all Members will be provided which highlights the current and future cost pressures in regard to utilities, the proposed lighting solution to reduce cost and achieve efficiencies in the provision of street lighting, and the detail of how the project is to be financed and implemented.

4.3 **Progress so far**

The key areas progressing are:

4.3.1 A detailed inventory has been collected, detailing the locations and type of lamp and lantern fitted to existing columns to ensure that the asset list on which the project will rely is as accurate as possible.

4.3.2 The council is carrying out a sample column condition survey (with the exception of columns that are newer than 15 years old). The survey data will assist in assessing the current condition of the stock of columns to inform the estimated cost of the project. A draft report has been received and is currently being reviewed. The council's street lighting stock is serviced by cabling infrastructure, the ownership and responsibility of which falls approximately 50% on the council and 50% on external utility companies. Where new columns require to be provided there may be a requirement to renew the cabling infrastructure at the same time.

The 5th core cable networks that provide power to some 50% of the lighting stock are provided and maintained by external utility companies. The council does not own or maintain 5th core cable networks however an estimated 50% of the street lighting

network owned by the council is powered from the 5th core cable network. 5th core cable networks have been installed for some considerable time and in many cases the old networks are prone to failure. Those networks that remain are very old and unreliable and where replacement is required the cost of replacement may be significant.

It is not possible to ascertain the condition of the cabling and predict whether the cabling is likely to fail at any time. However an assessment of the annual cost of such cabling repairs is being considered to assess whether an allowance can be made for this but the actual cost of any cabling repairs and renewals can only be ascertained at the time of failure.

4.3.3 A review of our existing street lighting installations has been carried out to identify areas where energy savings could be realised. This has considered lighting standards (which determine the required level of illumination of lighting dependent on the type of road, usage, and its location), new and more efficient technologies and maintenance savings.

4.3.4 An appraisal of potential options will seek to identify the most cost effective lighting solutions in terms their whole life cost .That includes the initial capital replacement costs, the cost of borrowing, energy and maintenance. The work undertaken to date has indicated that the most cost effective solution will likely be LED lighting.

4.3.5 An assessment of the most cost effective option in terms of procurement and implementation of the installation of the preferred lighting installation is being undertaken. A number of options looking at in-house and external provision for lighting design and installation will be assessed.

4.3.6 An assessment of the most cost effective method of financing the “spend to save” proposal is being undertaken. The existing model for calculating energy costs relies on estimates. This is currently being updated based on the updated inventory to ensure that energy costs are accurately calculated. The assessment will consider the cost of the preferred lighting solution (i.e. LED), the likely cost of implementation over a preferred time period and the cost of financing over a preferred time period against the estimated saving to identify the optimum financing option. SFT have proposed a number of public and private finance options such as the Green Investment Bank and a bank/funding institution created by the UK government. It is expected that PWLB borrowing may be the most cost effective option and the final business case will clarify this.

4.3.7 The Scottish Futures Trust have developed an options appraisal model. Officers are working with Gillespie Lighting and SFT to ensure there is accurate and appropriate information to populate the model which will form the basis of DBC.

4.4 The DBC will identify the expected level of savings in regard to ongoing energy costs and the optimum basis of funding and implementing the preferred lighting solution over time. This is intended to be presented to Members at the Environment, Development and Infrastructure Committee meeting in November 2015. It is considered at this stage that the DBC will show a material saving against projected

spend on street lighting energy consumption. That indication is expected to be confirmed by the DBC. The saving that is eventually delivered as a result of the project will only then be able to be determined once the preferred option in regard to full design, procurement and installation has been completed and is operational.

- 4.5 It is proposed that a Members briefing session be held to brief all Members on the proposals to progress an energy efficient lighting scheme across the council area. The work undertaken to date has indicated that the most cost effective solution will likely be LED lighting. Recent new lighting installations carried out by both the council and Transport Scotland in Argyll and Bute have been LED. The following sites now benefit from LED lighting:

Area	Location	Details	Amount
Mid Argyll	East Bank Road	27w Arc LED Lanterns	x17
Kintyre	Tayinloan Pier	25w Stela LED Lanterns	x10
Kintyre	Clachan Village	32w Phillips LED Lanterns	x19
Kintyre	Glebe Street, Campbeltown	27w Arc LED Lanterns	x7
Kintyre	Kilkerran Road, Campbeltown	27w Arc LED Lanterns	x22
Lorn	Nant Drive, Oban	27w Arc LED Lanterns	x17
Cowal	Innellan Shore Road	TBC (72w)	x35
Cowal	Sandbank Main Road	72w Saturn LED Lanterns	x60
Cowal	Matheson Lane, Innellan	25w Stela LED Lanterns	x15
Cowal	Stadium Footpath	25w Stela LED Lanterns	x10
Lomond	McLeod Drive, Helensburgh	27w Arc LED Lanterns	x11

Several other sites within Argyll and Bute have had LED lights fitted by Transport Scotland (North Connel and Tarbet) and there are further on-going plans for LED refurbishment across their network.

5.0 CONCLUSION

- 5.1 A sample survey of the Council's street lighting columns is being undertaken to assess the extent of stock that may be in need of replacement. This together with the full and detailed inventory already completed will provide the necessary information to assess options for the replacement of lighting and allow a business case to be prepared for consideration by members.
- 5.2 The replacement of lighting brings the opportunity to reduce energy costs and to improve the reliability of street lighting.
- 5.3 The Council is working with SFT to ensure that the business case produced takes advantage of the experience of other Councils in Scotland.

6.0 IMPLICATIONS

6.1	Policy	The project supports the council’s carbon reduction policy.
6.2	Financial	Funding is in place for the inventory collection, energy model and business case development. The project implementation would be on a “spend to save” basis with reduced energy cost being used to fund the upgrade.
6.3	Legal	None.
6.4	HR	None
6.5	Equalities	None.
6.6	Risk	Non-delivery will result in increased energy costs and equipment that will not be compatible with new standards.
6.7	Customer Services	None

Executive Director of Development and Infrastructure: Pippa Milne

Policy Lead: Cllr Ellen Morton

June 2015

For further information contact: Jim Smith Head of Roads and Amenity
Walter MacArthur, Fleet & Waste Manager
(01546) 604648

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ARGYLL AND BUTE COUNCIL**ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND INFRASTRUCTURE SERVICES****AUGUST 2015**

WINTER SERVICE POLICY 2015/16

EXECUTIVE SUMMARY

Each year Members consider for approval the Councils Winter Service Policy. The format and general content of the Winter Service policy 2015/16 remains similar to 2014/15.

The policy sets out priorities for treatment and routes that will be 'pre-treated' in advance of winter hazards. In prolonged winter conditions the policy provides for all roads to be treated with resources being allocated to focus on the hierarchy of priorities (i.e. the lower priorities will only be cleared once the higher priorities have been treated and are clear).

The policy is a comprehensive document setting out the management, governance and operational requirements for the winter service. The policy sets out signing provision to warn the travelling public of roads that are unsuitable for use during extreme winter conditions. The policy also provides a protocol for the reduction in use of salt and preservation of remaining stocks in the unlikely event of replenishment salt stocks not being available. This was introduced following the severe winters of 2009/10 and 2010/11.

Routes in Kintyre have been re-designated to cater for the trunking of A83 Kennacraig – Campbeltown. Transport Scotland have agreed to funding improvements to the Machrihanish depot including a covered salt facility, weigh bridge and brine mixing unit. This will enable a joint depot facility providing resilience for both the trunk and local road networks.

A detailed review is being carried out for winter maintenance and a route optimisation exercise is to follow.

RECOMMENDATIONS

It is recommended that the Committee approves:-

Notes the update on 14/15

The 2015/16 Winter Maintenance Policy at Appendix 2, and

The Salt Use Reduction and Preservation of Stocks Protocol at Appendix 3.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT AND INFRASTRUCTURE SERVICES

AUGUST 2015

WINTER SERVICE POLICY 2015/16

2. INTRODUCTION

- 2.1 This report presents the Winter Service Policy 2015/16 which remains in a similar format and covers a similar network to the Policy approved by Council in 2014. This is generally based on the network and times of the public bus service with additional priority and resources allocated to strategic high speed roads. A minor change to Priority 1 early morning mobilisation times brings the Policy into line with operational practice where additional drivers' hours are available.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Committee approves:-
- 3.1.1 Notes the update on 14/15
 - 3.1.2 The 2015/16 Winter Maintenance Policy at Appendix 2
 - 3.1.3 The Salt Use Reduction and Preservation of Stocks Protocol at Appendix 3.

4. DETAIL

Winter Maintenance Policy 2015/16

- 4.1 The proposed Winter Maintenance Policy for 2015/16, in terms of treatment standards and routes, remains largely unchanged from that approved by the Council in 2011. The number and category of pre-treatment salting routes remains the same including the amendments introduced to cater for the transfer of A83 Kennacraig – Campbeltown to the Trunk Road network in August 2014. No other direct changes to the category or length of routes treated, is proposed at this time. The current level of treatments is based largely around the public bus service network.

- 4.2 The advisory signs of alternative routes in severe snow conditions remain similar to the four routes proposed in 2014. Details on sign configuration and locations are contained in Appendix 2 of this report.
- 4.3 Winter stand-by arrangements are due to commence on Friday 30th October 2015. There are a total of 31 treatment routes detailed in the policy.
- 4.4 The Winter Treatment Fleet for 2015/16 will consist of 20 hired gritters from Econ Ltd, 1 contractor vehicle on Jura, and 12 Council vehicles. This provides 31 main frontline vehicles with 2 spare vehicles to cover breakdowns. In addition, there are 3 x 7.5 tonne tipper trucks that can accommodate 'multispread' units (gritting attachments) and ploughs and a further 4 x 7.5 tonne tippers that can accommodate ploughs giving a total of 7 extra vehicles that can be deployed if conditions demand. One of the spare vehicles will be held on Mull. This is to reflect the often challenging winter network on Mull and the logistical difficulties of shipping spare parts in the event of vehicle breakdown. This will provide additional resilience for Mull.
- 4.5 The requirement to manage drivers' hours within the delivery of all Council Services, directly impacts on the retention of the Council's Operator Licence. Drivers from Amenity Services assist Roads in delivering the pre-treatment service, in conjunction with external contractor assistance on the islands of Jura and partly on Mull. In extended periods of extreme winter conditions consideration will be given, at an operational level, to prioritising services to ensure that winter treatments can be delivered. This may result, for example, in refuse collections being temporarily suspended in order to prioritise on clearing ice and snow. Such measures are only likely in prolonged periods of extreme weather.
- 4.6 Steps are being taken to increase the available driver "pool" by utilising waste disposal operatives and engaging assistance from external contractors on some mainland routes where in-house coverage is limited. Where drivers from other services are on "out of hours" standby, it may be necessary for "non-standby" roads drivers to be diverted to deliver other statutory services during normal hours.
- 4.7 During the previous winter 2014/15 there were a total of 82 completed equivalent full winter runs, compared to 65 runs in 2013/14 and 106 runs in 2012/13. A total of 19,204 tonnes of salt was used in 2014/15 treatments, compared to 9,962 tonnes in 2013/14 and 17,777 tonnes in 2012/13. The application of salt varies between 10 and 40gm² depending on a number of factors including road surface temperature, forecast and residual salt. The route with the individual highest number of turn-outs, remains consistently A819 East Lorn Strategic Route at 120 runs, compared to 125 runs in 2013/14 and 144 runs in 2012/13. Appendix 1 to this report provides a summary of the 2014/15 winter conditions.
- 4.8 The Council's Winter Maintenance budget has been increased by £500k this financial year. This provides the capability to deliver the equivalent of 58 full runs

over the season. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds to weather events that are not controllable.

- 4.9 As of 15th July 2015, the Council held a stock of 7,487 tonnes of salt, retained from the end of last season, with provisional replenishment orders to be called forward Mid-Sept to Mid-Oct, for 8,000 tonnes. This will top up to capacity in storage facilities to the target starting stock of +15,000 tonnes.
- 4.10 The Salt Use Reduction and Preservation of Stocks protocol introduced in December 2010 in light of severe shipping and material shortages has been updated and attached at Appendix 3. The location of the Strategic Stockpile at Connel is subject to review due to Oban Airport safety requirements and alternative sites are being considered in Oban or at Machrihanish in conjunction with negotiations for a shared depot with Transport Scotland.
- 4.11 The assessment of school routes subject to pre-treatment before 08:00hrs, as required under Priority 3b of the route hierarchy, in section 4 of the Policy, will be assessed each year after the confirmation of enrolment numbers from the autumn intake. Once the levels of occupancy on school bus routes have been confirmed, amendments will be made as necessary to the pre-treatment route plans and descriptions. These amendments will then be fixed in the operational plan for the winter season and will not be subject to adjustment during the season.

Appendix H

- 4.12 The release of the updated Well Maintained Highways –Appendix H - (18th Sept. 2013) gives advice on best practice for the delivery of a Winter Service. Best practice advice relies heavily on the work of the National Winter Service Research Group (NWSRG) of which Argyll and Bute Council is a contributing member. The Society of Chief Officers of Transportation in Scotland (SCOTS) Roads Working Group, Winter Service Sub-Group are considering the implications of Appendix H on behalf of all Roads Authorities in Scotland and are the direct link to NWSRG on clarifying the recommendations before issuing advice to authorities on implementation. The Council still awaits national guidance and clarification on these issues prior to considering any changes to the present Policy parameters. At the time of writing it is understood that only 1 Scottish Authority has adopted Appendix H. Appendix H is however used by the Transport Scotland.
- 4.13 Appendix H is a wide ranging document covering every aspect of the delivery of a Winter Service. Most of the headings and recommendations are already included in the current Council policy which has been reviewed to cater for up to date advice on best practice. The decision making matrix to determine route treatments in response to forecast conditions has not been implemented. At present the Winter Management Team implement the policy based on timings, frequency and level of treatment but with a degree of flexibility pertinent to the variable climatic conditions, virtually unique to the westerly coastal aspect of Argyll and Bute Council topography. Appendix 1 provides a summary of the

general weather pattern over the winter period 2014/15. However, it is important to note that a typical Argyll winter day can see clear skies and minus road temperatures change quickly with cloud cover, rising temperatures and rain (which washes away any residual salt). Within a short period the sky can clear with temperatures plummeting which requires further salt treatment. This pattern can be repeated over the course of a week resulting in multiple treatments having to be applied to maintain a safe route.

Transport Scotland

- 4.14 Following the decision to trunk the southern section of the A83 an in principle agreement was reached with Transport Scotland about taking a collaborative approach to roads maintenance for this section of network. This would enable the already strong working relationship between the council and Transport Scotland to be progressed further allowing for increased resilience and improved collaboration. Negotiations have been ongoing with Transport Scotland who have agreed to funding improvements to the Machrihanish depot. The improvements including a covered salt facility, weigh bridge and brine mixing unit (Transport Scotland's winter specification includes wetted salt applied from vehicle mounted tanks. The brine mixing unit is used to produce the brine solution on site). These works will enhance the existing roads depot and also provide facilities that comply with Transport Scotland's contractual requirements with its term contractor Bear Scotland. Argyll and Bute Council will continue to provide a winter service on behalf of Transport Scotland via Bear Scotland to the section of trunked A83 between Kennacraig and Campbeltown.

Winter Review

- 4.15 A winter maintenance review is underway. The review is considering vehicle type and procurement, staffing issues and route optimisation. Work has been carried out already with the public transport unit regarding home to school transport. For the 2015/16 season it is proposed that the school runs treated are confirmed at the start of the season (as soon as school numbers have been confirmed) and that these routes are maintained throughout the season. The majority of efficiencies are expected to be realised in 2016/17, subject to the findings of a route optimisation exercise and efficiencies resulting in the procurement of multiuse vehicles. Multiuse vehicles will reduce the overall vehicle numbers required to deliver the year round service by maximising the use of chassis units with demountable bodies. For the 2015/16 season service improvements will be delivered by taking a consistent approach, delivering good practice across all areas and removing historical localised agreements.

5.0 CONCLUSION

- 5.1 This report details the Council's Winter Maintenance Policy for 2015/16 and highlights the pressures on resources and operational effectiveness due to the constraints of future funding levels and best practice advice.

- 5.2 Committee is asked to approve the Winter Service Policy 2015/16 and note the details in appendices 1 – 3 to allow plans to be finalised towards commencement of operations on 30th October 2015 or thereby, as conditions dictate.

6.0 IMPLICATIONS

- 6.1 Policy There is a requirement for the Council to confirm policy for winter maintenance activity.
- 6.2 Financial The Council's Winter Maintenance budget has been increased by £500k this financial year. This provides the capability to deliver the equivalent of 58 full runs over the season. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds to weather events that are not controllable.
- 6.3 Legal The Winter Maintenance Policy sets out the Council's level of service provision for winter maintenance
- 6.4 HR None
- 6.5 Equalities None.
- 6.6 Risk The proposed policies are designed to reduce the Councils exposure to risk.
- 6.7 Customer Services The winter service has been designed to maintaining access to the Councils Strategic Road Network during winter conditions.

Appendices:

1. Summary of 2014/15 winter conditions
2. 2015/16 Winter Service Policy
3. Advisory Signing – Road Closures in Severe Conditions.
4. Salt Use Reduction and Preservation of Stocks Protocol

Policy Lead – Councillor Ellen Morton

Executive Director of Development & Infrastructure – Pippa Milne
July 2015

For further information contact:

Jim Smith, Head of Roads & Amenity Services, Tel: 01546 604324
Callum Robertson – Roads Performance Manager, Tel: 01631 569197

Appendix 1 – Winter Summary 2014/2015

The Winter Road Ice season of 2014/2015 was quite mild overall with often above average rainfall and near average sunshine. Road surface temperatures remained above zero throughout almost all of October and only occasionally fell below zero in November. However, road temperatures fell below zero quite frequent between December and March and, during the peak winter period of December to February, there were occasional severe frosts, mainly during some quiet anticyclonic weather. There was some occasional dense and even freezing fog in December and January, which was slow to clear during the day. There was some snow at times, mainly during December, January and February. However, apart from during a spell of distinctly cold and snowy weather towards the end of January, significant snowfalls were very infrequent.

October was a generally mild, cloudy and very wet month. There was no way of snow during the month. For much of the time, low pressure dominated and as a result rainfall was frequent and heavy at times. However, there were a few spells of drier anticyclonic weather and it became occasionally very chilly overnight where clear spells developed. The only night with sub zero RSTs was the 13th, when Accurach recorded -0.1C.

November was mild with around average rainfall and sunshine figures. RSTs fell below zero on only five nights in the month. There was very little in the way of snow. The first two and a half weeks were changeable with fairly frequent, but not particularly heavy, rainfall, as well as some brighter spells. It became chilly overnight where clear spells developed for any length of time: the coldest night was the 4th, when RSTs fell to -1.8C at both Blaran and Accurach. From around the 18th onwards, high pressure extended westwards from Scandinavia, resulting in a settled, rather cloudy and generally mild south to southeasterly flow. It was quite chilly on some nights when clear spells developed. The coldest night was the 22nd when Haughead recorded -1.2C.

December was wet and rather chilly with near average sunshine figures. RSTs fell below zero on slight over two thirds on the nights in the month. For much of the month, it was very unsettled as depressions moved eastwards close to or near Scotland. With chilly polar air masses often affecting the region, there was some snow at times, with some temporary and modest accumulations resulting, these mainly over the hills. It did turn temporarily milder in the third and fourth weeks, although it stayed unsettled. However, from the 24th, it turned much colder as winds veered northerly, although it became settled as high pressure built strongly over the UK. Overnight frosts became very sharp at times and overnight mist and fog patches were slow to clear in places. The coldest night was the 27th, when the road temperature fell to -7.0C at Blaran.

January was very wet with around average temperatures and sunshine figures. Snow was quite frequent, particularly over the hills, where there were some significant falls at times. RSTs fell below zero on all but seven nights in the month. After a wintry start over the first few three days, with some widespread wintry showers, the next week was unsettled, generally mild and often windy with only occasional snow. It remained unsettled through the rest of the month but it turned colder with quite frequent polar airmasses. As a result, snow became much more frequent at times. Snow depths reached around 10cm on some nights over the higher routes. There was a spell of more

settled but distinctly cold weather from the 18th to the 21st, as an Arctic airflow penetrated the region. Temperatures struggled to rise above zero during the day. Overnight frosts became very sharp with patchy freezing fog forming on some nights. Road temperatures fell as low as -8.5C at Leanach on the 18th.

There was a spell of very wintry weather towards the end of the month, with snow showers becoming frequent and often heavy, with some significant accumulations resulting, even down to sea level at times.

February was a rather average month on the whole with temperatures very slightly below average but rainfall and sunshine close to average. Snow fell on some days and there were some occasional and modest accumulations, these mainly over the hills. Road surface temperatures fell below zero on slightly over half the nights in the month. It was predominantly settled for the first week and a half, although there were some occasional wintry showers. It was often chilly, with some cold nights; Leanach recorded -8.4C on the 3rd. From the 12th onwards, it was generally more changeable with rain or showers at times, although with some sunshine as well. It was milder for much of the time, although there were still a few colder spells, particularly from the 19th to the 24th, with some snow at times, with accumulations over the hills, and widespread overnight frosts.

March was relatively mild and wet with slightly below average sunshine. There was some snow at times at the start of the month, but snow was very infrequent thereafter. RSTs fell below zero on around two thirds of the nights in the month. There was a cold start to the month, with some frequent wintry showers. The coldest night was the 1st, with -4.9C recorded at Leanach. The bulk of the month was changeable with rain or showers, but also some brighter weather at times. There was a spell of wet and at times windy weather from the 6th to the 9th, with some consistently large rainfall totals. However, there was also a spell of more settled weather between the 14th and 21st, as high pressure dominated, although cloud amounts were often high. However, there were some chilly nights where clear spells developed and mist and fog patches formed on some nights.

April was predominantly fine and warm with a fair amount of sunshine as high pressure was often anchored over or adjacent to the UK. The 22nd was particularly warm, with temperatures reaching close to 20C. Nights were chilly at times, although road temperatures remained above zero on all but one night; the 17th saw the RST fall to -0.9C at Leanach. There were occasional spells of rain when frontal systems moved across the region. The last week became much cooler and changeable, with frequent winds from a north or northwesterly direction.

The first week of May was distinctly chilly and often unsettled as low pressure dominated and air masses of Arctic origin were frequent. Some snow fell occasionally over the some of the higher routes, although there were no accumulations. Road temperatures fell locally below zero on the coldest nights. The second week stayed unsettled and was windy at times, but became milder, as winds often blew from a southwesterly direction.

Appendix 2 - Winter Service Policy 2015/16



WINTER SERVICE POLICY 2015/2016

Author	Roads Performance Manager
Owner	Head of Roads & Amenity Services
Date	July 2015
Version	1.1

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CONTENTS

		Page No.
Section 1	Introduction	2
Section 2	Outline Principles	2
Section 3	Management Arrangements	4
Section 4	Policy on Treatment Priorities	4
Section 5	Winter Standby, Standby Procedures and Gritting Guidelines	6
Section 6	Snow Clearance Strategy	8
Section 7	Assistance from Other Authority Resources and Contractors	9
Section 8	Salt, Etc.	9
Section 9	Plant Resources and Servicing Practices	12
Section 10	Weather Forecast and Monitoring	12
Section 11	Operational Communications	13
Section 12	Instruction and Record Keeping	15

1. INTRODUCTION

- 1.1 Argyll & Bute Council has a statutory obligation, under Section 34 of the Roads (Scotland) Act 1984, to “...take such steps as it considers reasonable to, prevent snow and ice endangering the safe passage of pedestrians and vehicles over public roads” in the Council area, which by definition includes carriageways, footways, footpaths, pedestrian precincts, etc.
- 1.2 Argyll and Bute Council will consider implementation of the recommendations included in the Well Maintained Highways (18th Sept. 2013 update) – Appendix H – Winter Service document, within the practicalities of resources and geography. The Council, through its officers, will liaise and take guidance from the Society of Chief Officers of Transportation in Scotland (SCOTS), Winter Service Subgroup on the consistent approach to implementation, in the context of the Geographical and Climatic conditions relevant to Scotland.
- 1.3 It is the aim of Argyll & Bute Council to provide a service with respect to the above that will:-
- a) Ensure the provision of a standard of treatment appropriate to the prevailing weather conditions.
 - b) Establish patterns of working which will produce the greatest benefit from the deployed resources, with the view to reducing the level of risk and the extent of any delays to the public, caused by adverse weather conditions.
 - c) At all times comply with the requirements of the Health & Safety at Work Act 1974.

2. OUTLINE PRINCIPLES

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

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

3. MANAGEMENT ARRANGEMENTS

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

Daily communication will take place with the Trunk Roads Service provider to inform each other of their respective treatment proposals. The Council work in partnership with the Trunk Road Operation Company and provide the winter and emergency response service for A83 Trunk Road, Campbeltown to Kennacraig section. Treatment instruction for this road is received as part of the daily TR plan and actions are recorded on the TR gritlog form and transmitted to their control room on completion.

POLICY ON TREATMENT PRIORITIES

4.1 Carriageway treatment

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

Priority 1 Strategic high speed, main traffic routes				
Lomond - A814 Dumbarton- Garelochhead, A818 Arden (A82) - Helensburgh Cowal - A815 Cairndow – Dunoon Ferry Lorn / Mid-Argyll - A816 Oban - Lochgilphead, A819 Dalmally – Inveraray				
	04:00 – 08:00hrs	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Sat	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate
Sun & PH	Pre-treat as required + reactive	Pre-treat as required + reactive	Pre-treat as required + reactive	Reactive as reported conditions dictate

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

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

Priority 4 All other public roads, Only as actual conditions dictate and resources are deemed to be effective.				

	06:00 – 08:00hr	08:00 – 16:00 hrs	16:00 – 22:00 hrs	22:00 – 0600 hrs
Mon - Fri	No treatment	Reactive (may include pre-treat)	Reactive – only in extreme conditions	No treatment
W/E & PH	No treatment	Reactive – only in extreme conditions	No treatment	No treatment

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

4.2 Footway and Footpath Priorities

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

Priority 1 - Urban Shopping Areas and Precincts

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

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

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

4.2.3 Resources

Labour

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

Plant

Plant to assist with the clearance of snow and spreading of salt has been provided by Roads and Amenity Services. Attachments to mowers to allow footpath ploughing will be fitted at the start of each season, where practicable. Footway salt spreading barrows are provided for use by available labour when required.

4.3 Cycleways

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

5. WINTER STANDBY, STANDBY PROCEDURES AND GRITTING GUIDELINES

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

5.2 Shift and Standby Procedures.

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

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

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

5.3 Carriageway Treatment

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

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

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

5.3.4 Precautionary treatment for conditions where frost is forecast after rain should be delayed as long as possible to reduce loss of salt due to wash-off. This should not preclude the treatment of routes during showers where freezing of rain on contact has been predicted, or is reported.

5.3.5 Precautionary treatment when heavy snow falls are expected should be at a rate of between 20 and 40g/m² of salt according to the anticipated severity of snowfall and confidence level of the forecast.

5.3.6 In conditions where current snowfall is forecast to continue, substitution of salt with abrasive materials, sand or grit, will be instigated until such time as showers cease and any use of de-icing materials are deemed to be more effective. In extreme or persisting conditions, all material spreading will cease until there is an expectation that any deposits will remain on the carriageway and be effective in aiding traction.

- 5.3.7 In marginal conditions, consideration will be given to limiting treatment to known localised areas prone to icing. During periods of prolonged freezing conditions in the absence of precipitation, spot salting of areas of persistent seepage will continue while hazards remain.
- 5.3.8 Where areas of seepage from adjoining land are recorded on a regular basis, these will be identified and pre-emptive rectification of the drainage system will be instigated.
Land owners will be notified of their requirement to carryout such work as it affects public roads. The Council will take necessary steps to effect repairs, in the absence of any undertaken by landowners and pursue recovery of costs accordingly.

5.4 Footway and Footpath Treatment

- 5.4.1 Treatment of footways and footpaths will be by a combination of mechanical and manual operation. In large urban areas footway salting will be carried out by purpose built spreader barrows with a nominal design spread rate of 50g/sq.m.
- 5.4.2 Salt will only be utilised where ice and frost are the main hazard. In all snowfall conditions, physical clearance will be the priority with sand / grit spread thereafter to aid traction.
- 5.4.3 Treatment of footways and footpaths will normally only be carried out during the normal working day as resources permit. In most cases additional resources should be mobilised at local level as conditions dictate. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

6. SNOW CLEARANCE STRATEGY

6.1 Carriageways

- 6.1.1 On receipt of a weather forecast indicating medium to heavy snow, carriageways should be treated in accordance with section 5.3.5. When the forecast is for rain turning to snow or the snow prediction is marginal the salting operations should be delayed accordingly.
- 6.1.2 When forecasts indicate that there will be medium or heavy snow falls, the Duty Manager will instruct that all vehicles capable of being fitted with ploughing devices will be so equipped.
- 6.1.3 Salting should be continued or be restarted when snow is falling, as conditions warrant however sand / grit must be used to preserve de-icing materials until such time as it can be used effectively.
- 6.1.4 Snow ploughing will commence as soon as it is considered that the operation will be effective. Generally snow can only be ploughed effectively at depths exceeding 30mm.

- 6.1.5 Spreading treatment of ploughed surfaces will be carried out when it is considered that the material will have the most beneficial effect. The normal case on two lane carriageways will be for spreading treatment to be started when the second lane is being ploughed, generally in the return direction. However in persisting snow conditions the spreading of materials shall be delayed until clearance of accumulations is effective.
- 6.1.6 Resources should generally be allocated to clear roads in the order of priority shown in section 4, but with precedence being given to those areas which have experienced the heaviest snow falls and drifting
- 6.1.7 Where slush is formed it should be ploughed as soon as practicable to avoid the risk of rutting should there be a further significant drop in temperature which might result in freezing conditions.
- 6.1.8 Where snow hazards are predicted to persist or develop intermittently throughout the night, consideration will be given to continuing action in some circumstances. Mainly in cases where a break in operations may result in hard packed snow or other conditions difficult to treat on resumption.
- 6.1.9 Individual circumstances, such as access for emergency services or other lifeline service vehicles will normally take precedent over the above route priority arrangements.
- 6.1.10 Where it is judged that a road cannot be kept open, early closure in liaison with the Police in a planned manner, should be initiated. Direct consultation at local level must be maintained where conditions are changeable and in some circumstances this may mean discussions on site between local Supervisors and Police officers.
- 6.1.11 In specific locations additional information and diversion signing will be erected to further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are three roads where signing to indicate specific alternative routes are available.
1. A817 "Haul Rd" , Lomond.
Snow gates at A82 and A814 "central" roundabout
Diversion via A818 Arden - A814 Garelochhead
 2. C46 Glen Aros / Glenbellart road , Mull
Signs at Aros Bridge and Dervaig Primary School
Diversion via A848Tobermory
 3. C9 Glenfinart Road (The Larach) , Cowal
Signs at Whistlefield Hotel and Sligrachan Bus turning head;
Diversion via A880 Cot House
 4. C11 Otter Hill road (Bealach an Drain) , Cowal
Signs at Glendaruel A886 and Otter Ferry B8000;
Diversion via A8003 Tighnabruich and Kames.

- 6.1.10 Road closures will be reported to the Director, Head of Service, Roads and Amenity Managers as soon as practicable, with immediate notification transmitted to Traffic Scotland and local radio stations where appropriate.

6.2 Footways and Footpaths

- 6.2.1 Where footways and footpaths are covered with light accumulations of snow i.e. less than 30mm, treatment will consist of the application of Sand or Grit as described in section 5.4. of this document.
- 6.2.2 Where snow depths exceed 30mm footways clearance will be carried out where practicable by pedestrian operated or ride on powered footway ploughs. This will be enhanced by manual clearance when necessary i.e. where access precludes the use of the above plant.
- 6.2.3 Snow clearance of footways will normally only be carried out during the normal working day and as resources permit.

7. ASSISTANCE FROM EXTERNAL CONTRACTORS

- 7.1 Roads and Amenity Services provide labour and non-specialist plant as specified. In some districts, mainly islands, resources are limited and private contractors are used to provide cover to comply with this policy.
- 7.2 In severe weather conditions additional resources can be drafted in from local private contractors to supplement those of the Council. Arrangements are made through the Roads and Amenity Manager to contact these contractors in advance to determine their availability and formulate contingency plans for contact and mobilisation. The Winter Manager and Duty Manager will be kept informed of all additional resources mobilised by local management.

8. SALT, ETC.

8.1 Provision of Salt

- 8.1.1 Salt or other de-icing materials will be supplied through the Roads and Amenity Manager. An annual supply contract shall be let prior to the start of the winter season.
- 8.1.2 Onsite sampling and testing shall be carried out in each area as the Operations Manager deems necessary. The Roads and Amenity Manager will ensure that sufficient stocks of Salt and Abrasive materials are maintained at each storage location.

8.2 Storage of Salt

- 8.2.1 Where practicable salt shall be stored under cover to prevent leaching, improve handling and to reduce treatment times. A programme of converge of salt stores with permanent roofs will be undertaken as quickly as practicable as financial, planning and operational considerations allow.

- 8.2.2 Storage facilities will be loaded out prior to the commencement of operations and stock levels will be monitored weekly to assure optimum supplies are available throughout the season. Stores will be kept as full as practicable as protection from the weather allows and minimum stock levels will dictate optimum re-ordering procedures.
- 8.2.3 Weekly totals of all salt quantities delivered, transferred or issued as treatments will be collated for each storage location and e-mailed to HQ for central collation from 12:00hrs each Friday
- 8.2.4 Requests for additional salt will be included in these weekly e-mails and calling forward of orders will be co-ordinated centrally through the Roads Procurement Officer, with the supply contractor to provide the most efficient means of optimising stock levels.

8.3 Use of Salt and Salt / Abrasive Mixtures

- 8.3.1 Preservation of salt or other de-icing materials for use where they are most effective should be a consideration when formulating a treatment plan. Service resilience must be taken into consideration at all times.
- 8.3.2 All routes will be pre-treated with pure rock salt, as the most effective method of preventing freezing of wet surfaces or melting of previously formed ice. However on predominantly rural routes affected by snow, grit may be added at 1:1 salt/grit mix to aid traction and break up compacted layers. In severe conditions or when supplies are restricted, pure Sand / Grit will be employed to preserve de-icing stocks.
In wholly urban areas, salt only should be applied to the carriageway at all times. Salt should be spread at the designated spread rates as determined by the Duty Manager.
- 8.3.3 The grading of salt and grit for mixtures shall be such that 100% will pass a 6.3mm sieve but less than 1% passing a 2mm sieve.
- 8.3.4 Grit bins should be filled with a 3:1 grit/salt mix, initially at the start of the season. Continued replenishment in times of persisting hazard will be purely of Sand / Grit to preserve de-icing materials and only when resources permit.
- 8.3.5 Provision of Salt to other departments of the Council or other Contractors will be restricted to maintain the resilience of the Roads and Footways Winter Service within the terms of the Salt preservation Protocol.

8.4 Calibration and control of Salt Rates of Spread

- 8.4.1 The Roads and Amenity Manager will ensure, through the Fleet Manager that all spreaders, permanent and demountable, are maintained in such a manner as to optimise the salt feed and regular checks of the calibration shall be carried out. Records of all tests and alterations to the calibration shall be maintained for inspection.
- 8.4.2 All spreaders shall have limiting devices fitted such that spread rates cannot exceed 60g/m². The device may be fitted in such a manner as to allow it to be temporarily disconnected to assist the clearance of blockages.

8.5 Grit Bins and Grit Heaps

- 8.5.1 Grit heaps and grit bins are normally placed on routes not included on the Priority 1 – 3 pre-treatment network, or on sections of these routes where additional self help facilities are considered advantageous. They are provided to allow the public to use the salt/grit mix to treat localised hazards on carriageways and footways on the public adopted network.
- 8.5.2 Grit heaps will be situated on rural road verges predominantly on bends, junctions or steep sections. They shall be placed at distances which provide a reasonable volume of material over the extent of any problem area as, if material has to be carried too far, it is unlikely to be used. Consideration will be given to the environmental impact associated with tree roots, hedges and watercourses.
- 8.5.3 Grit Bins will normally be situated in urban areas or where leaching from grit heaps in rural areas is likely to have an environmental impact. They are placed similarly to rural grit heaps to provide an additional self help facility in streets such as at bends, junctions, steep sections of carriageway or footway or close to schools and other public buildings where delays in planned treatments may result in persisting hazards. Care must be taken in locating bins to avoid impeding sight impaired pedestrians or access to public utilities or roads authority apparatus. Generally where practicable, grit bin sites will allow material to be carried downhill to treat sections of the public network
- 8.5.4 Replenishment of material to grit heaps or bins will be carried out as regularly as conditions of use require, within the confines of available resources. Sites in regular use may require more frequent visits and the mix of material may vary as operational resources and stocks of available materials permit. This may depend on the overall salt resilience capability of the Council in times of prolonged severe weather conditions.
- 8.5.5 Requests for the locating of additional grit heaps or grit bins in urban areas will be considered using the following criteria.
- Is the request relevant to the Council asset of adopted roads and footway network?
 - Is there a genuine need for an additional facility, based on local knowledge, the type of hazard of concern and any accident history? The criteria for locations in 8.5.2 & 3 above will apply.
 - The proximity of similar facilities will be considered, as provision of bins and heaps often leads to further requests in similar locations.
 - The overall volume of bins and heaps will have an impact on the ability to provide an effective replenishment operation.
- 8.5.6 A register of grit bins shall be maintained by the Roads and Amenity Manager and their location and suitability will be reviewed annually. Grit bins will be serviced and all debris and litter removed prior to the start of the winter season. Initial replenishment of heaps and bins will be carried out prior to the start of the formal standby period, where practicable.

9. PLANT RESOURCES AND SERVICING PRACTICES

- 9.1 All winter maintenance plant will be serviced, overhauled and made ready for use, at least two weeks before the designated start of the winter period. All servicing and maintenance of specialist winter maintenance plant will be the responsibility of the Roads and Amenity Manager. The Council's Fleet Services section, maintain all plant and equipment for the user departments. The Fleet Manager will inform the Roads and Amenity Manager of any deterioration in the effectiveness of any items of Winter Maintenance Plant.
- 9.2 Any short fall in resources caused by the removal of plant from service, during the winter period, should be reported to the Operations Manager by the Duty Supervisor. The Roads and Amenity Manager will then seek ways to address the problem. Where additional fleet vehicles are available, these will be prepared as back-up units, either in advance of operations or as soon as practicable whenever a shortfall in vehicles arises..
- 9.3 The Roads and Amenity Manager will ensure that all major items of plant are made operational by the start of the standby period. A programme of trial runs will be drawn up, to allow all items of plant to be tested and have all their accessories fitted to ensure readiness for the winter period. The trial runs will be carried out on a depot by depot basis during normal working hours.

10. WEATHER FORECASTING AND MONITORING

- 10.1 The MeteoGroup Limited 292 Vauxhall Bridge Rd. London , have been contracted to provide the road forecast for the period 1st October to 15th May each winter period. Arrangements have been made for the forecast information and radar maps to be down loaded directly to the Duty Manager via Laptop computers. Access to the information will be gained via the local area networks at the individual centres, during office hours, or by a broadband router link from Duty Manager's homes. Information is available on a bespoke website for weather information and partially backed up by e-mail. In the event of a system failure it will be possible to obtain the forecast information by fax to the Duty Manager's Office or verbally out of hours to their home.
- 10.2 The contract with the MeteoGroup Limited provides for a twenty-four hours consultancy arrangement. Forecasters are available throughout the winter period by telephone, to discuss weather matters and clarify details with department staff.
- 10.3 The text forecast is augmented by other services as necessary, including the use of RADAR and satellite images to study precipitation patterns. There are twelve Road Sensor stations, owned by the Council and maintained by MeteoGroup's partner Vaisala Ltd, giving atmospheric and surface conditions, situated throughout the Argyll and Bute road network.

11. OPERATIONAL COMMUNICATIONS

- 11.1 Vehicle / Duty Supervisor / Depot Communications
 - 11.1.1 Where practicable winter maintenance vehicles will be provided with a cellular telephone, such that contact may be maintained with the Duty Supervisor or depot at all times. When it is considered safe to do so,

manning of vehicles fitted with effective communications facilities, will be limited to the driver only.

- 11.1.2 The fleet of 30nr frontline, route specifically allocated and 2nr back-up, winter maintenance vehicles are fitted with satellite tracking and data-logging equipment, provided by Trackyou Ltd. Vehicles can be monitored through web access, in real time during operations and their actions are recorded and archived for future reference. One other private contractor owned vehicle is employed on pre-treatment operations on the Isle of Jura where in-house resources are limited.
- 11.1.3 Throughout the period of winter standby, the Roads and Amenity Manager will ensure that staff is available to receive calls from the Police and other appropriate agencies. Call out rotas will be provided to the Roads and Amenity Manager, adjacent authorities, management agents and the Police.

11.2 Communications with Police Scotland, Roads Policing Section

- 11.2.1 It is important that the strong partnership, formed with the Police, is maintained. Information relating to severe weather conditions will be communicated to the Police at the earliest possible opportunity. The Duty Manager will consult fully with the Police when it becomes necessary to arrange road closures and when there is a need to move abandoned vehicles.
- 11.2.2 The “out of hours” emergency rota will be issued to the Police by the Roads and Amenity Manager. This will be confirmed to the Police Area Control Room at Helen Street, Glasgow on the Friday start to each weekly duty shift.
- 11.2.3 The Duty Manager will arrange for the daily action plan to be e-mailed to the four main local Police offices each day. This will also include a confirmation of the Area Supervisors’ and Duty Manager’s out of hours contact telephone numbers.
- 11.2.4 The Duty Manager will take due regard of all reports received from the Police, concerning dangerous road conditions and give consideration to them, in line with the Council Policy, in deciding the action to be taken.

11.3 Communications with other Agencies and Motoring Organisations

- 11.3.1 BEAR Scotland, the North West Trunk Roads term contract operator will be sent the daily action plan and out of hours contact information, each day throughout the winter period.
- 11.3.2 The Duty Manager will inform Glasgow City Council ; Roads and Lighting Faults Call Centre , R.A.L.F. , of the out of hours contact numbers for the following weeks shift and any amendments necessary thereafter. A copy will also be sent to Trackyou Ltd., Vehicle Tracking Service provider, for their 24hr control room.

11.3.3 The Duty Manager will inform Traffic Scotland when severe weather conditions are causing delays to traffic movement.

11.4 Communications with the Public

11.4.1 Enquiries from the public will normally be dealt with by the Customer Access Centre during normal working hours.

11.4.2 Consideration will be given to the placing of warning signs, alerting drivers to the possibility that road surface hazards may develop outwith treatment times will be placed at the interface of Priority 1 to Priority 2 & 3 routes

11.4.3 Leaflets explaining the extent of treatment routes, their priority and hours of operation will be prepared and where necessary updated, in advance of each season. These will be distributed by electronic means or to all local area Council premises and other public access buildings and establishments, such as filling stations and shops. Further copies may be issued as mail-drops or inserts to local newspapers.

11.5 Media

11.5.1 National radio, television and national press enquiries should be dealt with by the Director or the Head of Service or through the Council's Press and Media Relations Office.

11.5.2 Local radio and press should be dealt with by the Head of Service or by the Roads and Amenity Manager.

11.5.3 The Head of Service, Roads and Amenity Manager will be advised as soon as practicable if conditions deteriorate such that major routes have to be closed.

12. INSTRUCTION AND RECORD KEEPING.

12.1 The management of the Instruction, Recording and Archiving of daily winter Action plans is automated, by use of a bespoke winter maintenance management tool provided by Vaisala Ltd.

12.2 Vaisala – "Manager" is the updated web based system, for 2014, which allows access by managers and supervisors simultaneously, to post instructions and record actual activities on each specific pre-treatment route as operations progress. Details will include some or all of the following:-

- a) Details of the routes treated.
- b) The start and completion of treatment on a specific route.
- c) Type of treatment carried out.
- d) Driver and other operator details
- e) Quantity of materials used
- f) The prevailing weather conditions.
- g) Any contacts by Police regarding reactive requirements
- h) Details of any plant breakdowns, accidents or incidents.
- i) Any other problems

- 12.3 In parallel to the above recording system, vehicle activities are recorded on the “Trackyou” - vehicle tracking system. Reports and map based graphical records can be run to confirm and clarify in more detail, the recorded activities.
- 12.4 All records are archived in separate remote servers and can be retrieved through web access by any authorised user, at any time after a plan has been completed.
- 12.5 Additional records of all telephone calls related to winter operations are kept by all duty supervisors and managers. These are completed at the end of each shift, collated and filed centrally for future reference.

Appendix 3 – Advisory signing, routes unsuitable in severe conditions

6.1.11 In specific locations additional information and diversion signing will be erected to further inform drivers of the hazardous conditions on some routes and advise them of alternative routes where available resources will concentrate on maintaining treatments. There are three roads where signing to indicate specific alternative routes are available.

1. A817 “Haul Rd” , Lomond.
Snow gates at A82 and A814 “central” roundabout
Diversion via A818 Arden - A814 Garelochhead

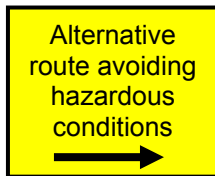
2. C46 Glen Aros / Glenbellart road , Mull
Signs at Aros Bridge and Dervaig Primary School
Diversion via A848Tobermory

3. C9 Glenfinart Road (The Larach) , Cowal
Signs at Whistlefield Hotel and Sligrachan Bus turning head;
Diversion via A880 Cot House

4. C11 Otter Hill road (Bealach an Drain) , Cowal
Signs at Glendaruel A886 and Otter Ferry B8000;

Diversion via A8003 Tighnabruich and Kames. **Example of typical information sign**

Sign on permanent display during Winter Season.



Road Closure in conjunction with temporary signs.
When conditions dictate



Appendix 4 - Salt Use Reduction and Preservation of Stocks Protocol.

Argyll and Bute Council WINTER SERVICE – OPERATIONS 20-15/16

Protocols for the reduction in use of salt and preservation of remaining stocks.

Winter Service Policy supplementary revised from Dec 2010 draft.

Storage Capacity, Stock Transfers and replenishment times

Storage capacity in all 15 “Operational” salt stores has been increased by 3,500tonnes to approximately 14,000tonnes, since 2009, through phase 1 of the covered tunnel construction programme. In addition to this, a secondary “Strategic Stockpile” will be replenished by October 2015, located at Connel Salt Slab, Machrihanish Base or some other site to be determined, with approximately 4,500 tonnes, stored under a proprietary sheeting cover or in a permanent building if available.. The 3,000tonne Dome in Helensburgh, although an operational store, has an element of strategic storage.

For national salt resilience purposes, daily usage is calculated on 2 Priority WRC1-3 network treatments and one WRC4 “other routes” treatment in each 24hr period.

This equates to 375tonnes/day at normal use levels, 600tonnes/day for heavy snow.

The Strathclyde Emergencies Co-ordination Group, Roads sub-group agreed that Roads Authorities should achieve a minimum storage capacity of equivalent to 70% of the average total salt usage of the last three severe winters. This equates to a minimum 14,350tonnes for Argyll and Bute. However the target tonnage for the start of this season, 28th October, is 15,000tonnes including the strategic stockpile.

This equates to 45 continuous days supply at Winter Policy treatment levels.

As the national salt supply contract has an allowance of 21days to fulfil delivery from point of order, the minimum resilience required in normal conditions equates to four weeks operations or approximately 60% of the new capacity, at 10,000tonnes. In practice, reduced quantities of 6,000tonnes before replenishment are acceptable.

This equates to a resilience of 16 days operations, at normal treatment levels.

Within this total quantity, material may require to be moved between stores to preserve a degree of individual resilience in each of the operational stockpiles around the network.

Internal transfers between stores ensure adequate stocks are available as much as practicable to maintain a consistent treatment regime throughout the network. In this way the hierarchy of route treatments can be preserved as per the policy, for as long as practicable within any delivery shortage period.

Operational Decision techniques to Manage Salt use.

Winter Service Policy already recognises the need to preserve salt primarily for the prevention or treatment of ice on higher speed carriageways. 3Grit:1Salt mixes are already utilised in Grit Heaps and Bins and in the reactive treatment of footways.

Salt preservation techniques can be instigated on carriageway treatments where forecasts or conditions indicate that a mixture of salt and grit will provide the best treatment to aid traction. The winter operations decision to use 50/50 mixes should only be for this purpose, rather than to preserve supplies.

In periods of falling snow, Grit only should be used on “return” ploughing legs until such time as snowfall ceases and there is an expectation that salt will melt any residual snow after ploughing.

In settled constant dry conditions Residual Salt levels on carriageways allow the curtailment of further treatments, as part of the daily operational plan.

Reduction in Salt use in treatments, to preserve remaining stocks.

Where salt stock levels reduce and replenishment quantities are doubtful in either quantity or timescale, the use of salt will be curtailed under the following procedures.

Salt Preservation level Circumstances Authorised by.

SP1 Total Operational Stocks reduce to 6,000tonnes Winter Manager

This level will be reached in conditions of reasonably prolonged hazardous conditions or where extreme conditions reduce the effectiveness of salt. The supply chain for salt replenishment may become of national importance and Transport Scotland and Strathclyde Emergency Co-Ordination Group advice may be received.

First Operation:- Activate replenishment from Strategic Stockpile (+ 4,400 tonnes)

Depending on the likely delay in replenishment, part or all of the Strategic stockpile may be moved to operational stores and the permanent sheeting replaced. The quantity will be determined by the potential delivery date for shipping. The total stock will provide a further 12days resilience within the operational stores, at normal use rates.

Resilience:- 27days at normal use levels 375t/day : 16days heavy snow 600t/day

Second Operation:- Activate Salt Preservation Measures.

Salt treatments will be reduced. Spread rates adjusted from 40g/m² to 20g/m², or 20g/m² to 10g/m². Further reductions in the salt content of all carriageway treatments will be achieved by mixing Grit and Salt together, firstly at 1Grit:1Salt then 2Grit:1Salt.

In extreme frosts where RSTs remain below -5C all day, and salt is considered to be ineffective, additional treatments of pure Grit on all routes can be instructed to aid traction. Grit heaps, bins and footway treatments will remain at 3grit:1Salt.

Resilience:- 32days at reduced use SP1 = 188t/day : 20days heavy snow

SP2 Total stocks reduce to 4,000tonnes Head of Service

Salting treatments will be curtailed to Priority 1&2 pre-treatment routes only (1205 km)
The SP1 salt mixing techniques will be used in all further SP levels.

All other treatments will be of pure Grit including replenishment of grit bins / heaps.

Resilience:- 25 days at reduced use SP2 = 156t/day : 15 days heavy snow

SP3 Total Stocks reduce to 2,000tonnes Executive Director

Salting will be reduced to one treatment per 24hr forecast period, of the Priority 1&2 network, usually 06:00hrs mornings, in advance of the majority of traffic movements.

All other treatments will be of pure Grit including replenishment of grit bins / heaps

Resilience:- 25 days at reduced use SP3 = 78t/day : 15 days heavy snow

SP4 Total stocks reduce to 1,000tonnes Chief Executive

Salting reduced to Priority 1 and Priority 2 "A" class routes only 06:00hrs. (492km)

All other roads and mobilisation times, Grit only.

Resilience:- 32 days at reduced use SP4 = 31t/day : 20 days heavy snow

SP5 Total Stocks reduce to 700 tonnes Chief Executive

Effectively **2 days resilience at original policy normal use.** The trigger point for application to Scottish Executive Emergency Salt stockpile. Release of salt, allowing replenishment out with the normal constraints of the national salt supply contract.

Resilience:- 22 days at reduced use SP5 = 31t/day : 13 days heavy snow

Total resilience

SP1 (2nd Op) > SP5 (end) = 68 days : 41 days heavy snow.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT &
INFRASTRUCTURE SERVICES

13 AUGUST 2015

UPDATE ON TRAFFIC MANAGEMENT AND PARKING REVIEW

1.0 EXECUTIVE SUMMARY

In May 2014 the Council took on the responsibility for enforcing parking restrictions across Argyll and Bute. By assuming the responsibility we are able to ensure effective traffic management in our town centres. This is known as decriminalised parking enforcement (DPE).

This move was as a result of the police no longer employing traffic wardens.

Effective traffic management has a number of benefits, including supporting the local economy by ensuring parking turnover, safeguarding access for blue badge holders, for deliveries, for loading and for emergency vehicles as well as ensuring road safety by managing inconsiderate and irresponsible parking.

Following reasonable bedding in for DPE it was always intended to carry out a parking review across the Council area.

Many of Argyll and Bute Councils Traffic Regulation Orders (TROs) go back several years, some decades. Given the introduction of DPE and the introduction by the Council of a Parking Policy last year, a review of parking is being carried out for each of the 4 areas.

RECOMMENDATIONS

Members approve the proposed changes to car park charges in the Helensburgh & Lomond Area, which are anticipated to be cost neutral.

Note the current progress of the parking reviews in each of the 4 areas.

ARGYLL AND BUTE COUNCIL

ENVIRONMENT, DEVELOPMENT AND
INFRASTRUCTURE COMMITTEE

DEVELOPMENT &
INFRASTRUCTURE SERVICES

13 August 2015

UPDATE ON TRAFFIC MANAGEMENT AND PARKING REVIEW

2.0 INTRODUCTION

- 2.1 This report provides an update on the parking review process to date for all four areas of Argyll and Bute; they are all at different stages.
- 2.2 This report also presents the Environment, Development and Infrastructure Committee (EDI), with a list of traffic management and parking proposals that were agreed at the Helensburgh and Lomond Area Committee on 9 June 2015.

3.0 RECOMMENDATIONS

- 3.1 Members approve the proposed changes to car park charges in the Helensburgh & Lomond Area, which are anticipated to be cost neutral.
- 3.2 Note the current progress of the parking reviews in each of the 4 areas.

4.0 DETAILS

Background

- 4.1 A review of car parking throughout Argyll and Bute is currently being progressed. The process has involved holding a number of workshop meetings, with members and officers, to discuss local parking-related issues in all four areas of Argyll and Bute. The review has enabled a draft list of proposals to be compiled ahead of any formal statutory consultation.
- 4.2 Based upon information discussed with Members at local workshops, together with additional comments recorded, detailed consultation leaflets and plans are being produced to be circulated firstly to Members, and then to Community Councils and other stakeholders for comments. Local drop in events have also been organised in Helensburgh, Luss and Oban where proposals have generated much public interest. These events provided an opportunity for members of the public to ask questions and submit feedback on the proposals. Responses can also be submitted online through the Council website.

- 4.3 The feedback received will be reported back to the Area Committees and once a detailed list of proposals has been agreed a formal TRO consultation will be carried out. The review process is indicated in Appendix 1.

Mid Argyll, Kintyre & Islay Area

- 4.4 Parking workshops were held earlier this year with various aspects of parking in the area being discussed; both on-street and off-street parking. A list of proposals has been drawn up to be taken to the MAKI Area Committee in August. Following any discussions arising, members will be asked to approve a set list of proposals so that a consultation document can be produced and circulated to Community Councils and various stakeholders.

Oban, Lorn & the Isles Area

- 4.5 The Oban, Lorn and The Isles Area Committee at its meeting on 10 June 2015 were presented with a list of draft proposals. Members approved the parking review to move to the next stage of the process. An information event was held in Oban on 2 July 2015 to allow the local community the opportunity to contribute to the parking arrangements that are being considered within the area.

The parking leaflet distributed outlined the proposed parking changes for Oban and the surrounding area. The proposals are summarised below.

Oban

- a. Alter the on-street charging to make it possible to pay for 15 minute increments, currently minimum 40 minutes.
- b. Make on-street parking chargeable on a Sunday. Off street parking will remain free until 1pm on a Sunday.
- c. Time limit the car park at Longsdale Road.
- d. Change the current 24 hours free parking to 4 hours free, no return within 24 hours in the Lochavullin car park, charging in this car park may also be considered.

Mull

- a. Charge in the off-street car parks in Tobermory and Fionnphort.

- 4.6 Once the consultation period is finished, a report together with the collated feedback will be presented to the Area Committee who will then formally consider any final proposals.

Bute & Cowal Area

- 4.7 A report providing a summary of the various issues raised by members at the parking review workshop held earlier this year was considered at the Area Committee meeting held on 2 June 2015. The following list of proposals was considered:

COMMUTER PARKING NEAR TO FERRY TERMINALS

BUTE

- Rothesay Promenade /Esplanade possible change to provide a charging carpark for ferry users.

- Promotion of West Church Car Park as free ferry passenger car park.

Dunoon

- New Breakwater muster area to be promoted as a dedicated Ferry user's only car park with charges.
- Explore possibilities to introduce combined ferry ticket to allow parking.
- Mark out parking bays or highlight the through route in existing layout.
- Coal Pier Free spaces to become pay and display in line with rest of car park once Porta cabins re-sited in Breakwater providing more parking
- Status of the proposed harbour building to be determined

PARKING AND TRAFFIC MANAGEMENT

Bute

- Ardbeg Road at Ardmory Road parking & speeding issues brought by Bute Community Council, the proposal is to introduce "No waiting or loading" on the southern side of Ardbeg Road 15 metres either side of Ardmory Road junction. An amendment is required for existing TRO. A recent speed survey did not highlight any speeding issues.
- At Battery Place parking on the footway has been an ongoing problem. The provision of parking bays instead of the wide footway was proposed, this is to be costed by officers. As part of this visitor parking permits for Battery Place Hotel and B&B guests were discussed.
- In Guildford Square Pay and Display Car Park to be reviewed and confirmed.
- Better definition of parking bays in town centre is being reviewed. Changing from metal studs to lining on Montague Street to make the parking bays clearer.

Cowal

- In Innellan outside tenements relocate edge line out 300mm from channel and re align centre line to accommodate the parked vehicles.
- Broxwood layby. The possibility of the area to be lined out for the various uses. Recycling bank, parking and bus pull in. This will be dependent on condition of surface.
- Kirn Gardens (Private Road) junction with Marine Parade Kirn access issues, currently I-bar across entrance. Extended by 500mm either side to improve access and visibility.
- Argyll St Dunoon proposal to make disabled bays 24hrs. (Including John St and Church Street Bays.) with limited waiting through day. A survey to be carried out to determine use of these bays.
- Argyll Street/ town centre various ways to control traffic were discussed including better /different signage; gateway effect; parking restriction zone/timings; Access only or Pedestrianize.
- Alexandra Parade between John St and Queen St, make the west side Residents Parking and limit all others to 30 minutes. Consultation required on this proposal.
- At Burgh Hall, provision of Loading Bay and Disabled Bay on Albert Crescent. Fyne Homes to provide these as part of flatted development. Work commenced on Hall 2nd Feb till June '16. (16 months)
- New proposed Dunclutha Children's Home access to be taken from James Street. This scheme will not provide any improvement for Argyll Terrace which currently has a temporary turning area at far end and was dependant on above scheme for

additional parking and formalised turning area.

- Victoria Road Dunoon proposed Traffic Management Scheme parking changes out for Consultations 1 & 2 on Monday 26th January, return date 23rd February. Residents have been given the proposals for their consideration. Responses are in, the proposal of moving the parking from East to West has been largely contested
- Queens Hall changes to existing TROs are being handled by their consultants.
- Rock Café car park to be added to list of Car Parks and made into Pay and Display.
- Glenmorag Car Park current usage to be changed to include HGVs as well as coaches and cars. Re-site recycling bank into middle of car park.
- Hanover St Car Park removal of HGV entitlement and reline to suit with possible reintroduction of height barrier.
- Moir St Car Park the doctor and patient spaces are currently free. Remove this entitlement.
- Jane Villa Car Park the doctor and patient spaces are currently free. Remove this entitlement.

Car Parks General

- 1.5t weight restriction to be reviewed for car parks as vehicle weights have increased since original order raised, many larger cars exceed 1.5 tonnes in weight.
- Change the Order covering car parks to enable non-compliant vehicles to be issued with FPN in free car parks.

- 4.8 The Committee agreed that a consultation document be amended in the next few weeks and if Members had anything else they wish to put forward then to contact the Head of Roads and Amenity Services, and then issue to Community Councils and Stakeholders.

Helensburgh and Lomond Area

Policy P8 Parking Provision

- 4.9 The Council's overarching Parking Policy (P8) provides a framework for Area Committees, within their delegated budgets, to:
- *Amend existing Traffic Regulation Orders.*
 - *Introduce new Traffic Regulation Orders.*
 - *Make representations to the Environment, Development and Infrastructure Committee regarding:*
 - *Introduce new charging schemes for on street charging providing these can be self-financing.*
 - *Increase charging for both on and off street charging providing it can be demonstrated that increases are justified to enable effective and efficient parking provision.*
 - *Introduce residents permit systems providing these can be introduced on a self-financing basis through charging for permits.*

- 4.10 Helensburgh and Lomond Area Committee at its meeting on 9 June 2015 agreed the following set of traffic management and parking proposals:

Helensburgh

- a. Maintain one hour free on-street parking in the restricted parking zone bays (status quo).
- b. Note that car parks at the new Council offices on Clyde Street will be available for public parking out with office hours and will be free of charge.
- c. Maintain the free car spaces in the Pier Area car park (status quo).
- d. Change the unlimited parking structure in John Street and James Street to be consistent within the restricted parking zone (1 hour in bay free parking).
- e. Not to proceed with the introduction of an "outer zone" zone.
- f. Change the charging structure in the Sinclair Street car park to the first 2 hours free with charges thereafter.
- g. That further minor elements of detail in the parking arrangements are delegated to the Executive Director of Development & Infrastructure in consultation with the Chair and Vice-Chair, to consider, *inter alia*:
 - i) The clearer delineation of the parking bays within the Restricted Parking Zone.
 - ii) Improved information/signage in respect of loading bays.
 - iii) No parking/waiting restrictions on West Montrose Street within 10m of Sinclair Street junction.

Luss

- a. To introduce parking by permit only in the core village area, supported by a Restricted Parking Zone and a parking permit scheme.
- b. To introduce year round off street charges to the Council run car park.
- c. To introduce pay and display parking on the south side of Pier Road between Old Luss Road and Church Road between 8.00am and 8.00pm with parking restricted to 1 hour.
- d. That officers consider the options for introducing a drop off and pick up point for parents on Old Luss Road adjacent to Luss Primary School.
- e. To consult with Police Scotland with a view to introducing a 20MPH zone within Luss village and further parking arrangements therein.
- f. That further details relating to the Luss Scheme be delegated to officers in consultation with the Chair and Vice-Chair of the Area Committee.

The proposed changes to car park charges, which are anticipated to be cost neutral, will need to be approved by this Committee.

- 4.11 The stages that each area is at in the parking review process are outlined in Appendix 2.

5.0 CONCLUSION

This report provides an update to Members on the on-going traffic management and parking reviews. Details of the stages in the consultation process are provided for all four areas of Argyll and Bute.

6.0 IMPLICATIONS

5.1	Policy	Parking Policy 2014
5.2	Financial	Any physical work required to be carried out on the roads network, i.e. signing and lining will be funded by the roads revenue budget.
5.3	Legal	Traffic Regulation Orders will be implemented as necessary
5.4	HR	None
5.5	Equalities	None
5.6	Risk	Safer roads for all road users
5.7	Customer Services	None

7. APPENDICES

Appendix 1 – The review process
Appendix 2 – Review Stages

Pippa Milne, Executive Director of Development and Infrastructure









Ellen Morton, Policy Lead

7 July 2015

For further information contact: Aileen Simpson, Traffic & Development Manager.
Tel: 01546604653

APPENDIX 1 – The Review Process

The Review Process

1. **Member and Officer Workshop held locally to discuss parking issues**

2. **Draft list of proposals presented to Area Committee for approval to an informal consultation document being produced and circulated to various stakeholders.**

3. **Informal consultation document prepared and circulated
Public meeting (if required) for proposals to be discussed**

4. **Views from the public meeting and online consultation will be taken into consideration.**

5. **Member and Officer workshop held to discuss any changes and agree final proposals**

6. **Formal consideration by the Area Committee**

7. **Any proposals with budget implications will need to be considered by the Councils' Environment, Development and Infrastructure Committee and/or Policy and Resources Committee**

8. **Formal statutory consultation followed by advertisements (required to make changes to parking)**

9. **Representations are considered then formal changes are implemented**

APPENDIX 2 –Review Stages

Helensburgh and Lomond Review

The Helensburgh and Lomond parking review is currently at the following stage of the review process:

- 7. Proposals agreed by the Helensburgh and Lomond Area Committee need to be considered by the councils' Environment, Development and Infrastructure prior to being implemented.***

Mid Argyll, Kintyre and Islay Review

The Mid Argyll, Kintyre and Islay parking review is currently at the following stage of the review process:

- 1. Member and Officer Workshop held locally to discuss parking issues***

The workshops have taken place and the Area Committee, at its August meeting will consider a report that outlines a set list of proposals. If agreed a final list of proposals will be taken forward to the next stage of the process.

Oban, Lorn and the Isles Review

The Oban, Lorn and the Isles parking review is currently at the following stage of the review process:

- 3. Informal consultation document prepared and circulated
Public meeting (if required) for proposals to be discussed***

A public drop in event was held on 2 July 2015. Feedback and comments can be submitted until the consultation closing date on 20 July 2015.

Bute and Cowal Review

The Bute and Cowal parking review is currently at the following stage of the review process:

- 2. Draft list of proposals presented to Area Committee for approval to an informal consultation document being produced and circulated to various stakeholders.***

At its meeting on 2 June 2015, the Area Committee noted the contents of the report; and agreed that a consultation document be amended in the next few weeks and if Members had anything else they wish to put forward then to contact the Head of Roads and Amenity Services, and then issue to Community Councils and Stakeholders.

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ARGYLL AND BUTE COUNCIL**Environment, Development and Infrastructure
Committee****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****13th August 2015**

Argyll and Bute Employability - Business Model for Sustainability

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this paper is to provide the Environment, Development and Infrastructure Committee with an update on a business model for the sustainability of Argyll and Bute Council's Employability Team. The Argyll and Bute Employability Service, unlike other local authority Employability Services, is not core funded and successfully delivers employability activity through financially challenging commercial contracts.
- 1.2 The Employability Team currently delivers on three major Welfare to Work contracts accessed by all ages, on behalf of two Prime Contractors. These are the **Work Programme (WP)**, (for long term unemployed) on behalf of Working Links, **Mandatory Work Activity (MWA)** and **Community Work Placement (CWP)**, (for those who have not obtained work through the WP), on behalf of Learndirect. These contracts are mandatory and designed to enable the long term unemployed to return to work.
- 1.3 The current financial model associated with these contracts is becoming increasingly untenable. The main body of this paper outlines the current financial status of the Employability Team, noting an immediate short term requirement to generate additional income for the service, coupled with significant cost savings, estimated to be of at least £100,000.
- 1.4 Members are asked to note:
 - The content of this report in terms of the financial model and the steps being taken to reduce costs and increase income.
 - A further report will be prepared to take to a full Council meeting with respect to the proposed extension of the Work Programme contract for another year, into 2016/17 and what this will mean with regards to income and costs for the Employability Team.

Argyll and Bute Employability - Business Model for Sustainability

2.0 INTRODUCTION

- 2.1 The purpose of this paper is to provide an update on a business model for the sustainability of Argyll and Bute Council's Employability Team. The Argyll and Bute Employability Service, unlike other local authority Employability Services, is **not** core funded and successfully delivers employability activity through financially challenging commercial contracts.
- 2.2 The Employability Team currently delivers on three major Welfare to Work contracts on behalf of two Prime Contractors. These are the Work Programme (WP) on behalf of Working Links, Mandatory Work Activity (MWA) and Community Work Placement (CWP) on behalf of Learndirect. These contracts are mandatory and designed to enable the long term unemployed to return to work. It is important to note that the Team is responsible for the funding of travel, personal protective equipment (PPE) and training costs for customers attached to the three contracts.
- 2.3 This has a cumulative effect on income, considering the amount of training required by some of our harder to help customers and added to this the distances that some customers may have to travel within Argyll and Bute to reach the nearest main town. Furthermore the Team also deliver directly in Inverness, Invergordon, Dingwall, Alexandria, Clydebank and Dumbarton which adds to travel and training costs.
- 2.4 The three Welfare to Work contracts are delivered across the following geographical areas as follows:
- **WP:** Employability Team and associated partners deliver the WP across Argyll and Bute, Dumbarton, all of the Highlands, including Inverness city and the Western Isles;
 - **CWP:** is delivered directly by the Employability Team across Argyll and Bute, West Dunbartonshire, Inverness-shire and Ross and Cromarty; and
 - **MWA:** is delivered by the Employability Team across Argyll and Bute, Inverness-shire and Ross and Cromarty and through partner organisations based in Fort William, Skye, the Western Isles, Moray, Aberdeen and Aberdeenshire.
- 2.5 Over the last 12 months the unemployment rate for those claiming benefit over six months across the whole of Argyll and Bute has fallen by 0.3% points; this mirrors

the 0.4% point decline for Scotland. This has resulted in a drop of approximately **30%** of referrals to mandatory contracts from the initial indicative contractual volumes and subsequently the referrals received by the Employability Team from prime contractors. Recent National Work Programme Statistics (**Appendix 1**), corroborate our local knowledge in showing that a greater proportion of those being referred to the WP are Employment Support Allowance (ESA) customers, most of whom have additional barriers and are more difficult to place with an employer.

- 2.6 The WP is the Employability Team's most substantive contract. The Employability Team has up to two years in which to place all WP customers into employment. The team receives no payment for this until the customer has been in work for **13 or 26 weeks** dependent on their payment group. If the customer loses his/her job before the allotted timescale the Employability Team and associated partners receive no payment whatsoever. It is therefore essential that the right person is placed with the right employer. There is the ability to reclaim a payment if the person who has fallen out of work can be placed with another employer to complete their 13 or 26 weeks, provided it is prior to their WP end date.
- 2.7 It is important to note that the Employability Team's WP performance for the rolling year compares favourably¹ with the other WP providers sub-contracted by Working Links, many of whom deliver in central locations with excellent public transport. However, the reduced volumes, remoteness of our client base and the limited number of jobs available in these rural areas, added to the impact of the current funding model, are directly impinging on the income stream realised from WP activity and delivery.
- 2.8 With regard to our other substantive contracts, CWP and MWA, the Team are currently performing to 100% of service requirements and are showing a recent (although not significant) uptake in referrals.

3.0 RECOMMENDATIONS

3.1 Members are asked to note:

- The content of this report in terms of the financial model and the steps being taken to reduce costs and increase income.
- A further report will be prepared to take to a full Council meeting with respect to the proposed extension of the Work Programme contract for another year, into 2016/17 and what this will mean with regards to income and costs for the Employability Team.

4.0 DETAILS

4.1 The Council's Employability Team has successfully delivered Welfare to Work contracts since 1999; using a variety of models the Team has placed **at least 2,453** people into work across Argyll and Bute, Inverness-shire and Ross and Cromarty. Therefore the Team has a wealth of experienced staff to assist unemployed individuals back into work or further down the employability pipeline to become more 'work ready' through tailored interventions.

¹ Due to commercial sensitivities the actual figures for the Argyll and Bute Employability Team and other delivery agents have not been disclosed in this paper.

- 4.2 Furthermore, as reported in the 'Local Government Benchmarking Framework' March 2014, Argyll and Bute Council was ranked first nationally under the indicator: *% unemployed people assisted into work from Council operated / funded Employability Programmes.*
- 4.3 Through the Argyll and Bute Employability Partnership, the Council's Employability Team has been instrumental in the delivery of the **£321,880** Employer Recruitment Incentive (ERI) grant funding which has been secured for Argyll and Bute from the Scottish Government's Youth Employment Scotland Fund (YESF) in order to offer employers across Argyll and Bute a recruitment incentive to help unemployed 16-29 year olds back into work.
- 4.4 A target of 100 jobs created on or before 31st December 2014 was achieved resulting in the receipt of an additional **£16,900** of grant support to fund a further five jobs on or before 31st May 2015 – also achieved.
- 4.5 Rigorous financial monitoring over the last four years has identified lower than expected WP income based on the initial scenario of a 27% sustained outcome job rate being achieved year on year, along with associated sustainment payments (payments made if customer stays in work beyond 6 months). Currently, our referral to job outcome rate is 23.1%; this is a reflection of lower than expected performance due to fewer customer numbers, geographical and transport challenges, compounded by a greater number of harder to help customers. This has resulted in contract payments being insufficient to meet expenditure. This deficit has been supported by a surplus that was generated under the New Deal programme. This surplus has now been depleted.
- 4.6 During 2013/14 the CWP contract bid was successful with a total maximum indicative contract value of **£724,157**. In regular discussions with Strategic Finance at that time (who also developed a detailed financial model for the Team), it was anticipated that the CWP contract would negate any loss that has been incurred through delivery of the WP. However, falling rates of unemployment, which resulted in low referral numbers, have significantly impacted on the income generated during the first full year (2014/15) of this contract.
- 4.7 With regard to MWA no income projections were required as a fixed number of referrals are provided year on year, which have been delivered.
- 4.8 In addition, during 2014/15, it was decided not to replace five full-time posts after staff left the service to go into alternative employment. This resulted in a saving of circa **£101,000**.
- 4.9 **Table 1** below presents the **pro rata cost savings** to be realised for 2015/16. Approximately 40% of expenditure is payments to third parties, 50% relates to staff costs. As a result the only significant opportunities for cost reductions are through reductions in non-essential staff.

Table 1: Cost Savings 2015/16 (pro rata, per annum)*	
	2015/16 (per annum)
Total staff savings	£53,349
Other cost savings	
Removal of all water coolers	£1,080
Greater use of Lync in order to limit travel	£900
Closure of premises in Campbeltown and Dunoon	£31,000
Total other cost savings	£32,980
Overall cost savings	£86,329

Potential Additional Income, 2015/16

4.10 The Employability Team is constantly seeking funding opportunities in order to create a sustainable business model going forward. **Table 2** below represents the **additional projected pro rata income** for the Team for 2015/16.

Table 2: Projected Additional Income for 2015/16 (pro rata)*	
	2015/16
Supporting Life Decisions towards Employability *	£32,500
Intensive Job Search (for 2016/17 onwards – value unknown)	£0
Driving Licence Theory Test (for 2016/17 onwards – negotiating)	£0
Flexible Support Fund*	£30,380
Youth Employment Fund	Unknown
European Social Fund – Enhanced Employability Pipeline Strategic Intervention*	£28,582.50
Anticipated Potential Total	£91,462.50

*Key assumptions with regard to **Table 2**:

- Subject to being invited to undertake a stage 2 application, it is anticipated that the Lottery funded ‘Supporting Life Decisions towards Employability’ contract will commence in January 2016 for three years, with a **value of £220,089** per annum. Although not worked up yet, it is anticipated that the **potential income** for the Employability Team will be approximately **£136,000** per annum. Therefore, for the last quarter of 2015/16 this will amount to an income of **£32,500**.
- The potential ‘Flexible Support Fund’ contract with a value of £41,230 is for the delivery of courses starting in July 2015 through to March 2016 and is awaiting approval by Job Centre Plus, it is now anticipated that the courses will start post August 2015. Thus, pro rata income for 2015/16 will amount to **£30,380** (£41,230 less £10,850 for the postponed July and August courses, which will move into 2016/17).
- Confirmation of award of the ‘European Social Fund – Enhanced Employability Pipeline Strategic Intervention’ has not been advised by the Scottish Government. However, being optimistic, it is anticipated that this will commence at the beginning of October 2015. **Therefore, only 50% of £57,165 could be accrued by the Employability Team during 2015/16, i.e. £28,582.50.**

Potential WP Contract Extension

- 4.11 The Department for Work and Pensions has offered a one year extension to WP contract holders. The current contract ends in March 2016, but the Team is required to service the needs of all customers referred up to and inclusive of 31st March 2016 and for a further two years. If we accept the contract variation this will extend our contractual obligations to March 2017 plus a further two years. The one year contractual extension has been signed by Working Links as the prime contractor and in turn Working Links has passed a contract variation to the Council's Development and Infrastructure Executive Director for signing.
- 4.12 However, the contract variation has not yet been signed by Argyll and Bute Council. Further to a review of the contract by the Council's Legal Manager, the Economic Development Manager, accompanied by senior officers in the Employability Team, has requested a meeting with Working Links to discuss some initial concerns with regard to the detailed content within the revised contract.
- 4.13 A detailed report on the financial implications for the Argyll and Bute Employability Team of entering the proposed extension of the WP contract will be prepared and presented to a meeting of the full Council; given that the full Council approved the initial WP contract on 2nd June 2011.

Summary

- 4.14 The current deficit forecast (including overall cost savings of £86,329) and potential additional income for 2015/16 is presented in **Table 3** below, which leaves a predicted in-year balance of -£37,539.50. The Team can only be financially sustainable by continuing to successfully secure future contractual activity or agreeing further cost savings with Working Links.

Table 3: Deficit Forecast and Potential Additional Income, 2015/16.	
	2015/16
Current deficit forecast (including overall cost savings of £86,329)	-£129,002
Potential additional income	£91,462.50
Balance	-£37,539.50

5.0 CONCLUSION

- 5.1 The paper outlines the current financial situation faced by Argyll and Bute Council's Employability Team. If additional non DWP contractual income opportunities are not realised in the immediate future, this will impinge on the medium to longer term financial sustainable of the Employability Service, with a knock-on impact with regard to the current support provided to the long term unemployed across the area.
- 5.2 The Team has already taken a number of necessary steps to mitigate against the drop in income by making cost savings, including a reduction of five posts across the service that were not replaced when staff left and through a reduction in office costs. The Team continues to liaise with HR and the Trade Unions on the current and proposed staffing complement going forward.

5.3 The financial performance of the Employability Team is being monitored closely on a daily basis. Corrective action will continue in order to realise at least a breakeven position. Further reports will be brought to the committee to provide an update on progress.

6.0 IMPLICATIONS

- 6.1 Policy The service fits and contributes to Outcome 3: *Education, skills and training maximises opportunities for all of the Argyll and Bute Community Planning Partnership's Single Outcome, with a particular focus on the short term outcome 3.2: to ensure education and skills training opportunities are aligned to economic development opportunities both within Argyll and Bute and nationally.*
- 6.2 Financial The current financial model associated with contractual delivery of UK Government Welfare to Work contracts is becoming increasingly untenable.
- 6.3 Legal Employment Law regulations aligned to the Argyll and Bute Council's Redundancy Policy & Procedures will be adhered to with regard to the current reduction /redeployment of staff.
- 6.4 HR If the longer term financial sustainability of the Employability Team cannot be achieved this will have a direct effect on the remaining staff complement.
- 6.5 Equalities The business model for the delivery of the Council's Employability service is aligned with the Equalities Act 2010 and in turn the Council's Equal Opportunities policies and practices.
- 6.6 Risk If additional non DWP contractual income opportunities are **not** realised in the immediate future, this will impinge on the medium to longer term financial sustainability of the Employability Service, with a knock-on impact with regard to the current support provided to the long term unemployed across the area.
- 6.7 Customer Services None.

Pippa Milne, Executive Director of Development and Infrastructure

Policy Lead Aileen Morton

For further information contact:

Ishabel Bremner, Economic Development Manager, tel: 01546 604375

James Paterson, Employability Team Manager, tel: 01586 555969

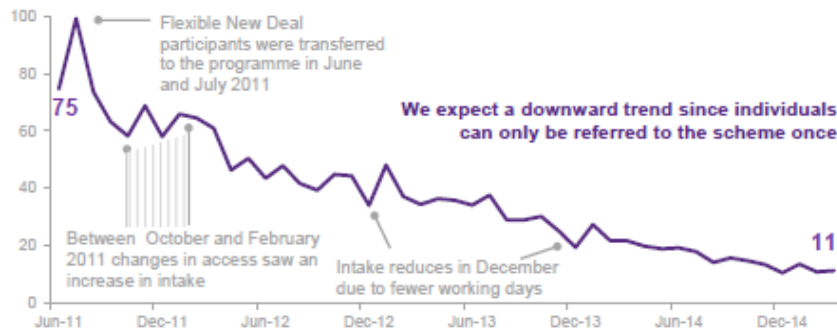
Appendix 1: National Work Programme Statistics

Joining the Work Programme

The Work programme uses private and public companies, called providers to find work for claimants transferred from Jobcentre Plus at specific points in their claim.

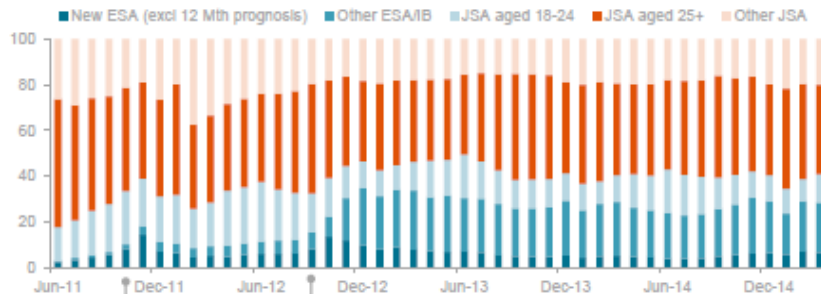
Monthly intakes are decreasing

Intake in thousands in each month from June 2011 - March 2015



The makeup of monthly intakes has been changing

percentage of each monthly intake made up by each customer group



From October 2011, New ESA claimants expected to be fit for work within 6 months joined immediately

Differences from September 2012 reflect changes in access to the programme

Main findings

The number of individuals joining each month has been decreasing. Since individuals generally remain on the Work Programme for 2 years, until late May 2013, the overall number being supported increased month on month, at which point the first intake began to complete the Programme.

See Table 1.1 for full data.

More recent intakes contain a higher proportion of individuals expected to require more support and assistance. A little over a quarter of the March 2015 intake is from ESA groups compared to less than 3% in the first intakes to the scheme.

Differences since September 2012 reflect changes in access to the Programme, especially for ESA claimants including the introduction of information sessions for potential ESA volunteers and a Jobcentre Plus exercise to identify eligible ESA Claimants who had not been referred to the Programme.

See Table 1.2 for full data.

DECRIMINALISED PARKING

1.0 EXECUTIVE SUMMARY

- 1.1 Effective car parking provision, management and enforcement is important to the economy, traffic management and quality of life of our towns and villages within Argyll & Bute.
- 1.2 To improve traffic management, an amendment to the Road Traffic Regulation Act was introduced nationally whereby most parking enforcement could be taken over by Local Authorities. The process is referred to as Decriminalised Parking Enforcement (DPE). Parking offences under DPE become civil matters and are pursued by the Council.
- 1.3 With the withdrawal of the former Strathclyde Police's traffic warden service, the Council agreed to introduce Decriminalised Parking Enforcement (DPE), once undertaken, this process which allows for enforcement of on street parking, waiting and loading restrictions, cannot be reversed.
- 1.4 Once DPE is implemented the Police have no role in enforcing parking restrictions. However, endorsable and other 'moving' offences do remain the responsibility of the Police. Any fines issued by Parking Attendants are treated as civil debts and therefore income generated through the issue of PCNs, is retained by the Council and goes towards the scheme running costs or, if in surplus, other transport related schemes as defined in S55 of the 1984 Road Traffic Regulation Act. The use of off-street surplus income is unaffected by this change.
- 1.5 A financial modelling exercise was carried out and a business case produced which examined the financial sustainability of DPE against different scenarios which included existing policy in practical effect and alternative policy options. The financial modelling process demonstrated that the introduction of DPE when applied to the enforcement of existing Council car parking policy was financially sustainable.
- 1.6 DPE was introduced in May 2014 with advisory notices issued for the first month prior to Penalty Charge Notices being issued. The following report summarises the first year of operation and provides commentary on the proposals for the current year.
- 1.7 As part of the DPE process Local Authorities are required to submit an annual statement to Scottish Government detailing parking enforcement and financial performance. The DPE operations for 2014/15 got off to a steady start. The information contained in this report will form the basis of the council's 2014/15 submission to Scottish Government. Early indications for 2015 suggest an increase in the use of off street car parks.

- 1.8 The actual income level for 2014/15 was £177,141 based on a 9 ½ month operation from mid-June to end of March. On a straight pro rata basis this equates to £223,757 for a full year.

The annual net expenditure total outturn (part year) is £168,323 (including set up costs) against the business case annual net income total of £77,414.

RECOMMENDATION

It is recommended the report be noted.

DECRIMINALISED PARKING

2.0 INTRODUCTION

- 2.1 Following the withdrawal of the former Strathclyde Police's traffic warden service, the Council agreed to introduce Decriminalised Parking Enforcement (DPE). Parking offences under DPE become civil matters and are pursued by the Council.
- 2.2 The council introduced DPE in May 2014. During the first month of operation warning notices were handed out then from mid-June Penalty Charge Notices (PCNs) were issued.
- 2.3 The following report summarises the first year of operation and provides commentary on the proposals for the current year.

3.0 RECOMMENDATIONS

- 3.1 That the report be noted.

4.0 DETAILS

- 4.1 Following the introduction of DPE in 2014 the Council is responsible for parking enforcement on street. Once DPE is implemented the Police have no role in enforcing parking restrictions. However, endorsable and other 'moving' offences do remain the responsibility of the Police. Any fines issued by Parking Attendants are treated as civil debts. Income generated through the issue of PCNs, is retained by the Council and goes towards the scheme running costs or, if in surplus, other transport related schemes as defined in S55 of the 1984 Road Traffic Regulation Act. The use of off-street surplus income is unaffected by this change.
- 4.2 DPE relates to on street enforcement. Active on-street enforcement ensures a parking turnover on street which helps effective traffic management and road safety. This also has the benefit of helping our town centres remain vibrant, busy places and has a direct impact on the patronage of off street car parks, which generally see an increase in use from longer staying motorists.
- 4.3 The introduction of DPE in Argyll and Bute coincided with:
 - The contractual extension of the Helensburgh CHORD works. The practical effect of this was that the Helensburgh area could not be fully enforced over the summer of 2014.
 - The introduction of co-mingled waste in the Mid Argyll and Oban areas. The environmental wardens, who carry out a range of duties including

parking enforcement were heavily involved in the roll out and introduction of co-mingled waste collections which had to be prioritised.

As a result the assistance to the parking service, from the environmental wardens, was significantly below that anticipated in the business case. Enforcement levels were further impacted as operationally 6 FTE parking attendants have been employed initially rather than the 8 anticipated in the business case.

DPE Business Case

- 4.4 At its meeting in April 2013 Council approved DPE be progressed. As part of the approval the financial assessment included a financial model that had a break-even point in the 5th year of operation. At the end of the 5th year of operation a financial surplus was also forecast. A high level financial extract from the business case presented to April Council is at Appendix 1.
- 4.5 The model detailed above was based on the following assumptions:
- 8 FTE parking attendants and one parking manager delivering a PCN income level of £427,277 in the first year based on £60/PCN
 - 8 FTE attendants (and parking manager enforcing part time) issuing 5 PCNs/ day /attendant
 - Additional support from 2 FTE from the existing environmental warden service.
 - Recovery rate 80% (15% at £60, 62% at £30 and 3% at £90).
 - Reduction in PCNs to slow as compliance improves, at 8%/ year over 3 yrs.
- 4.6 The actual income level for 2014/15 was £177,141 based on a 9 ½ month operation from mid-June to end of March. On a straight pro rata basis this equates to £223,757 for a full year. The number of FTE parking attendants over the period has been 5.5. The first month of operation focused on issuing warning notices to inform individuals of the change.
- 4.7 Appendix 1 gives a financial summary relating to both on and off street parking income. As part of the DPE process Local Authorities are required to submit an annual statement to Scottish Government detailing parking enforcement and financial performance. This format of presentation has been provided by the Scottish Government, A similar report will be used to submit our 2014/15 (part year) figures to the Scottish Government. It is proposed that future annual DPE reporting be brought in line with the financial year rather than the anniversary of DPE. Appendix 1 details the information and format required by Scottish Government.
- 4.8 The Business Case approved by Council in April 2013 was based on a forecasted annual net income of £77,414 for the first 12 months of operation. In the operation period May 2014 – 31 March 2015, the annual expenditure total was net expenditure of £168,321.
- 4.9 The data summarises the DPE activity from 2014/15:-
- The number of PCNs issued for on-street parking contraventions = 3856
 - The number of PCNs paid within 14 days = 2140 (55.5%)
 - The number of PCNs paid after 14 days but before serving of charge certificate = 726 (18.8%)

(A total of 74.3% before charge certificate served)

- The number of PCNs paid after charge certificate served = 234 (6%)
- The number of cases going to adjudication = 10
- The number of cases that are part paid through Sheriff's Office = 23
- The number of cases not paid (still in the system or with the Sheriff's Office) = 363
- The number of cases where no further action is taken (e.g. PCN is written off or is cancelled due to Parking Attendant error or successful representation) = 360

With the number of cases sitting either in the system or with the Sheriff's Office there is a lag in the financial information available. There can be a significant time period between a PCN being issued and the case getting to the Sheriff's Office. This results in the reported outturn being lower than the anticipated income to be received. This should be evened out as years progress and monies are recovered from old cases, albeit with the Sheriff's Office costs being deducted.

With the benefit of the information above and the first years operation, a revised operating financial model will be developed covering future 5 years operation. The model will be developed to achieve the surplus in year 5. This will be developed to enable comparisons against the original business case.

Improvement Plan

- 4.10 Following the introduction of DPE and with the benefit of the experience gained from the first years, a more focused enforcement regime will be carried out on the ground. Whilst PCN targets are not used for individual parking attendants the enforcement team can be more effectively deployed based on knowledge gained through the first year's operation and from an analysis of performance data now available.

On and Off Street Car Parking Income

- 4.9 The table below shows the budgeted income for 2015-16 profiled across the year, actuals for April, May and June 2015 and actuals for 2011 – 12 to 2014 - 15.

At the end of June budgeted income was £164,611, the year to date actuals are £220,855. From the introduction of DPE in mid May 2014 there has been a general increase in parking income. However, some months have been lower than comparable earlier years prior to DPE. Weather, events and a number of other factors will influence individual's travel and the use of car parks and on street charging parking. The figures below provide an indication that DPE has resulted in more compliant parking behaviours with parking income generally increasing. Whilst it is considered too early into the process to provide robust financial forecasts due to limited historical information, increases in income are considered to be a direct result of enforcement on street which has been designed to increase the turnover of on street parking to support the local economy and help our town centres remain vibrant, busy places.

Car Parking Income Budget – on street and off street (income from parking meters, permits and associated income)						
	2011-12 actual	2012-13 actual	2013-14 actual	2014-15 actual	2015-16 actual	2015-16 budget
April	28,685	49,418	44,437	31,120	37,462	29,541
May	89,661	58,898	81,831	67,789	68,008	73,739
June	102,394	65,455	71,377	65,713	115,385	61,331
July	93,376	78,250	107,712	77,340		74,809
August	79,774	136,208	96,578	144,021		132,600
September	115,711	88,776	88,494	64,148		55,450
October	68,726	73,355	74,743	101,903		87,071
November	42,822	38,180	42,221	57,075		46,470
December	38,075	36,281	13,984	15,886		9,382
January	21,479	16,175	34,005	31,002		26,071
February	27,925	45,737	22,475	52,281		28,505
March	39,740	31,651	32,468	118,934		42,109
Totals	748,367	718,383	710,325	827,212	220,855	667,078

Whilst the figures above indicate an increase in income following the introduction of DPE, there will need to a number of years of operation to enable robust financial forecasts to be produced. Furthermore, through the ongoing parking review there will be a need to ensure that any changes to operational policy do not have a net negative impact on income.

5.0 CONCLUSION

- 5.1 The council introduced DPE in May 2014. During the first month of operation warning notices were handed out then from mid-June Penalty Charge Notices (PCNs) were issued.
- 5.2 The knowledge gained following the first year of operation and the available performance data has provided sufficient information to better target the deployment of the parking attendants.
- 5.3 The general trend for parking income following the introduction of DPE has increased, this is demonstrated in the table in paragraph 4.9 above.

6.0 IMPLICATIONS

- | | | |
|-----|-------------------|--|
| 6.1 | Policy | DPE and Parking Policy |
| 6.2 | Financial | As Appendix 1 |
| 6.3 | Legal | Road Traffic Act and SSSIs for Argyll and Bute Council |
| 6.4 | HR | None |
| 6.5 | Equalities | None known |
| 6.6 | Risk | None |
| 6.7 | Customer Services | None |

7.0 APPENDICES

Appendix 1 – Extract from original business case
Appendix 2 DPE Income and Expenditure 2014/15

Executive Director of Development and Infrastructure – Pippa Milne

Policy Lead Ellen Morton

July 2015

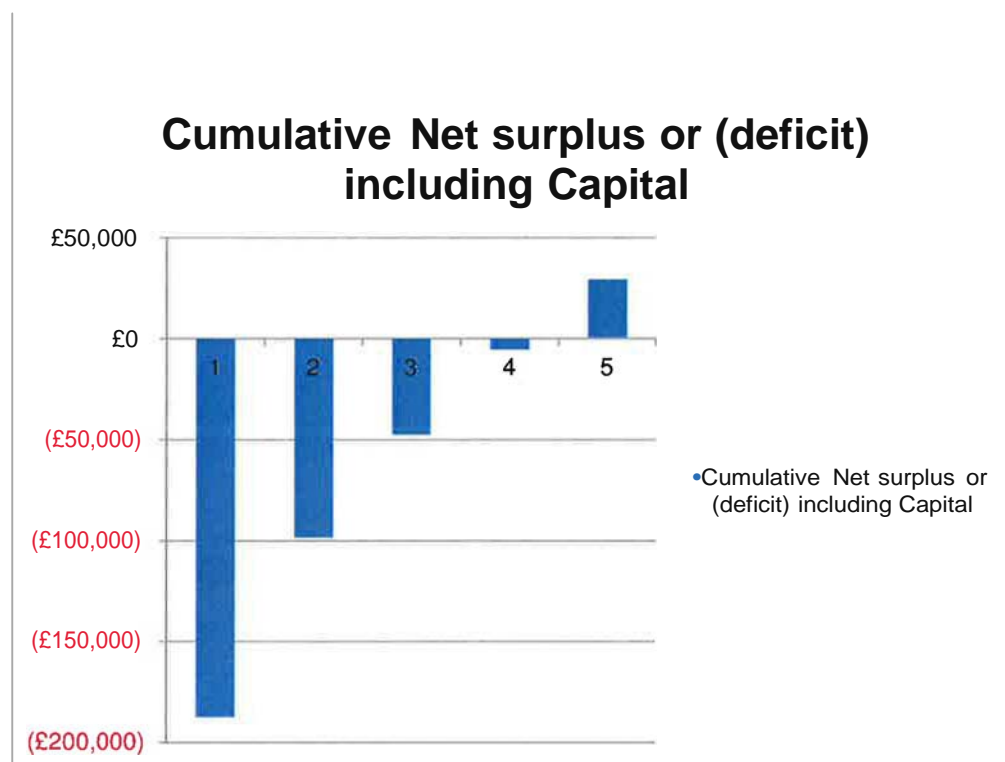
For further information please contact: Jim Smith Head of Roads and Amenity Services

Extract from Council Report April 2013 - Financial Implications of OPE from 2014 to 2019

18 FINANCIAL ASSESSMENT.

18.1 A business model has been prepared which assesses the financial implications of OPE during the five year period from May 2014 to April 2019. A summary extract from this financial model is available in [Appendix B](#). The assessment shows an initial Start-Up cost of £265,000 and a net deficit of £187,586 after the first 12 months. This figure will rise to provide a surplus of £73,815 after the 5th year of OPE. This is illustrated in Figure 2. In accordance with Section 55 of the Road Traffic Act 1984 any surplus made from OPE will be reinvested in parking, road maintenance and public transport schemes.

18.2 The Council has made provision within its Budget for 2013/14 for the Start Up costs associated with OPE.



Appendix 2

Comparison of business case and year 1 actual

INCOME	Year 1 Business Case Forecast £	Year 1 actual (part year – 9 ½ month period). £
PCN Payments	410,277	177,139
Appeal/debt recovery	17,350	
Total	427,627	177,139
EXPENCES		
Operational Management	50,000	32,745
Employee Costs	*	89,087
Enforcement Equipment	220,000	159,572
Ticket and permit processing	80,214	64,057
Total	350,214	345,462
Annual expenditure total	77,414	(168,323) **
Summary		
Start-up expenditure	(265,000)	(265,000)
Annual net surplus contributing to payback	77,414	-
Setup balance	(187,586)	(265,000)

*Forecast employee costs are included in the Enforcement Equipment costs

** Managed within the 2014/15 budget outturn.

The original business plan included anticipated income that would cover the initial investment over a 5 year period, as below.

	Year 1	Year 2	Year 3	Year 4	Year 5
Capital and Start up expenditure	(£265,000)	(£187,586)	(£98,592)	(£47,741)	(£5,742)
Annual Net Surplus or (deficit)	£77,414	£88,994	£50,851	£41,999	£35,020

The comparison table above clearly shows that in the first year of operation the anticipated income was not achieved and the contribution factors have been already highlighted in paragraph 4.3 above.

A revised financial model will be devised to represent the proposed activity within DPE for the next five years.

DPE CAR PARKING**INCOME AND EXPENDITURE 2014/15 (Part Year – first year of operation – 9 ½ months)****Argyll and Bute**

Income (£)	
Penalty charges – DPE	£177,141
Charges for removal of vehicles	-
Annual income total	£177,141

Expenditure (£)	
set up costs	
Car park purchase	-
Signs and lines	-
Enforcement equipment	£1,442
Parking attendant equipment	£77,040
Back office set up costs/equipment	£51,855
Other capital/set up costs (broken down if appropriate): e.g. training, legal fees	-
Set up costs total	£130,337
Operating costs	
Employee costs	£124,611
Signs and lines	-
Enforcement equipment	-
Parking attendant equipment	-
Back office running costs	-
Premises	-
Transport	£10,804
Adjudication	-
Other operating costs	£79,710
Operating costs total	£215,125
Annual expenditure total (capital + operating costs)	£345,462

Annual Balance 2014/15	
Annual Balance (i.e. income minus expenditure)	-£168,321

Environment, Development and Infrastructure Committee Work Plan 2015/16

AUGUST 2015: This is an outline plan to facilitate forward planning of reports to the EDI Committee.

13 August 2015					
	Development and Infrastructure Services Performance Report FQ4	Lesley Sweetman	Quarterly	21 July 2015	
	Update on Implementation of New Policy – Pavement Café Licences	Jim Smith/Stewart Clark		20 July 2015	
	Business Gateway – Business Support Briefing	Kate Fraser		21 July 2015	
	Proposed Management Measures for Marine Protected Areas and Specific Areas of Conservation	Mark Steward		21 July 2015	
	Compelling Argyll and Bute and its Administrative Areas – Initial Findings	Ishabel Bremner		20 July 2015	
	A83 Update	Jim Smith	Quarterly	21 July 2015	
	Street Lighting Project – Update Report	Jim Smith/Walter MacArthur			
	Winter Service Policy 2015/16	Jim Smith/Tom Murphy			
	Update on Traffic Management and Parking Review	Jim Smith/Stewart Clark			
	Argyll and Bute Employability – Business Model for Sustainability			21 July 2015	

Environment, Development and Infrastructure Committee Work Plan 2015/16

	Decriminalised Parking Enforcement			21 July 2015	
	Environment, Development And Infrastructure Committee Work Plan		Quarterly	21 July 2015	
12 November 2015					
	Development and Infrastructure Services Performance Report FQ1		Quarterly	20 October 2015	
	A 83 /Transport Scotland minute/issues	Roads & Amenity	Quarterly	20 October 2015	This is the minute of the quarterly meeting between Roads and Transport Scotland covering all trunk roads
	Compelling Argyll and Bute – Update	Ishabel Bremner		20 October 2015	
	Onshore Renewables – Impact of removal of subsidy	Audrey Martin		20 October 2015	
	Street Lighting Project Running Costs	Roads & Amenity		20 October 2015	
	Road Speed Policy	Roads & Amenity Services		20 October 2015	
4 January 2016					
	Development and Infrastructure Services Performance Report FQ2		Quarterly	11 December 2015	
	A 83 /Transport Scotland minute/issues	Roads & Amenity	Quarterly	11 December 2015	This is the minute of the quarterly meeting between Roads and Transport Scotland covering all trunk roads
	Roads Asset Management	Roads Jim Smith	Annual	11 December 2015	Last went to Council in August 2013 however the key performance data is not available until late October each year hence it has been held until November.

Environment, Development and Infrastructure Committee Work Plan 2015/16

					The service advises that the Roads Asset Management Plan is also now being reviewed in light of Changes to the National Roads Management framework, which may change the timing of reports.
7 April 2016					
	Development and Infrastructure Services Performance Report FQ3		Quarterly	15 March 2016	
	A 83 /Transport Scotland minute/issues	Roads & Amenity	Quarterly	15 March 2016	This is the minute of the quarterly meeting between Roads and Transport Scotland covering all trunk roads

Future Items					
	Waste PPP area Alternate co-mingled recycling	Amenity	TBC		Last went to Council in June 2014, a progress update is expected in August/Sept (From schedule of Implementation Plan)
	Renewable Energy Action Plan	Economic Development & Strategic Transportation			REAP requires to be refreshed this year.
	Economic Development Action Plan	Economic Development			
	Update on Iona Slipway Tender	Marine operations	6 monthly		As with most of these issues this will be largely project based and should be reported on from that perspective
	CARS Update /C 'town and Dunoon				Agreed an update would come to EDI but no detail
	Next Generation Broadband Mobile Infrastructure	Business Development Audrey Martin	Project Basis		There are a significant number of projects at various stages of development, and while many will be interrelated, most will be reported on a "by project" basis,

Environment, Development and Infrastructure Committee Work Plan 2015/16

				typically six monthly
	Invasive Weeds Policy	Roads & Amenity Services		
	Litter Policy	Roads & Amenity Services		
	Waste Strategy/Policy Implications	Roads & Amenity Services		
	Clean Up Scotland campaign	Education /amenity Pippa Milne	Annual	Annual Initiative last to Council in 2013. Amenity Services Staff work with Schools, and organise events.
	Update on Ferries Review	Economic Development & Strategic Transportation		Requested at Development Day
	Workshop on LED Street Lighting Project with Question/Answer Session	Roads and Amenity – Jim Smith		Requested by Jim Smith at April Pre-Agenda for late April Early May
	Policy on Cemetery Management	Roads and Amenity		Noted at meeting on 13 April 2015 that a Policy would be brought forward early 2016 in response to concerns over fallen headstones raised by the MAKI Area Cttee