

Argyll and Bute Council
Comhairle Earra-Ghàidheal Agus Bhòid

Customer Services
Executive Director: Douglas Hendry



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11 April 2017

NOTICE OF MEETING

A meeting of the **ARGYLL AND BUTE COUNCIL** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 20 APRIL 2017** at **10:30 AM**, which you are requested to attend.

Douglas Hendry
Executive Director of Customer Services

BUSINESS

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST (IF ANY)

3. MINUTES

- (a) Argyll and Bute Council held on 23 February 2017 (Pages 1 - 14)
- (b) Special Meeting of Argyll and Bute Council held on 7 April 2017 (Pages 15 - 18)

4. MINUTES OF COMMITTEES

- (a) Environment, Development and Infrastructure Committee held on 19 January 2017 (Pages 19 - 24)
- (b) Community Services Committee held on 9 March 2017 (Pages 25 - 32)
- * (c) Policy and Resources Committee held on 16 March 2017 (Pages 33 - 40)
- (d) Environment, Development and Infrastructure Committee held on 6 April 2017 (Pages 41 - 46)
- (e) Special Community Services Committee held on 6 April 2017 (Pages 47 - 50)

The above minutes are submitted to the Council for approval of any recommendations on the items which the Committee does not have delegated powers. These items are marked with an *.

5. **LEADER'S REPORT** (Pages 51 - 64)
Report by Leader of the Council
6. **UPDATE TO FEES AND CHARGES SCHEDULE 2017-18** (Pages 65 - 68)
Report by Head of Strategic Finance
7. **AUDIT SCOTLAND IMPROVEMENT PLAN UPDATE** (Pages 69 - 82)
Report by Executive Director – Customer Services
8. **POLITICAL MANAGEMENT ARRANGEMENTS**
 - (a) Report by Executive Director - Customer Services (Pages 83 - 100)
 - (b) Minute of Short Life Working Group on Political Management Arrangements held on 17 January 2017 (Pages 101 - 102)
 - (c) Minute of Short Life Working Group on Political Management Arrangements held on 16 March 2017 (Pages 103 - 104)
 - (d) Update to Political Composition (Pages 105 - 108)
9. **NPDO SCHOOLS AFFORDABILITY REPORT** (Pages 109 - 114)
Report by Executive Director – Customer Services
10. **POLICE SCOTLAND: 2016 STRATEGY AND CONSULTATION** (Pages 115 - 158)
Report by Executive Director – Customer Services
11. **REVIEW OF PPMF - INTRODUCING THE NEW PERFORMANCE AND IMPROVEMENT FRAMEWORK** (Pages 159 - 210)
Report by Executive Director – Customer Services
12. **ARGYLL AND BUTE COUNCIL EQUALITIES MAINSTREAMING REPORT AND EQUALITY OUTCOMES 2017** (Pages 211 - 266)
Report by Executive Director – Customer Services
13. **WORLD WAR ONE COMMEMORATION** (Pages 267 - 272)
Report by Executive Director – Customer Services
14. **SUMMARY OF WORK OF ARGYLL ISLANDS TASK FORCE** (Pages 273 - 286)
Report by Executive Director – Development and Infrastructure Services
15. **CARS CONTRACT ACCEPTANCE - ROTHESAY AND DUNOON** (Pages 287 - 290)
Report by Executive Director – Development and Infrastructure Services
- E1 16. **3G PITCHES AND PROPOSALS FOR REPAIR AND REFURBISHMENT - TENDER RETURN REPORT** (Pages 291 - 322)
Report by Executive Director - Development and Infrastructure Services
- E2 17. **LISMORE SCHOOL HOUSE** (Pages 323 - 330)
Recommendation from Oban, Lorn and the Isles Area Committee held on 8 February 2017 and report by Executive Director – Customer Services

E2 18. KERRERA SCHOOL HOUSE (Pages 331 - 336)

Recommendation from Oban, Lorn and the Isles Area Committee held on 8 February 2017 and report by Executive Director – Customer Services

E2 19. PROPERTY DEVELOPMENT & ESTATES - ARGYLL COLLEGE

Report by Executive Director – Customer Services (to follow)

20. VALEDICTORY ADDRESS

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

The appropriate paragraphs are:-

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

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

E2 Paragraph 9 Any terms proposed or to be proposed by or to the authority in the course of negotiations for a contract for the acquisition or disposal of property or the supply of goods or services.

COUNCIL

Contact: Hazel MacInnes Tel: 01546 604269

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**MINUTES of MEETING of ARGYLL AND BUTE COUNCIL held in the COUNCIL CHAMBER,
KILMORY, LOCHGILPHEAD
on THURSDAY, 23 FEBRUARY 2017**

Present:

Councillor Len Scoullar (Chair)

Councillor Gordon Blair	Councillor John McAlpine
Councillor Michael Breslin	Councillor Roderick McCuish
Councillor Rory Colville	Councillor Julie McKenzie
Councillor Maurice Corry	Councillor Alex McNaughton
Councillor Robin Currie	Councillor James McQueen
Councillor Vivien Dance	Councillor Bruce Marshall
Councillor Mary-Jean Devon	Councillor Aileen Morton
Councillor George Freeman	Councillor Ellen Morton
Councillor Kieron Green	Councillor Gary Mulvaney
Councillor Anne Horn	Councillor Douglas Philand
Councillor David Kinniburgh	Councillor Elaine Robertson
Councillor Alistair MacDougall	Councillor James Robb
Councillor Neil MacIntyre	Councillor Isobel Strong
Councillor Robert E Macintyre	Councillor Sandy Taylor
Councillor Robert G MacIntyre	Councillor Richard Trail
Councillor Iain Stewart MacLean	Councillor Dick Walsh
Councillor Donald MacMillan	

Also Present:

Alison Palmer

William Hamilton

Attending:

Cleland Sneddon, Chief Executive
Douglas Hendry, Executive Director of Customer Services
Ann Marie Knowles, Acting Executive Director of Community Services
Pippa Milne, Executive Director of Development and Infrastructure Services
Charles Reppke, Head of Governance and Law
Kirsty Flanagan, Head of Strategic Finance
Jane Fowler, Head of Improvement and HR

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors John Armour and Donald Kelly. Apologies were also received from Church representatives Margaret Anderson and William Stewart Shaw.

2. DECLARATIONS OF INTERESTS

There were none intimated.

3. MINUTES

The Minutes of the Meeting of Argyll and Bute Council held on 26 January 2017 were approved as a correct record.

4. MINUTES OF COMMITTEES

(a) **Policy and Resources Committee held on 16 February 2017**

The Minutes of the Policy and Resources Committee held on 16 February 2017 were noted.

Arising from item 4 of the Minute (Financial Report Monitoring Pack – December 2016), the Council agreed that this would be dealt with under item 5 of the agenda (Budgeting Pack).

Arising from item 5 of the Minute (Budgeting Pack), the Policy and Resources Committee had referred the Budgeting Pack for consideration to the Council without recommendation. It was noted that this would be considered under item 5 of the agenda (Budgeting Pack).

Arising from 6 of the Minute (Treasury Management Strategy Statement and Annual Investment Strategy), the Policy and Resources Committee had recommended to Council approval of the proposed Treasury Management Strategy Statement and Annual Investment Strategy subject to review by the Performance Review and Scrutiny Committee in March 2017; approval of the use of Option 1 (statutory method) for the repayment of loan fund advances in respect of existing capital expenditure and new advances up to 31 March 2021 at an interest rate of 4.644%, with the exception of spend to save schemes where Option 4 (funding/income profile method) will be used; and approval of the ability to use countries with a sovereign rating of AA- and above as recommended by Capita, which would include the use of Abu Dhabi and Qatar, rated as AA. It was noted that this would be considered under item 6 of the agenda (Treasury Management Strategy Statement and Annual Investment Strategy).

Arising from item 8 of the Minute (Appointment of Independent Members to leisure and Libraries Trust Board), the Council agreed that adverts be placed seeking expressions of interest from suitably qualified and experienced individuals from across the area to take up voluntary Trust Board membership; that applications are assessed against the skills and experience criteria in the matrix submitted in the EY Business Case; and that an appointments panel comprising 4 members of the administration and two opposition nominees, plus substitute members, is agreed to appoint board members. The administration would make appointments based on geographical spread with Councillor Dick Walsh being appointed for Bute and Cowal with Councillor Alex McNaughton as a substitute; Councillor Ellen Morton for Helensburgh and Lomond with Councillor Aileen Morton as substitute; Councillor Roddy McCuish for Oban, Lorn and the Isles with Councillor Elaine Robertson as substitute; and Councillor Robin Currie for Mid Argyll, Kintyre and the Islands with Councillor Donald MacMillan as substitute. The Opposition appointed Councillors Gordon Blair and Richard Trail as substantive members; and Councillor Sandy Taylor as substitute member.

Arising from item 10 of the Minute (Draft Revised Road Speed Limit Policy Framework), the Council approved the proposed Road Speed Limit Policy Framework as a Council Policy.

5. BUDGETING PACK

The Council considered the Revenue Budget and Capital Budget papers as contained within the budgeting pack; considered such other appropriate resolutions in relation to these papers and fixed the Council Tax for the year to 31 March 2018 which had been referred without recommendation by the Policy and Resources Committee held on 16 February 2017.

The Leader of the Council proposed the following which was unanimously agreed by the Council –

“Provost. I move that as is the Council’s normal approach to setting the budget that all budget proposals to be put to this meeting should clearly detail how they will be funded and that any amendment to the budget proposals I am about to propose should clearly detail how such changes would be funded ”.

Councillor Iain Stewart MacLean left the meeting during consideration of this item and did not return. The Provost intimated Councillor MacLean’s apologies to the Council.

Motion

The Council:

1. Acknowledges the responses and outcomes from the council’s budget planning consultation;
2. Approves all service plans, noting that the process for service planning is evolving and updating, including improved performance measuring, and subject to their updating following the budget decisions taken today;
3. Notes the detail provided in the Revenue Budget Overview report;
4. Approves the revenue budget for 2017/18, together with the indicative projections for the years 2018/19 and 2019/20 as set down in the Administration’s budget model, attached as Appendix 1;
5. Agrees the detail in the Administration budget model for the 2017/18 to 2019/20 periods as follows:

Funding:

- a) Approving the revenue estimates for 2017/18 and that consequently the local tax requirement estimated at £45.476m is funded from council tax which includes;
 - i. Agreeing the estimate for council tax growth at 0.5% resulting in estimated additional income of £0.207m
 - ii. Ending the current council tax freeze and agree an increase in council tax of 3% to generate additional income of £1.239m to support council service delivery and expenditure;
 - iii. Agreeing the removal of the 10% discount on second homes, producing £380k of funding to support council service costs
- b) Approving the following rates and charges for the year 2017/18:
 - i. Council tax to be paid in respect of a chargeable dwelling in band D of £1,213.34, representing a 3% increase;
 - ii. Council tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with section 74(1) of the Local Government Finance Act 1992 as amended;
 - iii. Business rates as determined by Scottish Ministers

Expenditure:

- c) Agreeing funding for Argyll and the Isles Tourism Co-operative (AITC) for a further three years, on the basis of a total three-year allocation of £120k through £50k in 2017/18, £40k in 2018/19 and £30k in 2019/20, instructing officers to make the necessary arrangements for a new Service Level Agreement;
- d) Agreeing the continuation of the three-year Service Level Agreements with Islay and Mid Argyll community swimming pools on the basis of the current funding provision, with no additional budget consequences;
- e) Approving the baseline allocation to the Argyll and Bute Health and Social Care Partnership (HSCP) of £54.223m for 2017/18, with indicative allocations of £52.773m for 2018/19 and £51.323m for 2019/20;
- f) Agreeing to earmark an allocation of £200k in the financial year 2017/18 to support any reliability issues with the three-weekly bin collection programme, assisting with the transition and changes to grounds maintenance (grass cutting services) with initiatives to tackle the problems with dog fouling, litter and marine litter, with an emphasis on sustainable community initiatives.
- g) Approving the proposals for fees and charges inflationary increase at 3% and resulting increase in income, and to approve the two new charges as outlined within the fees and charges report;
- h) Approving the provisions for income, employee cost increases, cost and demand pressures, Service Choices savings, efficiency savings, management/operational savings, innovation savings, and adjustments to the HSCP funding arrangements, incorporating removal of £1.450m from the HSCP baseline as per Scottish Government guidance and in line with the appropriate proportion of the £80m national allocation;

Remaining Surplus:

- i) Noting the challenges faced by the HSCP in meeting its cost and demand pressures in the short term and therefore agree to provide one-off transitional funding of £2.137m from the £2.361m arising from alterations in February to the local government settlement, which one-off support will not affect the base allocation to the partnership but will assist in supporting transformational change and smoothing the projected budget gap;
 - j) Agreeing to use the remaining surplus of £193k to reduce the budget gap for 2018/19 (recurring) from £3.559m (adjusted for the AITC allocation for 2018/19) to £3.366m;
6. Accepts the detail and advice within the Reserves and Balances report, and to agree that £4m of the advised unallocated General Fund Balance be used towards budget smoothing for the year 2019/20, with the target saving of £3.366m achievable in 2018/19 and to assist in securing the advised 2019/20 target of £9.330m;
 7. Agrees that officers undertake work to develop a medium to longer term financial strategy that will address the advised indicative funding gaps and savings targets for the years 2018/19, 2019/20 and beyond, incorporating the principles as noted in the revenue budget overview report at paragraph 3.12;
 8. Notes the revenue budget monitoring position as at 31st December 2016 and note that this is an estimated position to be kept under review, and approve in principle that £0.172m of the estimated Customer Services underspend is earmarked and carried forward to be used to develop detailed business cases in respect of 11 digital transformation options and to support the work of the Transformation Board; further noting the forecast underspend for 2016/17 is currently estimated at £1.460m after adjusting for the above earmarked funds;

9. Notes the detail in the financial risks analysis, and in addition the risks analysis carried out by Strategic Finance on the Administration budget;
10. Approves continuing the contingency level for the General Fund balance at a level of 2% net expenditure, equivalent to £4.671m;
11. Approves the draft Capital Plan for the period 2017/18 to 2019/20, including the phasing and cost changes and proposed additions as set out in appendices 2 and 3 of the Capital Plan Summary Report, and to allocate the advised under-commitment and additional capital, amounting to £4.550m, as follows:
 - a. Investing £2m in roads capital improvement works
 - b. Allocating £500k to footpath capital improvement works
 - c. Allocating £200k for the stage 2 submission for the Rothesay Townscape Heritage Initiative project;
 - d. Allocating £700k towards the provision of 3G pitches at Islay High and Rosneath Primary schools, subject to production of satisfactory business cases;
 - e. Allocating £119k to the required Cycling, Walking and Safer Streets initiative;
 - f. Allocation of £1m for legionella-related works in schools and other public buildings as required by legislation;
 - g. Retaining the £31k balance as a contingency.
12. Approves the Corporate Asset Management Strategy;
13. Approves the Corporate Asset Management Plan;
14. Approves the Service Asset Management Plans and ICT Group Asset Management Plan.

Moved Councillor Dick Walsh, seconded Councillor Ellen Morton.

Amendment 1

The Council:

- a. Notes the detail of the report on the Council's budget planning consultation.
- b. Approves all service plans, subject to updating the budget figures in line with the budget agreed for 2017/18.
- c. Notes the Revenue Budget Monitoring position as per the Head of Strategic Finance's report before us today, and approves the revenue budget for 2017/18 as set out in the revenue budget overview report subject to the following:
 - i. the payment of a one-off grant - equivalent to the additional income derived from the 3% increase in Council Tax for 2017/18 - to the Argyll and Bute Health and Social Care Partnership HSCP, to be used to establish a Change Fund - £1.239m
 - ii. the transfer to the General Fund, to be earmarked to resource a three year Community Choices programme (based on the principles of participatory budgeting) through which local communities could win resources which will strengthen and enhance their community - £1.00m
 - iii. to provide a grant to the Argyll and the islands Tourism Co-operative in 2017/18 - £50k
 - iv. to make new budget provision in the Governance and Law and Strategic Finance staff costs budgets of £200k and £80k respectively, to address significant challenges for the new Council and these services - £280k
- d. Notes that this would result in a surplus of £11k to be transferred to the General Fund balance.

- e. Agrees that officers undertake work to develop a medium to longer term financial strategy incorporating the principles as noted in the revenue budget overview report (paragraph 3.12).
- f. Approves the 2017/18 allocation to the Health and Social Care Partnership of £54.223m.
- g. Approves the proposals for the fees and charges inflationary increase and resulting increase in income and to approve the two new charges as outlined within the fees and charges report.
- h. Notes the revenue budget monitoring position as at 31 December 2016 and approve in principle that £0.172m of the Customer Services estimated underspend is earmarked and carried forward to be used to develop detailed business cases in respect of 11 digital transformation options and to support the work of the Transformation Board.
- i. Notes the financial risks analysis.
- j. Approves the contingency level for the General Fund balance at a level of 2% of net expenditure, equivalent to £4.672m and note the report on reserves and balances.
- k. Approves the revenue estimates for 2017/18 and that consequently the local tax requirement estimated at £45.476m is funded from Council Tax.
- l. Approves the following rates and charges for the year, 2017/18:
 - Council Tax to be paid in respect of a chargeable dwelling in Band "D" of £1,213.34. representing a 3% increase.
 - Council Tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with Section 74(1) of the Local Government Finance Act 1992 as amended.
 - Business Rates as determined by Scottish Ministers.
- m. Notes the previous approval by Policy and Resources Committee on 27 October 2016 and Council on 24 November 2016 to remove the 10% discount on second homes with the additional income retained by the Council.
- n. Notes the uncommitted Capital balance of £3.231m and agrees the following additional commitments
 - i. A continuing investment in the Council Roads Asset/infrastructure - £2.00m
Supported by a report from Council Officers as to the optimum programming of the work over the next two years.
 - ii. A commitment to the maintenance of the School Estate - £500k
Supported by a report from Council Officers on those early interventions necessary to secure the health and safety of users and the maintenance of good educational buildings and learning environments; in 2017/18.
 - iii. Roads drainage improvement works - £200k
Supported by a report from Council Officers as to the optimum programming of this work within 2017/18.
- o. Approves the proposed phasing and cost changes, and the additions as set out in Appendices 2 and 3 of the Capital Plan summary report, and the Capital Plan as set out in Appendix 4 of the Capital Plan, pending consideration of a report on the programming of the additions set out in n. (i. – iii.) above.
- p. Approves the following additions to the capital plan:
 - Legionella related Property Works – estimated to cost around £1.000m.
 - Stage 2 submission of Rothesay THI project - £0.200m.
 - Cycling, Walking and Safer Streets £0.119m (matched to specific grant).
- q. Approves the Corporate Asset Management Strategy.
- r. Approves the Corporate Asset Management Plan.

- s. Approves the Service Asset Management Plans and ICT Group Asset Management Plan.

Revenue Budget Surplus - £2,580,000

	<i>£000</i>
'One-off' Payment to HASC (Change Fund)	1239
Community Choices	1000
Governance & Law	200
Strategic Finance	80
Argyll and Islands Tourism Co-operative	50
Sub-total	2569
Balance to Gen. Fund	11
	<u>£2,580</u>

Unallocated Capital - £4,550.000

	<i>£000</i>
<i>Legionella Related Property Works</i>	<i>1000</i>
<i>Stage II Submission Rothesay THI Project</i>	<i>200</i>
<i>Cycling, Walking and Safer Streets</i>	<i>119</i>
Roads Reconstruction	2000
Road Drainage Improvement	200
Property Maintenance	500
	£4,019
Balance – Unallocated Capital	531
	<u>£4,550</u>

Moved Councillor Sandy Taylor, seconded Councillor Douglas Philand.

Amendment 2

This amendment uses as its basis the revenue budgeting pack issued for both the Policy & Resources and Council meetings of February 2017. The first clause below is provisional, in case there is any change to the budgeting pack issued.

- 1 In the event that a budget motion is produced that in any way differs from the revenue budgeting pack, this budget motion is rejected in its entirety because insufficient time will have been allocated for scrutiny of it. The revenue budgeting pack replaces any tabled budget motion as the basis for the following amendments.
- 2 This motion accepts all the revenue budget recommendations (a) to (l), [with (i) being slightly amended, see below] on page 16 of the council agenda

pack, including the proposals for a 3% council tax increase (and a Band D rate of £1,213.34 as advised on 22 February) but deleting the proposal for a 3% rise in fees and charges. This leaves a starting surplus of £2.267m. There is a slight alteration to the contingency level for the General Fund Balance which is approved at 2%, summarised by the following table after the amendments below are taken into account:

• Net Exp per report	233,293
• Additional net amount	1,667
• Fees and charges, not accepting	313
• Less one offs HSCP and AITC marketing	(289)
• Revised Net Exp	234,984
• 2% contingency	4,700

3 We propose the following additional costs and additional savings:

- A Retain** 1 of the 2 strategic finance posts from Service Choices option **SF01A**. **This adds costs of £59,500.**
- B** The current total cost of corporate management is close to £3m. This proposal is to make a **5% saving** in these costs in the 2017/18 financial year and to initiate a review of the structure to decentralise as much as possible to the 4 administrative areas. The expectation will be that the overall management costs can be reduced by a third by so doing, hence the indicative savings in the following 2 financial years.
This allows an additional saving of £150,000.
- C** Dunoon Harbour loses some £340k per annum. **Based on current costs, plus 10% margin, we should be charging £655k.** Assuming the full economic cost will take 7 months to negotiate, the additional income in 2017/18 is as shown, with full year increases thereafter. This becomes the baseline charge for the harbour and any additional costs, eg if a vehicle service requires more costs, are charged at cost plus 10%
This allows an additional saving of £194,350.
- D Defer** decision on committee structure and member support until the new council considers matters in line with new corporate management structure. This relates to Service Choices saving **GL01a1**. Assume only half the £300k saving is realised in 2017/18 but that it is realised in full in subsequent years. The focus is to be on strengthening the area committees in line with the devolved management structure, with savings coming from the central committees which will no longer be needed.
This adds costs of £150,000.
- E Provide** an additional sum of £100k to each area committee to be spent as the area committee sees fit on ways of enabling amenity services to carry out additional tasks to make our towns and villages as clean, tidy and well prepared as possible.

This adds costs of £400,000.

- F Savings to elected members costs** by removing all additional payments other than to the 4 area chairs, reducing the members' travel budget due to much reduced need to come to Kilmory etc, to accommodate as devolved a structure as possible to the area committee level.
This allows an additional saving of £247,965.
- G** The new structure and improved VC facilities will reduce the travel costs significantly. The overall travel and subsistence budget can be significantly reduced. **The saving is for 3 months with full year savings thereafter.**
This allows an additional saving of £100,000.
- H Allocate 100% of the 3% council tax increase to the IJB in 2017/18.** This allocation is specifically for social care to ensure that we provide the best possible care for the fast increasing elderly population. £1m of this is an addition to the IJB base budget for social care. The £239k balance is for one year only to give the IJB some additional funding to ensure no care beds are lost while a thorough and independent analysis is carried out on care bed needs over a 20 to 25 year period.
This adds costs of £1,239,000.
- I Provide** an one off additional sum to AITC as match funding for marketing. There are 2 conditions to this. One is that AITC can demonstrate the same sum in match funding, in kind or in cash. The second is that the marketing spend is made in ways that benefit equally all 4 administrative areas of Argyll & Bute.
This adds costs of £50,000.
- J Agree** to continue the £50k per annum funding over the next 3 years to Argyll & Islands Tourism Cooperative in recognition of the progress made by AITC and to ensure the continued success of the tourism industry and our area.
This adds costs of £50,000.
- K** This sum is to allow officers to come up with proposals to allow for special waste uplift cases (to cater for individual special needs) and to increase the number of uplifts from public waste disposal points. **Both measure are intended to take the pressure off the green bin 3 weekly collection which has been the subject of much concern.**
This adds costs of £100,000
- L Restructure** the education management above the level of the schools to allow costs to be focussed pupil attainment in schools in line with national targets. Assume 8 months to implement (March 2017 plus 7 months in 2017/18) so 5 month savings shown. Any redundancy costs are to come from the existing severance provision that is earmarked within the General Fund or, if this is insufficient, to be met from the Unallocated General Fund balance.
This saves an additional £166,667
- M Provisional amount** to cover the additional costs of dedicated management of the video conferencing network, see capital proposal.
This adds costs of £40,000.

- N** **Delete** 2017/18 service choices option **EDUC01i**
This relates to the proposed ASN cut so deleting this will assist with the national attainment targets.
This adds costs of £105,000.
- O** **Delete** 2017/18 service choices option **EDUC03c**
Reinstate the 3% uplift to early years providers in line with the national drive to improve early education and childcare
This adds costs of £27,200.
- P** **Delete** 2017/18 service choices option **EDUC05e**
Delete 20% reduction in central repairs budget on the basis that reducing repairs only stores up costs in the future which may be more than the savings made.
This adds costs of £31,000.
- Q** **Delete** 2017/18 service choices option **EDUC07c**
Delete 2017/18 service choices option re pupil support assistants in order to ensure the council works with the national drive to raise attainment.
This adds costs of £12,500.
- R** **Delete** 2017/18 service choices option **EDUC08i**
Delete 2017/18 service choices option re reduction in devolved budgets to secondary schools in order to ensure the council works with the national drive to raise attainment.
This adds costs of £42,000.
- S** **Delete** 2017/18 service choices option **FS03J**
Delete 14.5% reduction in central repairs budget on the basis that reducing repairs only stores up costs in the future which may be more than the savings made.
This adds costs of £41,000.
- T** **Delete** 2017/18 service choices option **FS03K**
Delete 8.4% reduction in central repairs budget on the basis that reducing repairs only stores up costs in the future which may be more than the savings made.
This adds costs of £11,000.
- U** **Delete** 2017/18 service choices option **FS03L**
Delete 21.6% reduction in central repairs budget on the basis that reducing repairs only stores up costs in the future which may be more than the savings made.
This adds costs of £118,000.
- V** **Delete** 2017/18 service choices option **PRS02b**
Delete charges for pre application planning advice on the basis that we need to encourage, not deter, major planning developments.
This adds costs of £10,000.
- W** **Delete** 2017/18 service choices option **PRS02c**
Delete reduction in development management team to ensure no delays to economic development through planning applications.

This adds costs of £30,000.

- X Delete** 2017/18 service choices option **RAMS01j**
Delete reduction in in kind Cowal Games support due to the economic impact such events have for Argyll & Bute and to support the tourism industry of the area.

This adds costs of £10,000.

- The additional costs above total £2,526,200.
- The additional savings above total £858,981.
- The net additional cost totals £1,667,219
- This produces a budget surplus of £599,781

The capital budgeting pack is accepted, ie items m) to r) on page 17 of the agenda pack, other than 2 proposed amendments, as follows:

1 Invest in professional video conferencing suites in Helensburgh, Dunoon, Oban, Rothesay and Campbeltown to the same standard as currently in Kilmory costing an estimated £250,000.

2 Create a Property & Land Improvement Fund from which costs of serving improvement notices will come together with any essential CPO costs. The objective is to allow officers a way of taking action on the derelict land and property in our area. Any assets sold will be paid back into this fund so in time it should become self-financing. The amount to be allocated is £600,000.

Moved Councillor Michael Breslin, seconded Councillor Vivien Dance.

The Provost requested the Head of Strategic Finance to confirm that the Motion and two Amendments before the Council, containing budget proposals, were competent.

The Head of Strategic Finance advised the following –

“I would confirm that all three budget proposals presented here today are financially competent and balanced. No budget is without an element of risk as a budget is an estimate of income and expenditure at a point in time before the income and expenditure has actually happened. That’s why we carry out the financial risk assessment and monitor the position regularly and why there is also a further risk assessment within the reserves and balances report to assess the adequacy of our contingency.

In considering any additional financial risks associated with the three budget proposals before you today, I would make the following comments.

Administration Budget

The Council Leader asked for a risk analysis to be carried out on the Administration’s budget proposal. I undertook this risk assessment which focussed on the Council’s Strategic Risk Register and whether any of the proposals would impact adversely. The risk assessment has given me no cause for concern and the investment in roads has a positive impact on the condition and suitability of our infrastructure and assets

and the one-off funding towards the Health and Social Care Partnership assists in supporting the transformational change required by the IJB.

SNP Budget

The budget proposed by Councillor Sandy Taylor, also includes an investment in roads and one-off funding towards the Health and Social Care Partnership and both these investments will have a positive impact on our area. The proposal also includes the creation of a Community Choices programme which has a positive impact on engaging and understanding the needs of our local community. This proposal gives me no cause for concern.

Reform Group

The budget proposed by Councillor Michael Breslin also includes additional funding for the Health and Social Care Partnership increasing their base budget by £1m and ensuring that funding is provided to support the most vulnerable in our area. As this is going into the base allocation, it will increase the budget deficit in 2018-19 and 2019-20. A review of the management structure to decentralise as much as possible may have a positive impact on engaging and understanding the needs of our local community as could the additional sums allocated to area committees, however, we need to ensure that the Council maintains sound corporate governance and leadership and any review should focus on this. The Strategic Management Team have provided comments to Councillor Breslin on the principal risks associated with this direction of travel. There are two areas of financial risk that I feel I need to make comment on, in my role as Section 95 Officer. They don't affect the competency of the proposal but are issues that I have raised with Councillor Breslin. The first is in relation to proposal (c): Splitting Dunoon from the network wide charging could call into question the network wide approach elsewhere and undermine our ability to continue with this. The risk of that would be that the costs for the maintenance of smaller piers and harbours could not be funded from income and there would be an increased pressure on capital and revenue. The Executive Director of Development and Infrastructure may wish to make further comment. The second is in relation to proposal (g) the saving in respect of travel and subsistence. This saving represents a 42% cut to the current travel and subsistence budgets (excluding the Social Work budgets as they are now managed by the IJB). A large proportion of the budget is linked to front line service delivery, client visits, site visits and in addition, within Education there are statutory functions which necessitate visits to schools as prescribed within the Standards in Scotland's Schools etc. Act 2000, as revised in 2016. I feel that there is a high risk, that even with any new structure and improved VC facilities that this full saving will not be realised.

The Strategic Management Team have also provided comments to Councillor Breslin on the risks associated with proposal (l) and the restructure of education management. Principally, this relates to removing capacity from education management and presents an enormous risk to the council at a time of unprecedented change in education.

In saying all these things, Provost, I would confirm that the three budget proposals presented here today are balanced and competent."

The requisite number of Members present required the vote to be taken by calling the roll and Members voted as follows –

Motion	Amendment 1	Amendment 2	No Vote
Councillor Colville	Councillor Blair	Councillor Breslin	Councillor Freeman
Councillor Corry	Councillor Horn	Councillor Dance	
Councillor Currie	Cllr. R E MacIntyre	Councillor Marshall	
Councillor Devon	Cllr. MacKenzie		
Councillor Green	Councillor Philand		
Councillor Kinniburgh	Councillor Robb		
Councillor McAlpine	Councillor Strong		
Councillor McCuish	Councillor Taylor		
Cllr. MacDougall	Councillor Trail		
Cllr. N MacIntyre			
Cllr. R G MacIntyre			
Councillor MacMillan			
Cllr. McNaughton			
Councillor McQueen			
Councillor A Morton			
Councillor E Morton			
Councillor Mulvaney			
Councillor Robertson			
Councillor Scoullar			
Councillor Walsh			

Decision

The Motion was carried by 20 votes; with Amendment 1 receiving 9 votes and Amendment 2 receiving 3 votes.

(Reference: Report by Head of Strategic Finance dated 6 February 2017, submitted; Revenue Budget Pack 2017/18; Capital Budget Pack 2017/18; Motion by Councillor Dick Walsh, seconded by Councillor Ellen Morton; Amendment 1 by Councillor Sandy Taylor, seconded by Councillor Douglas Philand; and Amendment 2 by Councillor Michael Breslin, seconded by Councillor Vivien Dance, tabled)

6. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY

The Council gave consideration to a report, and to the recommendation from the Policy and Resources Committee held on 16 February 2017, which sought approval of the proposed Treasury Management Strategy Statement and Annual Investment Strategy which set out the Council’s Strategy for borrowing and investment for the forthcoming year along with the Council’s Prudential Indicators, which require to be set for a three year period. The report also set out the policy for the repayment of loans fund advances for 2017-18.

Decision

The Council agreed, subject to review by the Performance Review and Scrutiny Committee in March –

1. To approve the proposed Treasury Management Strategy Statement and Annual Investment Strategy subject to review by the Performance Review and Scrutiny Committee in March 2017.
2. To approve the use of Option 1 (statutory method) for the repayment of loan fund advances in respect of existing capital expenditure and new advances up to 31 March 2021 at an interest rate of 4.644%, with the exception of spend to save schemes where Option 4 (funding/income profile method) will be used.
3. To approve the ability to use countries with a sovereign rating of AA- and above as recommended by Capita, which would include the use of Abu Dhabi and Qatar, rated as AA.

(Reference: Report by Head of Strategic Finance dated 6 February 2017, submitted; and Treasury Management Strategy Statement and Annual Investment Strategy 2017/18, submitted)

**MINUTES of MEETING of ARGYLL AND BUTE COUNCIL held in the COUNCIL CHAMBER,
KILMORY, LOCHGILPHEAD
on FRIDAY, 7 APRIL 2017**

Present: Councillor Len Scoullar (Chair)

Councillor John Armour	Councillor Donald MacMillan
Councillor Gordon Blair	Councillor Roderick McCuish
Councillor Rory Colville	Councillor Alex McNaughton
Councillor Robin Currie	Councillor James McQueen
Councillor Vivien Dance	Councillor Aileen Morton
Councillor Mary-Jean Devon	Councillor Ellen Morton
Councillor George Freeman	Councillor Gary Mulvaney
Councillor Kieron Green	Councillor Douglas Philand
Councillor David Kinniburgh	Councillor Elaine Robertson
Councillor Alistair MacDougall	Councillor Isobel Strong
Councillor Neil MacIntyre	Councillor Sandy Taylor
Councillor Robert G MacIntyre	Councillor Richard Trail
Councillor Iain Stewart MacLean	Councillor Dick Walsh

Attending: Cleland Sneddon, Chief Executive
Douglas Hendry, Executive Director of Customer Services
Ann Marie Knowles, Acting Executive Director of Community Services
Pippa Milne, Executive Director of Development and Infrastructure Services
Charles Reppke, Head of Governance and Law
Kirsty Flanagan, Head of Strategic Finance

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated by Councillors Breslin, Corry, Horn, Kelly, RE MacIntyre, McKenzie, Marshall and Robb

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

3. STRATEGIC INSPECTION OF THE EDUCATION FUNCTIONS OF THE COUNCIL

The Provost advised that this was a requisitioned meeting in terms of Council Standing Order 1.3.2 which had been called for by sufficient Members of the Council.

The Council recommendations of the Community Services Committee of 6 April were tabled at the meeting.

The Provost invited Members to move a motion or amendment in support of the business before the Council.

Motion

The Council:

1. Notes the terms of the Education Scotland inspection report and the reports from the Acting Executive Director of Community Services;
2. Notes the recommendations contained within the Education Scotland published report and further notes the progress made by the Education Service to respond to the inspection report findings at this stage (see Community Services Committee 6th April 2017, agenda report 3(d), Appendix 1, INEA Action Plan);
3. Notes the positive aspects of education provision in Argyll and Bute identified within the Education Scotland report, including:
 - the attendance rates across primary, special and secondary schools are above the national averages;
 - the achievement of children and young people across Argyll and Bute Council reflects a broad range of national and award bearing wider achievement qualifications;
 - that over 2000 young people enhanced their achievement portfolio last session and this has contributed well to securing positive, sustained destinations for young people when they leave school;
 - that a large number of Skills for Work qualifications are available across the authority in key skills which have the potential to grow the local economy and enhance services, for example in early education and childcare, hospitality, engineering and rural skills;
 - the 2014/2015 council Standards and Quality report documents clearly the range of wider achievement courses and awards gained by young people;
 - that over 1500 young people last session achieved across a broad range of awards including the Duke of Edinburgh's Award, John Muir, Saltire Awards and Youth Achievement Awards;
 - that in almost all early learning and childcare (ELC) settings, most children achieve their expected developmental milestones;
 - that at the secondary stages, young people's attainment in National Qualifications has recently improved in a few key measures;
 - the number of young people securing a positive destination on leaving school has increased over the period 2011-2016 , and overall the proportion of young people moving on to a positive destination has been above comparable and national averages;
 - the proportion of young people moving into employment on leaving school is well above comparable and national averages and has been consistently so for the last five years;
 - that a significant amount of work has been carried out to support Looked After Children;
 - that Argyll and Bute Council has the fifth highest rate for young people aged 16-24 to achieve a positive destination (employment; training; higher and further education) according to the Scottish Government's Participation Measure which relates to outcomes for learners;
4. Notes the serious concerns raised by Council Officers arising from the recent inspection and also their actions to address those concerns, specifically regarding the process and conduct of the inspection;

5. Notes the actions taken by the Authority in preparing a new Education Vision and Strategy in response to the National Improvement Framework, the steps already taken by the Education Service to improve outcomes for all learners and the draft INEA action plan which take full account of the conclusions of the INEA inspection concluded in September 2016;
6. Agrees that the draft action plan (appended to this minute) will be further developed and implemented in response to the main points for action arising from the inspection report, incorporating feedback from the Special Community Services Committee meeting of 6th April 2017;
7. Requests the Acting Executive Director of Community Services to bring further reports on the progress in addressing the main points for action to future meetings of the relevant Committee, and;
8. Requests the Chief Executive to put in place arrangements for the new Council to formalise the senior staffing structure within the service and to create a future permanency within the senior management arrangements for Community Services.

Moved by Councillor Rory Colville, seconded by Councillor Donnie MacMillan.

Amendment

The Council:

- i. Notes the terms of the Education Scotland Report (Strategic Inspection of the Education Function)
- ii. Notes the information provided by Officers in support of the Council consideration of the Inspection Report
- iii. Notes the recommendation set out in the Education Scotland report and the reported actions taken by senior staff since the inspection
- iv. Asks the Performance Review and Scrutiny Committee (or such other scrutiny committee in the term of the new Council) to examine the report and its findings with a view to
 - reporting on lessons to be learned from the inspection and the issues raised in the Inspection Report, particularly those relating to the strategic leadership and direction which can be shared across the Council
 - reporting on the best arrangements for the Strategic Leadership and Management of the Education Authority
- v. Agrees to withdraw the formal complaint made to Education Scotland.

Moved by Councillor Sandy Taylor, seconded by Councillor Isobel Strong.

Councillor Iain Stewart MacLean joined the meeting at this point.

Councillor Mary-Jean Devon left the meeting at this point.

The requisite number of Members required the vote to be taken by calling roll and Members voted as follows:-

Motion

Councillor Colville
Councillor Currie
Councillor Green
Councillor Kinniburgh
Councillor McCuish
Councillor MacDougall
Councillor N MacIntyre
Councillor RG MacIntyre
Councillor MacMillan
Councillor McNaughton
Councillor McQueen
Councillor A Morton
Councillor E Morton
Councillor Mulvaney
Councillor Robertson
Councillor Scoullar
Councillor Walsh

Amendment

Councillor Armour
Councillor Blair
Councillor Dance
Councillor Freeman
Councillor MacLean
Councillor Philand
Councillor Strong
Councillor Taylor
Councillor Trail

Decision

The Motion received 17 and the Amendment received 9 votes and the Council resolved accordingly.

(Ref: Recommendations from the Community Services Committee of 6 April, tabled)

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 19 JANUARY 2017**

Present: Councillor Ellen Morton (Chair)

Councillor John Armour	Councillor Alex McNaughton
Councillor David Kinniburgh	Councillor Aileen Morton
Councillor Alistair MacDougall	Councillor Elaine Robertson
Councillor Robert G MacIntyre	Councillor Len Scoullar
Councillor Bruce Marshall	Councillor Richard Trail
Councillor John McAlpine	Councillor Dick Walsh

Attending: Pippa Milne, Executive Director – Development and Infrastructure Services
Fergus Murray, Head of Economic Development and Strategic Transportation
Jim Smith, Head of Roads and Amenity Services
Patricia O’Neill, Central Governance Manager
Anna Watkiss, Senior Planning Development Officer
Graham Whitefield, GIS Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Anne Horn, Donald MacMillan and Sandy Taylor.

2. DECLARATIONS OF INTEREST

There were none intimated.

3. MINUTES

The Minutes of the meeting of the Environment, Development and Infrastructure Committee held on 10 November 2016 was approved as a correct record.

4. RENEWABLE ENERGY ACTION PLAN

The Committee considered a report inviting them to approve the updated Renewable Energy Action Plan which provided an action plan which had been endorsed by Argyll and Bute Renewable Alliance members and which represented appropriate activities to ensure that the local economic benefits associated with the renewables industry within Argyll and Bute were realised.

The Committee also received an informative demonstration of the Story Map which incorporated the action plan along with other interactive mapping which was already available on the council’s website.

Decision

The Committee approved the Renewable Energy Action Plan contained at Appendix 1 to the report by the Executive Director and as demonstrated through the Story Map App.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 23 November 2016, submitted; and demonstration of Story Map App)

5. CONTRACTS FOR DIFFERENCE: CONSULTATION ON TREATMENT OF NON-MAINLAND GB ONSHORE WIND PROJECTS

Consideration was given to a report which provided the Committee with background to the UK Government's Department for Business Energy and Industrial Strategy consultation on Treatment of Non-mainland GB Onshore Wind Projects; and which presented a draft response for members consideration and approval.

Decision

The Committee agreed the response to the consultation on Treatment of Non-mainland GB Onshore Wind Projects contained at Appendix 1 to the report by the Executive Director.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 6 December 2016, submitted)

6. FUNDING UPDATE: AWARDED AND IN PROGRESS

Consideration was given to a report providing the Committee with an update on the funding awarded for existing programmes, projects and initiatives and funding in progress for proposed programmes, projects and initiatives to be delivered by the Council's Economic Development and Strategic Transportation Service.

Decision

The Committee –

1. Noted that £9,268,259 of funding has been awarded to current existing programmes, projects and initiatives match funded by £1,367,100 of Council investment. This has resulted in £1 of Argyll and Bute Council funding leveraging in £6.78 of external funding.
2. Noted that the Economic Development and Strategic Transportation service is seeking £9,636,058 of funding with £712,500 of Council match funding. If all sought funding is secured, for every £1 of Argyll and Bute Council funding a total of £13.52 will be levered in of external funding.
3. Endorsed the continued efforts of the Economic Development and Strategic Transportation service to maximise the level of external funding being secured for Argyll and Bute to augment existing and potential projects.
4. Congratulated the Economic Development and Strategic Transportation Team on their outstanding achievement across Argyll and Bute in attracting funding and stimulating development and regeneration.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 9 January 2017, submitted)

7. UPDATE ON THE SCOTTISH GOVERNMENT'S ENTERPRISE AND SKILLS REVIEW - PHASE 1 REPORT

The Committee gave consideration to a report which provided them with a summary of the Scottish Government's Phase One Enterprise and Skills Review report which had been issued on 25 October 2016. The report also provided an indication of the next steps of the process including clear principles of engagement for Argyll and Bute Council.

Decision

1. Noted the content of the report.
2. Agreed to the following principles, based on the comments made in the initial 'Call for Evidence' for input to the second phase of the review:
 - declutter the economic development landscape so that Argyll and Bute is treated as one region supported by either HIE or SE, in alignment with Business Gateway activity, and by SDS and SFC across all four of its administrative areas;
 - seek clarification from the Scottish Government on what the regional approach in terms of Regional Partnerships will entail in terms of collaborative working and the centralisation agenda with the creation of the new national statutory board;
 - emphasise the importance of the need to de-centralise the inclusive growth agenda with power and resources being placed at the local government level in order to effectively use and share local intelligence with appropriate agencies to tackle inequalities and promote inclusive growth for all of Argyll and Bute's remote, remote rural and island communities; and
 - seek greater clarity on the roles and responsibilities of local government in terms of risk, innovation (including implementation of the innovation action plan, focusing on business growth) and the retention of sufficient capacity at the local level in order to make the required 'step-change' in the economy.
3. Agreed to delegate to the Executive Director of Development and Infrastructure to undertake appropriate engagement with the Scottish Government, SOLACE, COSLA and SLAED during the second phase of the Enterprise and Skills Review.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 9 January 2017, submitted)

*** 8. DRAFT REVISED ROAD SPEED LIMIT POLICY FRAMEWORK**

The Committee considered a report presenting updated Road Speed Limit Policy Framework for the selection, prioritisation and approval of speed limits. The updates to the policy framework were required due to recent changes and updates to legislation.

Decision

The Committee agreed to endorse the proposed Road Speed Limit Policy Framework and to recommend to the Policy and Resources Committee that it be adopted as a Council Policy.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 6 December 2016, submitted)

9. ANNUAL STATUS AND OPTIONS REPORT (ASOR) AND AUDIT SCOTLAND REPORT - MAINTAINING SCOTLAND'S ROADS

Consideration was given to a report which introduced the Annual Status and Options Report which makes an analytical assessment of the condition of the Council's road network and associated infrastructure as well as setting out projected conditions based on varying levels of investment. The report also introduced Audit Scotland's Maintaining Scotland's Roads Audit which had been published in August 2016.

Decision

The Committee:

- Endorsed the Annual Status and Options Report (ASOR);
- Noted the Audit Scotland report Maintaining Scotland's Roads;
- Noted that over recent financial years, Argyll and Bute Council has significantly increased its expenditure on the roads network as detailed in the report, making a total allocation of £18.446m from the capital budget in the last three years, against a national picture where overall council expenditure continues to decrease;
 - 2008/09 - £3.16M
 - 2009/10 - £7.02M
 - 2010/11 - £4.64M
 - 2011/12 - £8.11M
 - 2012/13 - £9.05M
 - 2013/14 - £8.26M
 - 2014/15 - £7.42M
 - 2015/16 - £5.11M
- Noted that the Audit Scotland report identifies Argyll and Bute Council as the fifth most improved and one of the fastest improving councils due to our increased investment in roads maintenance, while (at the time of writing the report in August 2016) ranking roads condition in the area lowest in Scotland;
- Agreed to instruct the Executive Director of Development and Infrastructure to write on behalf of the council, in a further written approach to the Scottish Government, to request a share of the £800m provided to the Scottish Government by the UK Government for investment in infrastructure, to augment the investment already committed by the council, given that the future economic prosperity of Argyll and Bute and Scotland as a whole relies on effective infrastructure with appropriate investment;
- Notes that a report will come forward regarding the establishment of a joint board for the Northern Collaboration.

- Agreed to instruct the Executive Director – Development and Infrastructure Services in consultation with the Chair of the Committee and local ward Members to write to Transport Scotland –
 - a) Noting with concern the lack of action to address flooding and the associated safety risk on the A83 Trunk Road between Tarbert and Ardrishaig.
 - b) To seek action on an interim solution in addition to implementation of the planned permanent solution.

(Reference: Report by Executive Director – Development and Infrastructure Services dated October 2016, submitted; Annual Status and Options Report and Maintaining Scotland's Roads – Audit Scotland Report; Notice of Motion by Councillor Ellen Morton, Seconded by Councillor Robert G MacIntyre)

Councillor Dick Walsh joined the meeting at this point.

10. DRAFT SERVICE PLANS 2017-20

A report which presented the Committee with draft Service Plans 2017-20 for the Economic Development and Strategic Transportation Service; and the Roads and Amenity Service was given consideration.

Decision

The Committee -

1. Noted the draft Service Plans for 2017-20 for the Economic Development and Strategic Transportation Service; and for Roads and Amenity Services.
2. Agreed that as the Council moves forward post May 2017 that further consideration is given to the Service Plan development process including how best to involve Area Committees.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 19 December 2016, submitted; Business Outcomes, submitted; and Draft Service Plans 2017-20, submitted)

11. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN

The Committee gave consideration to the Environment Development and Infrastructure Committee Work Plan as at January 2017.

Decision

The Committee noted the Work Plan as at January 2017.

(Reference: Environment Development and Infrastructure Committee Work Plan as at January 2017, submitted)

The Chair advised that in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, the appendices relating to the following item of business would

require her to exclude the press and public should any Member wish to discuss the content of those appendices on the grounds that it was likely to involve the disclosure of exempt information as defined in Paragraph 6 respectively of Part 1 of Schedule 7A to the Local Government (Scotland) Act 1973.

12. UPDATE ON THE ACTIVITIES OF ARGYLL & THE ISLES TOURISM CO-OPERATIVE

Consideration was given to a report which summarised the main findings of a report providing independent advice to the Argyll and the Isles Tourism Co-operative.

Decision

The Committee –

1. Noted the content of the report.
2. Noted the potential budget pressure of continued funding for Argyll and the Isles Tourism Co-operative after the current financial year as had been outlined in the Head of Strategic Finance's Budgetary Outlook report to the Policy and Resources Committee.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 19 December 2016, submitted; report by Argyll and the Isles Tourism Co-operative, submitted)

**MINUTES of MEETING of COMMUNITY SERVICES COMMITTEE held in the COUNCIL
CHAMBERS, KILMORY, LOCHGILPHEAD
on THURSDAY, 9 MARCH 2017**

Present: Councillor Robin Currie (Chair)

William Hamilton	Councillor John McAlpine
Councillor Gordon Blair	Councillor Roderick McCuish
Councillor Rory Colville	Councillor Aileen Morton
Councillor Mary-Jean Devon	Councillor Elaine Robertson
Councillor George Freeman	Councillor Isobel Strong
Councillor Kieron Green	Margaret Anderson
Councillor Anne Horn	Alison Palmer
Councillor Neil MacIntyre	

Also Present: Councillor Sandy Taylor

Attending: Ann Marie Knowles, Acting Executive Director – Community Services
Anne Paterson, Acting Head of Education
Louise Connor, Education Manager
Donald McAllister, Education Officer
Catriona Garvin, Educational Support Officer
Douglas Whyte, Team Leader – East
Nicola Hackett, Active Schools Manager
Paul Ashworth, Health and Fitness Manager
Betsy Campbell, Depute Head Teacher – Campbeltown Grammar School
Alison MacDonald, Teacher - Oban High School
Michael Casey, Schools Development Project Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Councillor Julie McKenzie and William Stewart Shaw.

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

3. MINUTES

The Minutes of the Community Services Committee held on 8 December 2016 were approved as a correct record.

4. PRESENTATION ON CAMPBELTOWN NEW SCHOOL BUILD

A presentation was heard by the Committee from pupils from Campbeltown Grammar School on the research work they had undertaken which informed their decision on the style of their new school uniform which will be introduced in August 2017 ahead of the new school opening in February 2018.

Decision

The Committee thanked the pupils for their hard work and informative presentation
(Reference: Presentation by Campbeltown Grammar School)

5. PRESENTATION ON OBAN NEW SCHOOL BUILD

Consideration was given to a Vlog (video blog) created and developed by pupils which presented to the Committee detail on work undertaken to build Oban New School.

Discussion focused on how well both schools have managed to maintain a teaching standard and pupils have managed to study for exams despite the potential of disturbance and distraction from the building works.

Decision

The Committee thanked the school for the informative presentation.

(Reference: Presentation on Oban New School dated 9 March 2017, submitted)

At this point Councillor Mary-Jean Devon joined the meeting.

At this point Councillor Rory Colville and Councillor Neil MacIntyre left the meeting.

At this point Councillor Anne Horn and Councillor Elaine Robertson left and took no further part in the meeting.

6. SPORT AND LEISURE FRAMEWORK

Consideration was given to a report updating Members on the progress of delivering the Sport and Leisure Framework 2015-2019 for Argyll and Bute. The framework replaced the previous Sport and Physical Activity Strategy and acts as the overarching plan across a wide range of services.

In addition to the report the Committee heard a presentation from the Active Schools Manager and the Health and Fitness Manager which focussed on delivering a strategic framework for school, club and community sport; lifelong health and wellbeing; facilities and communication and engagement.

Decision

The Committee:

- 1) noted the progress on delivering the aims of the Sport and Leisure Framework;
- 2) noted that a strategic health and physical activity forum is crucially important and that this is effectively managed and resourced. This will ensure that all opportunities to help people live active, healthy lives are well planned and delivered through partnership working; and
- 3) agreed that the priority goals and outcomes of the Framework support the outcome of the Single Outcome Agreement (SOA) and that a monitoring and reporting process is maintained to ensure that performance monitoring is

accurate, current and widely shared with Community Planning and other relevant partners.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

7. DRAFT SERVICE PLANS 2017-20

A report was considered by the Committee which presented the Draft Service Plans 2017-2020 which support the delivery of the Corporate Plan.

Decision

The Community Services Committee noted the Draft Service Plans for 2017-2020.

(Reference: Report by Executive Director of Customer Services dated 9 March 2017, submitted)

At this point Councillor Rory Colville re-joined the meeting.

At this point Councillor John McAlpine left the meeting.

8. PERFORMANCE REPORT FQ3 2016/2017

A report which presented the Community Service Performance Scorecards for FQ3 was reviewed by Members.

Decision

The Committee noted departmental performance for the quarter.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

9. OUR CHILDREN, THEIR FUTURE: EDUCATION VISION AND STRATEGY

A report was considered by the Committee advising Members that the Education Vision and Strategy document 'Our Children, Their Future', was officially launched by Education Services on 16 January 2017. The vision and strategy document is the blueprint for the Service to effectively respond to the changing National and Local policy contexts and, in doing so, ensures the future delivery of an Education Service which supports our children, young people and communities to achieve the best possible outcomes.

Decision

The Committee;

- 1) noted the official launch of the Education Vision and Strategy document which is now the main driver for delivery of the Education Service in Argyll and Bute;
- 2) noted that all new and future policy and procedures within the Education Service will be based on the vision and strategy within Our Children, Their Future;

- 3) noted the future engagement timeline in regard to Our Children, Their Future; and
- 4) noted all improvement and reporting will relate to the six key objectives.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

At this point Councillor Neil Macintyre re-joined the meeting.

10. SCOTTISH ATTAINMENT CHALLENGE: PUPIL EQUITY FUNDING

A report was considered by the Committee informing Members on the intention of the Scottish Government, as part of the Scottish Attainment Challenge, to disperse the £120 million Pupil Equity Funding to a number of schools within Argyll and Bute for the specific purpose of raising attainment and closing the gap. Discussion focussed on the specific grant requirements associated with the funding.

The Acting Executive Director of Community Services informed the Committee that Appendix 1 as referenced in paragraph 1.7 is available as a hyperlink as detailed at the end of the report.

Decision

The Committee;

- 1) noted the Scottish Government's Pupil Equity Funding announcement;
- 2) noted the provision of strategic guidance at Scottish Government and Authority levels to support the implementation of the Pupil Equity Funding; and
- 3) requested that the Executive Director of Community Services bring a progress update on the implementation programme by schools to a future meeting of the Community Services Committee.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

11. NATIONAL IMPROVEMENT FRAMEWORK FOR SCOTTISH EDUCATION

Consideration was given by the Committee to a report which provided an update on the Scottish Government's 2017 National Improvement Framework and Improvement Plan for Scottish Education and the actions undertaken by Education Service during the course of 2016 to secure educational improvement for all children and young people within Argyll and Bute. The report also provided an overview of the Primary and Secondary achievement in Literacy and Numeracy for P1, P4, P7, S3 in Argyll and Bute published in Achievement of Curriculum for Excellence Levels 2015/16.

Decision

The Committee;

- 1) noted the actions that Education Service planned and implemented in 2016 to secure educational improvement for all children and young people within Argyll and Bute;
- 2) noted the overview of the Primary and Secondary achievement in Literacy and Numeracy for P1, P4, P7, S3 in Argyll and Bute; and
- 3) noted the actions to be undertaken by Education Service in response to the 2017 revised National Improvement Framework and Improvement Plan for Scottish Education.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

At this point Councillor Aileen Morton left the meeting.

12. SUPPORTING THE EDUCATION OF LOOKED AFTER CHILDREN

Consideration was given to a report advising Members of the actions taken by Education Services to ensure that all looked after children in Argyll and Bute education establishments reach their fullest educational potential. The report considered a number of additional actions to improve the educational support for looked after children.

Decision

The Committee;

- 1) noted the content of the report and the actions already taken to ensure that the support needs of looked after children are assessed and addressed in an effective and timely manner; and
- 2) noted the additional actions to support schools to meet the educational needs of looked after children.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

At this point Councillor Aileen Morton re-joined the meeting.

At this point Councillor McAlpine re-joined the meeting.

13. GAELIC EDUCATION AND GAELIC SPECIFIC GRANT FUNDING

The Committee considered a report detailing the main actions undertaken within Gaelic Education in Argyll and Bute since August 2016 focussing on the rationale behind each project and initiative. Members were also presented with a compressive overview of the Gaelic Specific Grant application for 2017/18 with reference to allocations made in previous years.

Decision

The Committee;

- 1) noted commitment of Gaelic professionals in providing a robust, rigorous and relevant education to young people in Gaelic Education as detailed in 'Our Children, Their Future', the Education Vision and Strategy;
- 2) noted the grant application and the commitment to delivery of the conditions of grant;
- 3) noted the developments being undertaken within Gaelic Education in Argyll and Bute;
- 4) noted the new legislation; Education (Scotland) Act 2016 and the raised expectations of Councils to promote Gaelic Medium Education and the benefits of bi-lingualism;
- 5) noted the challenges around staffing and the potential necessity to provide enhancements / relocation packages to attract key professionals to live and work in Argyll and Bute, and
- 6) noted that teaching posts which have been grant funded for 5 years will now become part of the mainline staffing.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

14. THE EXPANSION OF FUNDED EARLY LEARNING AND CHILDCARE TO 1140 HOURS

A report providing an update to the Community Services Committee on plans to implement 1140 hours of funded Early Learning and Childcare (ELC) in Argyll and Bute per year by 2020 as required within the new Scottish Government National Policy Imperatives was considered by the Committee. The Committee noted that in order to ensure successful and sustainable implementation, several key elements will be required to be considered both at a national level and at a local level as detailed within the report.

Decision

The Committee;

- 1) noted the significant capital and revenue funding which will be required in order to ensure Argyll and Bute Council is able to fully implement 1140 hours of ELC by 2020;
- 2) noted that Partner Providers play a key role in the expansion of ELC in Argyll and Bute, therefore support and investment will be required to ensure their continued partnership in providing ELC across each of the localities;
- 3) noted that the expansion of the Early Years Workforce will be a significant challenge within Argyll and Bute, therefore will require continued investment and partnership working both within the Council and with wider partners to ensure a high quality workforce is in place by 2020; and

- 4) requested the Executive Director of Community Services bring a progress update on the implementation of 1140 hours of Early Learning and Childcare to a future meeting of the Committee.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

15. HOUSING DEVELOPMENT - LOAN APPLICATION: FYNE HOMES - COURTHOUSE, ROTHESAY

The Committee considered an application for an extension to an existing loan from Fyne Homes, subsidiary Fyne Initiatives for bridging finance for the Old Courthouse Development.

Decision

The Committee approved an extension to the loan of £561,319 to Fyne Initiatives, on the same terms and conditions, for a further three years to 31 March 2021, in respect of the development at the Old Court House, Rothesay.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

16. HOME ENERGY EFFICIENCY PROGRAMMES FOR SCOTLAND: AREA BASED SCHEME (HEEPS: ABS)

The Committee considered a report detailing that in 2013, the Scottish Government developed the Home Energy Efficiency Programmes for Scotland: Area Based Scheme (HEEPS: ABS) to assist households across Scotland to make energy efficiency improvements to their homes. The intention was to reduce levels of fuel poverty and greenhouse gas emissions to achieve the Scottish Governments targets for climate change and alleviation of fuel poverty – as far as reasonably practicable – by 2016. Argyll and Bute's estimated fuel poverty rate is 40%.

Decision

The Committee;

- 1) noted that the Council has been allocated £1,666,978.00 for HEEPS programme delivery in 2017/18 and that the Scottish Government has agreed, in principle, to the distribution of HEEPS funding across the Argyll and Bute area; and
- 2) noted increased weighting will be given to those areas with the highest levels of deprivation and fuel poverty.

(Reference: Report by Acting Executive Director of Community Services dated 9 March 2017, submitted)

17. COMMUNITY SERVICES COMMITTEE WORK PLAN 2016/2017

The Committee noted the draft Community Services workplan to facilitate forward planning of reports.

18. VALEDICTORY

The Chair gave his thanks to all Committee Members for their discussions and contributions over the past few years and to all employees involved in the Community Services Committee.

**MINUTES of MEETING of POLICY AND RESOURCES COMMITTEE held in the COUNCIL
CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 16 MARCH 2017**

Present: Councillor Dick Walsh (Chair)

Councillor Rory Colville	Councillor Neil MacIntyre
Councillor Robin Currie	Councillor Aileen Morton
Councillor Mary-Jean Devon	Councillor Ellen Morton
Councillor Kieron Green	Councillor James Robb
Councillor Roderick McCuish	Councillor Len Scoullar
Councillor Alistair MacDougall	Councillor Sandy Taylor

Also Present: Councillor Donald MacMillan Councillor John McAlpine

Attending: Cleland Sneddon, Chief Executive
Douglas Hendry, Executive Director of Customer Services
Pippa Milne, Executive Director of Development and Infrastructure Services
Kirsty Flanagan, Head of Strategic Finance
Fergus Murray, Head of Economic Development and Strategic Transportation
Patricia O'Neill, Central Governance Manager
Jean Paterson, Administrative Officer, Employability Team
David Gunn, Oban Lorn Arc Regeneration Programme Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Gary Mulvaney and Isobel Strong.

It was noted that Councillor Mary Jean Devon was not currently present but would be joining the meeting later.

2. DECLARATIONS OF INTEREST

Councillor Rory Colville declared a non-financial interest in item 8 of the agenda (Argyll and Bute Employability Team – Update on Financial Position and Service Provision) as he was involved with one of the organisations tendering to the Employment Fund.

3. MINUTES

The Minutes of the meeting of the Policy and Resources Committee held on 16 February 2017 were approved as a correct record.

4. FINANCIAL REPORT MONITORING PACK - JANUARY 2017

Consideration was given to a report which provided a summary of the financial monitoring reports as at the end of January 2017. The reports, where relevant, had been updated to reflect the budget proposals agreed by the Council at their meeting on 23 February 2017. Six detailed reports were summarised including the Revenue Budget Monitoring Report as at 31 January 2017; Monitoring of Service Choices

Savings, Monitoring of Financial Risks, Capital Plan Monitoring Report as at 31 January 2017, Treasury Monitoring Report as at 31 January 2017, and Reserves and Balances.

Decision

The Committee –

1. Noted the Revenue Budget Monitoring report as at 31 January 2017 which incorporates the impact, of the motion agreed at the Council meeting on 23 February 2017, on the 2016/17 outturn.
2. Noted the progress of the Service Choices Policy Saving Options as at the end of January 2017.
3. Noted the current assessment of the Council's financial risks.
4. Noted the Capital Plan Monitoring Report as at 31 January 2017 and noted the over project changes, the project slippages and accelerations, and the updated capital plan reflecting these changes.
5. Noted the Treasury Monitoring Report as at 31 January 2017.
6. Noted the overall level of reserves and balances; and noted the monitoring of the earmarked reserves.

(Reference: Report by Head of Strategic Finance dated 6 March 2017, submitted)

5. PERFORMANCE REPORT - FQ3 2016-17

Consideration was given to a report presenting the Committee with the Customer Services departmental performance report with the scorecards for Customer Services and Strategic Finance for FQ3 2016/17 (October to December 2016).

Decision

The Policy and Resources Committee noted the scorecards as presented.

(Reference: Report by Executive Director – Customer Services dated March 2017 and departmental performance reports and associated scorecards, submitted)

6. COMMUNITY COUNCIL ANNUAL BY-ELECTION 2016

A report which provided detail and statistics on the Community Council by-elections held in 2016 was given consideration. The report showed Argyll and Bute Community Councils to be overall in good shape as regards their membership levels. The Community Council by-elections had taken place in November 2016 following a lead in period from 13 September 2016.

Decision

The Committee noted the position regarding the membership of the 56 Argyll and Bute Community Councils following on from the final by-election on the quadrennial scheme.

(Reference: Report by Executive Director – Customer Services dated 9 March 2017, submitted)

* **7. SCOTTISH GOVERNMENT FUNDING FOR WELFARE REFORM AND DISCRETIONARY HOUSING PAYMENTS - REPORT ON SPEND TO DATE AND FUTURE PROPOSALS**

A report providing the Committee with an update on the spending against welfare reform mitigations, and which estimated that £45,900 would be unspent at March 2017, was given consideration. The report also sought approval for the carry forward of the unspent balance to be used in a continuation of this work and for the carry forward of the expected underspend of £20,000 discretionary housing payment monies from the year end.

Decision

The Committee agreed to recommend to Council –

1. To note the information provided in respect of progress made, and the estimated project expenditure to 31 March 2017 of £186.9k from the balance of Scottish Government funding for discretionary housing payments of £232.8k at 1 April 2017.
2. Approval of the continued carry forward of the balance of this as earmarked funds estimated at £45.9k and approval of the proposals for their use as summarised at paragraphs 4.6 – 4.9 of the submitted report.
3. Approval of the carry forward of the balance of the unspent 2016/17 discretionary housing payments monies estimated at £20k as earmarked funds to be used to fund discretionary housing payments in 2017/18 in order to help maintain current priority levels into 2017/18.

(Reference: Report by Executive Director – Customer Services dated 14 February 2017, submitted)

Councillor Rory Colville having previously declared an interest in the following item of business left the meeting and took no part in the consideration of this item.

Councillor Mary Jean Devon joined the meeting during consideration of the following item of business.

8. ARGYLL AND BUTE EMPLOYABILITY TEAM - UPDATE ON FINANCIAL POSITION AND SERVICE PROVISION

Consideration was given to a report which provided the Committee with an update on the current financial position of the Council's Employability Team. The report also

outlined the secured service provision until the end of March 2017 and the potential employability provision for the next financial year, 2017/18.

Decision

The Committee noted the content of the report and in particular the estimated additional income stream of £148,585 that could be generated to reduce the one-off call on earmarked reserves by the end of 2017/18.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 21 February 2017, submitted)

Councillor Rory Colville re-joined the meeting at this point.

9. LORN ARC UPDATE

Consideration was given to a report updating the Committee on the progress in relation to the review of the commercial market and affordability assumptions in the 2013 Lorn Arc Business Case, the latest position with regard to the delivery of the individual projects, and the latest position as at the end of January 2017.

The Chair updated the Committee on a reply which had been received from the Scottish Government in response to the Council's request for confirmation of the Scottish Government's intention to engage with the Scottish Futures Trust and the Council to find an alternative solution for the delivery of the Lorn Arc Programme and its associated benefits. Councillor Walsh also advised that a meeting had been arranged for 29 March 2017 with Keith Brown, Minister for Rural Economy and Derek MacKay, Cabinet Secretary for Finance and Constitution.

Decision

The Committee –

1. Noted that the current position of the Lorn Arc Programme had been reported to the Oban, Lorn and the Isles Area Committee for information.
2. Noted that Argyll and Bute Council had sent a letter to Derek MacKay MSP (Cabinet Secretary for Finance and the Constitution) formally requesting confirmation from Scottish Government of their intention to engage with the Council to find an alternative approach for the delivery of the Lorn Arc Programme and its associated outcomes.
3. Agreed that a more substantive report be prepared and reported to the first appropriate Council Committee following the planned meeting with Scottish Government Ministers on 29 March 2017.
4. Agreed that the Lorn Arc team would be delegated the authority to engage with Scottish Government officials and the Scottish Futures Trust on potential solutions and alternative funding/financing models following the substantive report to the appropriate Council Committee.
5. Noted that work continues on all current project sites.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 31 January 2017, submitted)

10. SINGLE INVESTMENT PLAN: RURAL GROWTH DEAL

The Committee gave consideration to a report providing them with a briefing on the Single Investment Plan currently developed for Argyll and Bute. The Single Investment Plan had taken an integrated approach to delivering strategic development opportunities identified through a number of key studies/strategies/plans including the Argyll and Bute Development Plan and Economic Development Plans that can help deliver a step change in economic activity in the area and to help address population challenges.

Motion

That the Policy and Resources Committee -

- (i) Note the Single Investment Plan (SIP) can be used as a way of promoting key development opportunities for, further private investment, by developers and businesses.
- (ii) Note the SIP can be used as a tool to lobby for significant transformational projects (such as permanent solution to the Rest and Be Thankful, fixed links, improved CMAL ferry services) be included within the Government's national planning framework and National Transport Strategy – to be taken forward at a national level.
- (iii) Note the potential infrastructure projects can also be used to form the foundation to lobby for a Rural Growth Deal with Scottish and UK governments if they meet the necessary principles set out with the current City Deals programme.
- (iv) Approve the use of the enclosed Single Investment Plan as the basis for further discussions with both the UK and Scottish governments. The plan identifies the significant private and public investments already made, or committed, across Argyll and Bute and in addition identifies the necessary strategic level infrastructure projects that would further unlock economic activity across the region.
- (v) Delegate to the Chief Executive to allow detailed discussions to take place with government officials on the potential for a Rural Growth Deal for the Argyll and Bute region. Projects included within any future deal will fit with national and local economic strategy and will be subject to a full business case in line with the Treasury's Five Case Model methodology. Funding will not be committed to projects unless this has been approved by the Council. Projects will be identified through existing studies, plans and strategies approved by Members.
- (vi) Delegate to the Head of Economic Development to submit a response on behalf of the Council to the UK Governments Building our Industrial Strategy Green Paper consultation.

Moved Councillor Dick Walsh, seconded Councillor Aileen Morton.

Amendment

That the Policy and Resources Committee -

- (i) Note the Single Investment Plan (SIP) can be used as a way of promoting key development opportunities for, further private investment, by developers and businesses.
- (ii) Note the SIP can be used as a tool to lobby for significant transformational projects (such as permanent solution to the Rest and Be Thankful, fixed links, improved CMAL ferry services) be included within the Government's national planning framework and National Transport Strategy – to be taken forward at a national level.
- (iii) Note the potential infrastructure projects can also be used to form the foundation to lobby for a Rural Growth Deal with Scottish and UK governments if they meet the necessary principles set out with the current City Deals programme.
- (iv) Approve the use of the enclosed Single Investment Plan as the basis for further discussions with both the UK and Scottish governments subject to the classification of all the projects into the 3 categories as detailed within the submitted report. The plan identifies the significant private and public investments already made, or committed, across Argyll and Bute and in addition identifies the necessary strategic level infrastructure projects that would further unlock economic activity across the region.
- (v) Delegate to the Chief Executive to allow detailed discussions to take place with government officials on the potential for a Rural Growth Deal for the Argyll and Bute region. Projects included within any future deal will fit with national and local economic strategy and will be subject to a full business case in line with the Treasury's Five Case Model methodology.
- (vi) Delegate to the Head of Economic Development to submit a response on behalf of the Council to the UK Governments Building our Industrial Strategy Green Paper consultation.

Moved Councillor James Robb, seconded Councillor Ellen Morton.

Decision

Following a show of hands vote the Motion was carried by 9 votes to 4 and the Committee resolved accordingly.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 3 March 2017, submitted)

11. UPDATE ON THE PROGRESS OF DISCOVER SPACE UK (DSUK)

Consideration was given to a report providing Members with an update on the work already undertaken together with the future direction of travel for the Discover Space UK (DSUK) consortium, of which the Council is a consortium partner.

Decision

The Committee –

1. Noted the content of the report.
2. Approved the request for funding of £40k drawn from the established Inward Investment Fund as the Council's contribution to the new period of enhanced activity.
3. Delegated the Chief Executive to write to the Scottish Government to call for the Machrihanish Community Airbase to be declared an Enterprise Area for UK Spaceport and Aviation activity.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 19 December 2016, submitted)

12. SURPLUS CHORD FUNDS

The Committee gave consideration to a recommendation from the Mid Argyll, Kintyre and the Islands Area Committee held on 1 February 2017 in respect of the allocation of surplus CHORD funds.

Motion

The Policy and Resources Committee:

1. Notes the terms of the recommendation from the Mid Argyll, Kintyre and the Islands Area Committee of 1st February 2017 in respect of
Option 2 – Award £20K to the Campbeltown Seaports project
Option 4 – Award £40K to Campbeltown Picture House
2. Notes that these options do not meet the criteria for allocation of CHORD surplus funds.
3. Agrees that the Development and Infrastructure Services Department undertakes further work with regard to Options 2 and 4 as set out in paragraphs 4.5.5 to 4.5.8 of the report to the Area Committee and reports back to a future meeting of this Committee for further consideration.

Moved Councillor Ellen Morton, seconded Councillor Rory Colville.

Amendment

Move the officers recommendations on page 106 of the agenda pack as follows -

1. Note the content of the paper.
2. Note officers recommendation that: (1) taking account of the amount of CHORD surplus funds available; (2) the criteria for the allocation of surplus funds without reference back to Policy & Resources Committee; (3) available staff resources/capacity; and (4) the economic impact the additional funds could make

to the continued economic regeneration of Campbeltown town centre, Option 1 Transferring all of the surplus funds to the Campbeltown Townscape Heritage Initiative, is the preferred option.

Moved Councillor James Robb, seconded Councillor Sandy Taylor.

Decision

Following a show of hands vote the Motion was carried by 11 votes to 2 and the Committee resolved accordingly.

(Reference: Recommendation from Mid Argyll, Kintyre and the Islands Area Committee held on 1 February 2017 and report by Executive Director – Development and Infrastructure Services dated February 2017, submitted)

* **13. BETTER REGULATION: ARGYLL AND BUTE COUNCIL ENFORCEMENT POLICY**

Consideration was given to a recommendation from the Planning, Protective Services and Licensing Committee held on 22 February 2017 in respect of the creation of an overarching Council Enforcement Policy which embeds key principles on how the Council's enforcement services deliver their business.

Decision

The Committee agreed the recommendation from the Planning, Protective Services and Licensing Committee to approve the Council's Enforcement Policy as detailed at Appendix 1 to the report by the Executive Director – Development and Infrastructure Services.

(Reference: Recommendation from Planning, Protective Services and Licensing Committee held on 22 February 2017 and report by Executive Director – Development and Infrastructure Services dated 6 February 2017, submitted)

14. POLICY AND RESOURCES COMMITTEE WORK PLAN

The Policy and Resources Committee gave consideration to their Work Plan as at March 2017.

Decision

The Committee noted the Work Plan as at March 2017.

(Reference: Policy and Resources Committee Work Plan as at March 2017, submitted)

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 6 APRIL 2017**

Present: Councillor Ellen Morton (Chair)

Councillor John Armour	Councillor Alex McNaughton
Councillor Anne Horn	Councillor Aileen Morton
Councillor David Kinniburgh	Councillor Len Scoullar
Councillor Alistair MacDougall	Councillor Sandy Taylor
Councillor Robert G MacIntyre	Councillor Richard Trail
Councillor Donald MacMillan	Councillor Dick Walsh
Councillor Bruce Marshall	

Also Present: Councillor Robin Currie

Attending: Cleland Sneddon, Chief Executive
Pippa Milne, Executive Director – Development and Infrastructure Services
Jim Smith, Head of Roads and Amenity Services
Patricia O’Neill, Central Governance Manager
Mark Steward, Marine and Coastal Development Manager
Matt Mulderrig, Development Policy Manager
Craig Wilson, Economic Growth Officer (Tourism)
Bill Halliday, Community Services Team Leader - West

1. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor Elaine Robertson.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The Minute of the Environment, Development and Infrastructure Services Committee meeting held on 19 January 2017 was approved as a correct record.

**4. DEVELOPMENT AND INFRASTRUCTURE SERVICES FQ3 2016/17
PERFORMANCE REPORT**

A report presenting the Development and Infrastructure Services departmental performance report with associated scorecard performance in FQ3 2016-17 (October to December 2016) was considered.

Decision

The Committee noted:-

1. the content of the Development and Infrastructure Services Performance Report and associated Scorecards for Financial Quarter 3 2016/17; and

2. that Ofcom have been invited to make a presentation to a future Council Seminar.

(Reference: Report by Executive Director - Development and Infrastructure Services, submitted)

Councillor Robert G MacIntyre joined the meeting during consideration of the foregoing item.

5. FESTIVE LIGHTING

A report providing a summary of the 2016/17 festive lighting installation was considered. This report also proposed that modifications be made to the switching arrangements to make future years displays more straightforward to commission.

Decision

The Committee:-

1. noted that Officers are engaging with community groups involved in festive lighting to shape proposals for future years delivery by community groups and agreed that a report be taken to the August EDI Committee or equivalent Committee, providing an update on community uptake;
2. agreed that a strategic approach be taken to scope a simplified switching process for festive lighting and to make a request to an appropriate future Committee that an earmarked reserve be allocated to provide a simplified switching system for the festive lighting; and
3. agreed that the balance of any remaining funding from the original £300k to be allocated to the Area Committees be used for long term, sustainable festive lighting outcomes (estimated to be £50k per Area Committee).

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2017, submitted)

6. SUSTAINABLE COMMUNITY INITIATIVES

A report providing Members with a range of potential proposals in which the £200k earmarked allocation from the 2017 budget meeting could be invested was considered. The report considered a number of sustainable community initiatives which could be beneficial for the amenity and environment of Argyll and Bute.

Decision

The Committee agreed:-

1. the allocation of the £200,000 funding as detailed at paragraph 4.3 in the report
2. to delegate to the Executive Director – Development and Infrastructure Services to prioritise and allocate funding for Community Bid applications based on the criteria set out in paragraph 4.5 of the report; and

3. that a review be undertaken in 9 months' time on the success or otherwise of this programme and that a report be brought back to the appropriate Committee by the Executive Director – Development and Infrastructure Services.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2017, submitted)

7. GRASS CUTTING PROPOSALS

Consideration was given to a recommendation from the Mid Argyll, Kintyre and the Islands Area Committee of 1 March 2017 regarding external amenity contracts across all areas.

Decision

The Committee agreed that a report be submitted to the appropriate Committee by the Executive Director – Development and Infrastructure Services providing detail on the external amenity contracts across all areas.

(Reference: Extract from Minute of Mid Argyll, Kintyre and the Islands Area Committee held on 1 March 2017 and report by Executive Director – Development and Infrastructure Services dated February 2017, submitted)

8. ARGYLL ENTERPRISE WEEK - REVIEW OF 2016 AND APPROACH FOR 2017

A report providing the Committee with a summary of the review of Argyll Enterprise Week 2016 and outlining the approach to delivering Argyll Enterprise Week in 2017 was considered.

Decision

The Committee agreed:-

1. to note the content of the report; and
2. the approach for delivering Argyll Enterprise Week 2017.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 24 February 2017, submitted)

Councillors Donald MacMillan and Sandy Taylor left the meeting during consideration of the foregoing item.

9. SCOTTISH GOVERNMENT DRAFT ENERGY STRATEGY AND ASSOCIATED DOCUMENTS

On 24 January 2017 the Scottish Government published its draft Energy Strategy which sets out their vision for the energy sector to 2050. In addition to energy generation the strategy also considers heat, energy efficiency and transport and is accompanied by four additional consultation documents: Onshore Wind Policy Statement; Scotland's Energy Efficiency Programme; Local Heat and Energy Efficiency Strategies and District Heating; and Unconventional Oil and Gas. A report

providing a brief overview of the Energy Strategy and the basis of proposed responses in relation to the consultation documents on behalf of Argyll and Bute Council was considered.

Decision

The Committee agreed to note the draft responses to the consultation documents contained within the appendices and delegate authority to Officers to finalise the responses on behalf of Argyll and Bute Council.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 24 March 2017, submitted)

10. CONSULTATION ON THE LONG TERM MANAGEMENT OF THE CROWN ESTATE IN SCOTLAND

A report providing the Committee with an update on the formulation of a response to the Scottish Government's consultation on the Long Term Management of the Crown Estate in Scotland was considered.

Decision

The Committee agreed:-

1. the Officer response set out in Appendix A of the report and submitted to the Scottish Government by the deadline of 29 March 2017; and
2. to instruct the Executive Director – Development and Infrastructure Services to write a letter to the Scottish Government advising that with reference to question 33 "Should the future arrangements in Orkney, Shetland and the Western Isles be considered first", the Committee were strongly of the view that if a pilot goes ahead that Argyll and Bute should be involved.

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

Councillors Donald MacMillan and Sandy Taylor returned to the meeting during discussion of the foregoing item.

11. ANNUAL PLANNING PERFORMANCE REPORT

Consideration was given to a report updating Members on planning performance matters, particularly those relating to the Service's contribution to the delivery of sustainable economic growth. The report also drew attention to recent feedback received from the Scottish Government in relation to performance and highlighted some examples of recent activity.

Decision

The Committee:-

1. agreed to note the content of the report and the positive feedback received from the Scottish Government; and

2. congratulated the department on the successful performance that it puts in on a consistent basis.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 9 March 2017, submitted)

12. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN

The Committee gave consideration to the Environment, Development and Infrastructure Services work plan as at April 2017.

Decision

The Committee noted the work plan as at April 2017.

(Reference: Environmental Development and Infrastructure Services work plan as at April 2017, submitted)

13. VALEDICTORY ADDRESS

The Chair commented that this has been one of the most interesting Committees to be a Member of due to the variety of issues dealt with. She thanked all the Members of the Committee for all their help and input given.

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**MINUTES of SPECIAL MEETING of COMMUNITY SERVICES COMMITTEE held in the
COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD
on THURSDAY, 6 APRIL 2017**

Present:

Councillor Robin Currie (Chair)

Councillor Rory Colville	Councillor James McQueen
Councillor Mary-Jean Devon	Councillor Aileen Morton
Councillor Kieron Green	Councillor Isobel Strong
Councillor Anne Horn	Margaret Anderson
Councillor Neil MacIntyre	William Hamilton
Councillor Roderick McCuish	William Stewart Shaw

Also Present:

Councillor John Armour	Councillor Douglas Philand
Councillor Michael Breslin	Councillor Len Scoullar
Councillor David Kinniburgh	Councillor Sandy Taylor
Councillor Iain MacLean	Councillor Richard Trail
Councillor Donald MacMillan	Councillor Dick Walsh
Councillor Bruce Marshall	

Attending:

Cleland Sneddon, Chief Executive
Ann Marie Knowles, Acting Executive Director – Community Services
Douglas Hendry, Executive Director – Customer Services
Anne Paterson, Acting Head of Education
Patricia O'Neill, Central Governance Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Gordon Blair, Maurice Corry, George Freeman, Julie MacKenzie and Elaine Robertson; and from Alison Palmer, Teacher Representative.

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

3. STRATEGIC INSPECTION OF THE EDUCATION FUNCTIONS OF THE COUNCIL**(a) Inspection Chronology - report by Acting Executive Director - Community Services**

The Committee considered a report which provided them with an overview of the recent INEA inspection. The report summarised the chronology of the inspection carried out by Education Scotland in September 2016. The report also noted the actions taken by the Council to respond to changes to the agreed inspection timescales and to mitigate against associated challenges and risks for the Council.

(Reference: Report by Acting Executive Director – Community Services dated 25 March 2017, submitted)

(b) Inspection Concerns - report by Acting Executive Director - Community Services

The Committee gave consideration to a report which provided them with an update of Community Services concerns in relation to the recent INEA inspection. The report outlined a number of areas of concern associated with the inspection carried out by Education Scotland in September 2016.

(Reference: Report by Acting Executive Director – Community Services dated 25 March 2017, submitted)

(c) Report by Education Scotland

The Committee considered the report “Strategic Inspection of the Education Functions of Local Authorities – Argyll and Bute Council – 21 March 2017”.

(Reference: Strategic Inspection of the Education Functions of Local Authorities – Argyll and Bute Council – 21 March 2017, submitted)

(d) Response to the Inspection - report by Acting Executive Director - Community Services

The Committee gave consideration to a report advising them of the outcome of the planned inspection of the Education functions of the Council. The report provided an overview of the inspection process, the final inspection outcomes and the action being taken by the Authority to address the main recommendations contained within the report.

(Reference: Report by Executive Director – Community Services dated 25 March 2017, submitted)

Decision

The Community Services Committee –

- a) Noted the terms of the Education Scotland inspection report and the reports from the Acting Executive Director of Community Services;
- b) Noted the recommendations contained within the Education Scotland published report and further notes the progress made by the council’s Education Service to respond to the inspection report findings at this stage (see agenda report 3(d), Appendix 1, INEA Action Plan);
- c) Noted the positive aspects of education provision in Argyll and Bute identified within the Education Scotland report, including:
 - the attendance rates across primary, special and secondary schools are above the national averages;
 - the achievement of children and young people across Argyll and Bute Council reflects a broad range of national and award bearing wider achievement qualifications;

- that over 2000 young people enhanced their achievement portfolio last session and this has contributed well to securing positive, sustained destinations for young people when they leave school;
- that a large number of Skills for Work qualifications are available across the authority in key skills which have the potential to grow the local economy and enhance services, for example in early education and childcare, hospitality, engineering and rural skills;
- the 2014/2015 council Standards and Quality report documents clearly the range of wider achievement courses and awards gained by young people;
- that over 1500 young people last session achieved across a broad range of awards including the Duke of Edinburgh's Award, John Muir, Saltire Awards and Youth Achievement Awards;
- that in almost all early learning and childcare (ELC) settings, most children achieve their expected developmental milestones;
- that at the secondary stages, young people's attainment in National Qualifications has recently improved in a few key measures;
- the number of young people securing a positive destination on leaving school has increased over the period 2011-2016 , and overall the proportion of young people moving on to a positive destination has been above comparable and national averages;
- the proportion of young people moving into employment on leaving school is well above comparable and national averages and has been consistently so for the last five years;
- that a significant amount of work has been carried out to support Looked After Children;
- that Argyll and Bute Council has the fifth highest rate for young people aged 16-24 to achieve a positive destination (employment; training; higher and further education) according to the Scottish Government's Participation Measure which relates to outcomes for learners, and

d) Referred the matter for consideration at the Special Meeting of Argyll and Bute Council on 7th April 2017.

(Reference: Notice of Motion by Councillor Rory Colville, seconded by Councillor Robin Currie, tabled)

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ARGYLL AND BUTE COUNCIL**COUNCIL**

20th April 2017

LEADER'S REPORT

1. INTRODUCTION

- 1.1** This report provides members with an update on my activities as Leader of the Council during the January to April 2017 period. This is my final report as Leader in the life of this council. All activities are outlined below in chronological order for members' information and interest. This report includes an update in respect of my role as Policy Lead Councillor for Customer Services.

2. RECOMMENDATIONS

- 2.1** Members are asked to note the report,
- 2.2** Members are asked to note that the full Leader's Report Pack is available in the Leader's office. This includes COSLA papers and briefings as referenced in the report. Any COSLA items heard in public session can be provided to members electronically; the papers for items taken in private session can be reviewed in the Leader's office.

3. COSLA LEADERS, 27th January 2017

- 3.1** COSLA Leaders met in Edinburgh on 27th January 2017. All items were taken in private session, which means I am unable to report on them in detail here, but I would encourage colleagues to access the full Leader's Report Pack which contains all available reports and briefings provided by our officers.

As you might expect given the timing of this meeting, the focus was very much on the local government settlement, although given the rapidly changing picture at the time, no written report was provided and this agenda item was verbal only.

Other business items were:

- Leaders Workplan Refresh
- Building Standards – Warrant Fee Consultation
- Affordable Housing Supply
- Food Standards Scotland – Animal Feed Controls
- Local Government Settlement 2017/18 verbal update
- Local Government Pay Proposal 2017/18
- Brexit – general update
- Brexit – migration implications for local authorities
- Guidance on managing unauthorised camping by gypsy travellers in Scotland
- Review of Local Government and Local Democracy Bill
- Minutes of previous meetings in November and December

4. MEMBERS SEMINARS – January/February 2017

- 4.1** On Monday 30th January we held the second budget seminar for all members ahead of the council's budget meeting on 24th February, with the aim of offering opportunities to discuss key budget principles and potential for achieving consensus.

The following week saw members attending a session with a focus on economic development, on Monday 6th February. We had an opportunity to participate in workshops on the Local Area Development Plan plus a presentation on the Single Investment Plan, which looks at the infrastructure required to support and increase economic growth across our area.

I was glad to welcome Supt Grand Manders who gave colleagues an update on the work of Police Scotland across Argyll and Bute and the organisation's vision for policing until 2026.

5. HIGHLANDS AND ISLANDS LEADERS CONFERENCE CALL, HIE BOARD

- 5.1** The Enterprise and Skills Review highlighted the potential for changes to the Highlands and Enterprise Board arrangements led to a conference call between the leaders of the Highlands and islands local authorities and Keith Brown, Cabinet Secretary for the Economy, on 1st February 2017.

Our discussion opened with Mr Brown's reassurance that HIE and its people would stay but that there was more work to do in terms of reaching Scottish targets for growth, exports, internationalisation and attracting overseas investment.

Council leaders were clear that, with the diverse mix of communities served by HIE, a one-size-fits-all approach would not be desirable or effective. They also expressed a wish for local authorities to be more involved at board level.

Following the ministerial conference call, H&I Leaders agreed a set of principles to be sent to Mr Brown. These can be found in full within the Leader's Report Pack and are summarised as follows:

- Retaining an HIE board is critical for the area
- HIE activities and governance are successful
- Strategic, operational and budget decisions should remain the responsibility of the board
- Board chair has key role as Highlands and islands champion
- There are differences in communities across the H&I region and these should be recognised
- HIE should work alongside local authorities to develop regional policy, accounting for specific characteristics
- Strengthen and formalise partnership working between councils and HIE
- Local authorities should be involved in setting HIE strategic priorities
- Regional differences, priorities and opportunities need to be taken into account when HIE is delivering services
- HIE should have a role in supporting both major economic investments and economically significant smaller businesses
- HIE board should be reconstituted to ensure better regional representation and accountability
- There should be local authority representatives on the board

The statement of principles was signed by the leaders of Argyll and Bute, Highland, Orkney Islands, Shetland Islands, Western Isles and Moray councils.

6. AUCHINLEE JOINT MEETING, 16th February 2017

- 6.1** Continuing uncertainty over the future of the Auchinlee Care Home in Campbeltown resulted in the council arranging and facilitating an urgent discussion with all stakeholders in Kilmory on 16th February. Co-chaired by myself and Michael Russell MSP, the meeting involved representatives from operators Crossreach, the Argyll and Bute Health and Social Care Partnership, the Scottish Government and the Save Auchinlee Action Group, as well as local members.

Following a robust discussion a joint statement was issued confirming that agreement had been reached enabling care at Auchinlee to continue until 31st March 2018. In the interim, the Health and Social Care Partnership is working with Crossreach and the community action group to find a longer-term, sustainable solution for care provision in the Kintyre area.

7. CALL WITH TRANSPORT MINISTER, 16th February 2017

- 7.1** Humza Yousaf, Minister for Transport and the Islands, invited me to join a conference call with officers from Transport Scotland to discuss the Arran ferry service. Mr Yousaf indicated that, following what he described as ‘an opportunistic bid’ to relocate the mainland port from Ardrossan to Troon, he expected a STAG appraisal report to come back to him very soon. We took the opportunity to press for our involvement in the process, given that the Arran-Campbeltown service has been well received and that the Campbeltown Ferry Committee has expressed a preference to retain Ardrossan as the mainland port.

Mr Yousaf advised that he would be happy to include our views in the final deliberations. He forwarded us a copy of the report appraising both Troon and Ardrossan ports on 20th March, and accordingly I wrote to him on 21st March confirming the Campbeltown Ferry Committee’s views on retention of Ardrossan and requesting circulation of the report to stakeholders in Kintyre.

8. CONVENTION OF THE HIGHLANDS AND ISLANDS, 22nd February 2017

- 8.1** Its proximity to the council’s budget meeting meant I was unable to attend the spring COHI session in Lerwick, Shetland.

The council was represented by Fergus Murray, Head of Economic Development, and the agenda items were:

- Outcomes update from the Deputy First Minister
- Enterprise and Skills Review
- Draft Scottish Energy Strategy
- Digital Connectivity update
- Housing
- Transport – Technology and Opportunities session with HIAL and Shetland Isles Council
- Scottish Natural Heritage presentation on Natural Health Service

Copies of papers and presentations provided, as well as briefings from our officers, are available in the Leader’s Report Pack.

9. COSLA LEADERS, 24th February 2017

- 9.1** COSLA Leaders met in Edinburgh on Friday 24th February. Illness meant I was unable to attend, but the papers and associated briefings are available for review in the Leader's Report Pack.

All items were heard in private session which prevents me from providing more detail here, but the agenda topics were:

- Child Poverty Bill for Scotland
- Education Governance
- National Care Home Contract Negotiations
- Charging Guidance – Non Residential Social Care
- Local Government Pay Proposal
- Local Government Settlement
- Consultation on the Long Term Management of the Crown Estate
- Enterprise and Skills Review
- Climate Change Plan
- Welfare Reform and Devolved Social Security
- Devolution of Employability Support
- Unaccompanied Asylum Seeking Children
- Brexit
- Water Billing and Collection
- Distribution Issues
- TSS Update
- Review of Local Government and Local Democracy Bill

10. SIGNING OF THE STRATEGIC DELIVERY AND DEVELOPMENT FRAMEWORK, HELENSBURGH – 27th February 2017

- 10.1** The UK Government, the Royal Navy and Argyll and Bute Community Planning Partnership have agreed to formalise their partnership working arrangements in order to secure the best possible benefits and opportunities for the wider Argyll and Bute area and the community at HM Naval Base Clyde. I was delighted to sign the Strategic Delivery and Development Framework to formally cement that partnership in Helensburgh on Monday 27th February.

We were joined by council colleagues and senior Navy representatives, and also by David Mundell MP, Secretary of State for Scotland, who signed the agreement on behalf of the UK Government.

Following the ceremonial signing, we had a private meeting with Mr Mundell to discuss the continued development of a rural growth deal for Argyll and Bute. This followed an earlier meeting with Mr Mundell and Lord Dunlop last year.

Our discussions were very productive and provided our officers with opportunities to engage directly with the relevant UK Government civil servants as they progress work on this rural growth deal, for which the council's Single Investment Plan provides a platform. Liaison with civil servants continues and by the time the council meets on 20th April we will have had a similar meeting with the Scottish Government. The success of a rural growth deal for Argyll and Bute depends very much on partnership with both governments as well as with the private and other public sector organisations.

Councillor Aileen Morton, the Chief Executive, Pippa Milne and I are due to meet with Keith Brown and Derek MacKay on Tuesday 18th April and, if possible, I will give colleagues a verbal update at council.

11. VISIT TO KIRN PRIMARY SCHOOL CONSTRUCTION SITE, 28th February

11.1 I accompanied the Chief Executive on a site visit to the new Kirn Primary School on 28th February 2017. It was interesting and encouraging to see the work in progress on what is shaping up to be an excellent facility for young people in the area. This promises to be a first class learning environment and I am looking forward to seeing its completion in due course.



12. COSLA CONVENTION AND LEADERS, 31st March 2017

12.1 I travelled to Edinburgh with the Chief Executive for a dual COSLA session on 31st March.

COSLA Convention Agenda

Early Learning and Childcare: Convention was asked to consider the Scottish Government's response to the Early Learning and Childcare Blueprint consultation and to agree a local government policy position going forward. Convention agreed to note the developments in the Scottish Government's commitment of 1,140 hours of early learning and childcare by 2020; note both policy and funding intentions have been clarified and place local government at the heart of provision and flexibility; and agreed that COSLA and Scottish Government officers should work together to strengthen the policy approach with local implementation and increased flexibility at the core.

Housing: The purpose here was to provide strategic direction for COSLA's housing activity and to agree that councils have a lead role, in close partnership with national government, in tackling housing issues. This position was agreed.

Commission on Parliamentary Reform: The evidence already provided by COSLA was noted and it was agreed to pursue stronger democracy in line with the forthcoming COSLA Strategic Plan. A Members Bill to incorporate the European Charter on the Right to Local Self Government in its early stages.

Promotion of COSLA Local Government Services Campaign: It was agreed that COSLA and member councils will support the ongoing local government election campaign, and that COSLA will develop a supplementary social media campaign, #yourcouncilyourvote, which will be supported by councils locally.

Full details of all the above are available in the Leader's Report Pack.

COSLA Leaders Agenda

All items at this session were taken in private, which means I cannot report on them in full here, but papers and briefings can be viewed in the Leader's Report Pack.

The agenda items were:

- Local Government Pay 2017/18

- National Care Home Contract Negotiations
- National Dementia Strategy 2017/20
- Temporary Accommodation Distribution
- Changes to COSLA's Constitution

13. CUSTOMER SERVICES POLICY LEAD UPDATE

13.1 Local Tax Collections: Collections of Council Tax for 2016/17 were 95.27% at end of March, down 0.05% on last year. Collections are down mainly due to the level of increased double charges applied for long term empty properties and penalties which are hard to collect (up by £197k), and due to the reduced level of council tax reduction being afforded (down by £198k.) This is offset by improved current year sheriff officer collections (up by £453k). Collections for 2015/16 at end of March are 96.76%, up 0.29% on previous year at this time. Collections on the 2014/15 year continue to be slow as previously reported because of the change in sheriff officers that year. All these figures are before processing of year end accruals.

I am pleased to report that although collections are slightly down overall, we have made our target of additional income collections on long term empty premium and penalties. We have collected £635,680 compared to a target of £614,000, from a gross billed of £864,113.

Collections of non-domestic rates for 2016/17 are 97.63% at end of March, up 0.53% on last year mainly because there was no late running roll at this year-end. Collections on 2015/16 year are now at 98.83%, up by 0.03% on the previous year at this time.

The Scottish Government has introduced a number of changes affecting the council tax, including amendments to bands E to H and the ability to remove the discount on second homes. All these changes were reflected in the annual bills which were issued in early March.

There were also considerable changes affecting non-domestic rates on top of the revaluation, including a transitional relief scheme for businesses in the hospitality sector as well as small hydro schemes. We wrote out to all small businesses who appeared to us that they might qualify for relief seeking new applications for Small Business Bonus Scheme relief based on provisional valuations and got the majority of these processed in advance of issuing the annual bills at the end of March. The transitional relief scheme is different to what many were expecting, and has to be applied for. The guidance was only issued for this on 4th April and we are still awaiting updated software to deal with this.

Scottish Welfare Fund: Programme funding for 2016/17 including carried forward underspend of £24,313 is £424,076 - £35,340 per month. Since the start of April we have been supporting both medium and high priority cases but reduced this to high priority only from 10 October due to the increase in spend and to high most compelling only for February and March. To the end of March we have paid out and committed £428,983 which is £4,907 in excess of funds available (this can be covered from other budgets). A further 14 applications are currently being processed and a further 6 were part paid at the end of March.

The programme funding for 2017/18 has been announced and is £420,189. This is an increase of £20,426 due to a change in distribution method across local authorities. As there is no underspend to be carried forward, the net amount available for next year will therefore be slightly less than what was available for this year. The Strategic Management Team has agreed to support high priority cases going forward.

New guidance has been issued by the Scottish Government in April, and a further revision is promised later in April in order to extend the scheme to cover housing costs for people aged 18 to 21 years who are not eligible for housing costs under Universal Credit full service. This is likely to have limited impact in our area for now as we will not be implementing UC full service until May 2018.

Discretionary Housing Payments: The funding allocations for 2016/17 now total £603,675 following receipt of the final 20% of funding for 2015/16 from Scottish Government in June, and including the carry forward from last year of £35,730 approved by Council.

£583,757 has now been either paid out or committed as at the end of March with awards made to 1307 cases. There are a total of 20 applications outstanding or requiring further information at the end of March. Nearly all the awards to date (85% by value) have been for bedroom tax cases. We are supporting medium and high priority cases for all non-bedroom tax cases. We continue to support all bedroom tax cases irrespective of hardship. We have now processed DHP for most families affected by the benefit cap for the initial 13 week period. Further support will be available for another 13 weeks if they meet the conditions agreed by Policy & Resources Committee.

The initial allocation for DHPs for 2017/18 is £551,543. In addition we will receive the hold back from 2016/17 and we expect to have £19,918 from 2016/17 to carry forward into 2017/18 provided Council approves this. It therefore looks as though we will have slightly more funding for 2017/18 than for 2016/17. The Scottish Government has indicated that there should be sufficient for full mitigation of the bedroom tax plus £120,496 for other DHPs (this includes £77,033 for benefit cap) and this is more generous than when the funding was provided from DWP.

The Strategic Management Team has agreed to support the same priority cases in 2017/18 as we have done throughout 2016/17.

Benefits Processing: New claims processing for the year end of March has taken on average 18.70 days which is well below our target of 23 days and a big improvement on last year's 20.85 days. Changes in circumstances in the year to end of March have taken on average 3.97 days which is also well below our target of 8 days and a big improvement on last year's 5.60 days. Our accuracy to end of year is 97.7% which is also better than the target of 95% and previous year's 92.7%.

From 1 April 2017 an additional bedroom is now allowed for a couple who cannot share a bedroom due to a disability or for a disabled child or non-dependent who needs an overnight carer.

Also from 1 April, the temporary accommodation management fee of £60 per week paid as housing benefit has now ended. This funding is being devolved through Scottish Government and will go direct to Housing Services in future. Full details of the proposed distribution arrangements have not yet been published but our housing colleagues do not expect us to be significantly disadvantaged through this change.

From 6 April 2017 the personal allowance (known as the applicable amount) in housing benefit is limited to a maximum of two children – this applies to new claims or where a new dependent becomes part of the family on or after 6 April. There are some exceptions, but these are fairly limited. The same restriction to 2 children also now applies to Universal Credit.

The work related activity component is removed for ESA claimants, but there is no change for those who receive the support component.

There is a new bereavement support payment which replaces all benefits for the bereaved of working age whose spouse or civil partner dies on or after 6 April.

Housing costs element for single 18 to 21 year olds is removed for new claims in Universal Credit full service areas where claimants are subject to full work related requirements – there are quite a range of exemptions including if their earnings exceed 16 hours at the national minimum wage. The UC earnings taper reduces from 65% to 63%.

Pathfinder North Migration to SWAN: As of end March we have 119 out of 132 sites transitioned with a further 3 passed fit and test and expected to transition shortly. That leaves a further 10 sites, 4 of which are scheduled for fit & test this month. Progress has been disappointingly slow. We are seeking to recover damages from Capita for these additional costs being

incurred and an initial offer has been received and rejected. Negotiations are continuing. Highland Council is taking the lead in recovery of damages. The latest forecasts received on 17th March suggest that the additional costs may slightly exceed the funds available, but the excess will be covered by milestone delay deductions.

Customer Service Centre (CSC): I am very pleased to report that the percentage of calls to CSC being abandoned for the last quarter of the year was 3.8% - well below our target rate of 7.5%. The figure for the full financial year is 6.4% a little higher due to the slightly poorer figures when the new systems were bedding down in the first quarter of the year. The average answered call time for the quarter to end of March was 3.56 minutes – a considerable increase from the previous average of 2.6 minutes. More is being done within the call than previously so there is a reduction in average wrap time.

The percentage of voice automation calls successfully transferred for the last quarter of the year and for the full year is 78.9% which is well above the 75% target.

The new customer service training video starring our own staff has been completed and is now being used to train all front line staff. It has been very well received so far.

The new NEC young person's card online applications facility has been launched.

The SmartAssistant tool is available on designated website pages after 5pm week days and at weekends to provide additional assistance to customers.

Procurement, Commissioning and Creditors: For the full year we have paid 94.10% of creditors invoices within 30 days which is slightly above our target of 94%.

The Oban Maritime quarter transit berthing contract was awarded in January with a procurement saving of £938,026. The Hermitage Park contract for landscaping was also awarded with a procurement saving of £500,811.

The commissioning team continues to work closely with IJB on a number of care homes.

ICT: The annual Public Service Network submission was made on 13 January and a further one year's accreditation obtained commencing from 13 February 2017.

Average time to fix IT faults has dropped to just 2.9 hours for the last quarter and an average for the full year of 3.4 hours, all well below our target of 5.5 hours. This is our quickest ever time, and demonstrates a huge improvement in this area.

We recently received the results of our bi-annual Socitm benchmarking of the ICT service. The purpose of the Benchmarking process is to establish a common set of metrics across the Scottish Benchmarking Group that allows participants to measure their performance and cost-effectiveness against other participants in recognition of the 3 main pillars of benchmarking, Cost, Performance and User Satisfaction. Benchmarking provides ICT managers with key data to support decisions around strategy, planning and operational service provision. The Council has been recognised as the top performing local authority ICT service in Scotland. ICT service has a relatively low cost base with excellent performance and improving customer satisfaction levels. The report also shows Argyll and Bute compares very favourably against the major London Boroughs, metropolitan authorities, and other rural authorities across the UK. The Council sits at number 15 in the UK league table.

The upgraded cash receipting system is scheduled to go live on 10 April. All services have now completed their Information Asset Registers. The soft launch of phase 2 of the online booking system for Leisure went live for Aqualibrium customers on 15 March. Market engagement for replacement of the Discoverer reporting system was published on 16 March. NEC cards are in place for cashless catering in all secondary schools and equipment has been upgraded for the new £1 coins. New handheld devices for parking enforcement were issued in February which allow real time ticket synchronisation.

Big Lottery Fund (BLF): We submitted a bid for the BLF's procurement of financial inclusion services funded by European Social Fund monies. The bid was put forward on a collaborative basis along with a number of our third sector partners and is being overseen by the Welfare Reform Working Group and branded as Money Skills Argyll. We were successful in winning the Argyll and Bute lot and the contract was signed on 20th February. The contract has now been handed over to our colleagues in Strategic Finance who will oversee contract delivery.

Customer Service Excellence (CSE) Assessment: The whole of Customer and Support Services is seeking CSE accreditation and had the full assessment on 6th and 7th April. The full report will be received in 3 weeks' time. However the assessor tells us that he is recommending that we be accredited with full compliance across all criteria and that there are 4 areas where he thinks we should achieve compliance plus as the evidence is particularly strong. There are 4 areas where he has highlighted room for

improvement. Overall he has commented that it is a very strong performance particularly for a first accreditation.

14. END OF THE COUNCIL, 3rd May 2017 - Valedictory

- 14.1** Many of you will be aware that I have chosen not to seek re-election this year but will retire after forty years of local government involvement.

The past five years in particular, the life of this council, have been full of challenges – but also full of opportunities for the area we represent.

Rising to challenges and making the most of opportunities is not something anyone can do alone – you need to have a good team around you. I would therefore like to thank colleagues across the chamber for their willingness to work together, in the best interests of Argyll and Bute, wherever possible. Our team of Policy Lead councillors and my fellow members of the Policy and Resources Committee have also been a considerable support in getting on with the job in the midst of tough times. We have great officers here who have a wealth of knowledge, experience and enthusiasm for making sure this council is the best it can be and who drive forward transformation, innovation and efficiency in equal measure. I would like to thank everyone for their support.

I know that there are other colleagues who intend to stand down after this council term finishes, and I wish them every success in the next chapter of their lives. Those of you who will take the next council forward do so with my very best wishes.

17. CONCLUSION

17.1 This report highlights some of the main activities I have undertaken in my role as Leader of the council during the past three months. I hope that this update is helpful for members and will be happy to provide more information wherever possible. The full Leader's report pack can be viewed in the Leader's office at any time.

18. IMPLICATIONS

18.1 Policy - None

18.2 Financial – None

18.3 Legal – None

18.4 HR – None

18.5 Equalities – None

18.6 Risk – None

18.7 Customer Service – None

**Councillor Dick Walsh
Leader, Argyll and Bute Council
Policy Lead Councillor for Strategic Finance, IT, HR and Governance and Law
11th April 2017**

For further information or to access the Leader's Report Pack please contact Aileen McNicol, Leadership Support and Member Services Manager, telephone 01546 604014 or email aileen.mcnicol@argyll-bute.gov.uk

ARGYLL AND BUTE COUNCIL**COUNCIL****STRATEGIC FINANCE****20 APRIL 2017**

UPDATE TO FEES AND CHARGES SCHEDULE 2017-18

1 EXECUTIVE SUMMARY

- 1.1 This report advises Members that there were some errors noted within the fees and charges schedule for 2017-18 that have now been corrected.
- 1.2 The error has arisen due to the wrong VAT category being noted against the previous year charge resulting in a lower gross charge prior to applying the 3% increase. The appendix details the charges affected. It should be noted that the correct charge has been applied in 2016-17.
- 1.3 The Council is requested to note the changes to the fees and charges schedule which is in line with the approved 3% increase to fees and charges for 2017-18.

UPDATE TO FEES AND CHARGES SCHEDULE 2017-18

2. INTRODUCTION

- 2.1 This report advises Members that there were some errors noted within the fees and charges schedule for 2017-18 that have now been corrected.

3. RECOMMENDATIONS

- 3.1 The Council is requested to note the changes to the fees and charges schedule which is in line with the approved 3% increase to fees and charges for 2017-18.

4. DETAIL

- 4.1 A standard 3% increase to fees and charges for 2017-18 was agreed at the Council meeting on 23 February 2017.
- 4.2 It has been brought to my attention that there were some errors, connected with the VAT category, within the fees and charges schedule presented to Members as part of the budget pack. These errors result in a change to the charge for 2017-18 in respect of 13 charges. There is no change to the budget.
- 4.3 The error has arisen due to the wrong VAT category being noted against the previous year charge resulting in a lower gross charge prior to applying the 3% increase. The appendix details the charges affected. It should be noted that the correct charge has been applied in 2016-17.
- 4.4 An error has also been reported in respect of the rate per tonne for commercial vessels within the Piers and Harbours charges which had been shown as £0.37 per tonne rather than the correct amount of £0.35 per tonne.
- 4.5 The fees and charges schedule has now been updated and will be placed on the Council's website prior to the start of the new financial year.

5. CONCLUSION

- 5.1 Errors have been noted on the fees and charges schedule presented to Members as part of the budget pack on 23 February 2017. The charges have been updated and the change does not affect the budget agreed.

5. IMPLICATIONS

- 5.1 Policy – None.
5.2 Financial – None.
5.3 Legal – None.

- 5.4 HR – None.
- 5.5 Equalities – None.
- 5.6 Risk – None.
- 5.7 Customer Service - None.

Policy Lead for Strategic Finance: Councillor Dick Walsh

**Kirsty Flanagan
Head of Strategic Finance
10 April 2017**

APPENDICES:

Appendix 1 – Updated fees and charges for 2017-18

APPENDIX 1
 UPDATED FEES AND CHARGES 2017-18

		UPDATED 2016/17				UPDATED 2017/18							
Service	Description	Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	Increase		2017-18 Gross Before Correction	Increase/Decrease to Previously Quoted Charge
										£	%		
Social Work	Hostel Charges - Catering: Tea, Coffee and Biscuits	2.50	Standard	0.50	3.00	2.17	Standard	0.52	3.10	0.10	3%	2.6	0.50
Social Work	Hostel Charges - Catering: Soup and Sandwiches	4.88	Standard	0.98	5.85	4.21	Standard	1.01	6.05	0.20	3%	5.05	1.00
Social Work	Hostel Charges - Catering: Lunch (2 course with coffee)	7.50	Standard	1.50	9.00	6.42	Standard	1.54	9.25	0.25	3%	7.7	1.55
Social Work	Hostel Charges - accommodation - Argyll & Bute Council - Bed & Breakfast	28.79	Standard	5.76	34.55	24.71	Standard	5.93	35.60	1.05	3%	29.65	5.95
Social Work	Hostel Charges - accommodation - Argyll & Bute Council - Half Board	40.38	Standard	8.08	48.45	34.67	Standard	8.32	49.90	1.45	3%	41.6	8.30
Social Work	Hostel Charges - accommodation - Other Groups - Bed & Breakfast	28.79	Standard	5.76	34.55	24.71	Standard	5.93	35.60	1.05	3%	29.65	5.95
Social Work	Hostel Charges - accommodation - Other Groups - Half Board	40.38	Standard	8.08	48.45	34.67	Standard	8.32	49.90	1.45	3%	41.6	8.30
Social Work	Hostel Charges - accommodation - Other Groups - Full Board	46.13	Standard	9.23	55.35	39.63	Standard	9.50	57.00	1.65	3%	47.55	9.45
Amenities	Clergy	64.17	Standard	12.83	77.00	65.83	Standard	13.17	79.00	2.00	3%	66.00	13.00
Amenities	Casket - Purchase	44.17	Standard	8.83	53.00	45.83	Standard	9.17	55.00	2.00	4%	45.00	10.00
Amenities	Urn (plus carrier) - Purchase	20.00	Standard	4.00	24.00	20.83	Standard	4.17	25.00	1.00	4%	21.00	4.00
Amenities	Chapel of Rest	34.17	Standard	6.83	41.00	35.00	Standard	7.00	42.00	1.00	2%	35.00	7.00
Amenities	Use of Crematorium Chapel for a Burial Service	197.50	Standard	39.50	237.00	203.33	Standard	40.67	244.00	7.00	3%	203.00	41.00
Piers and Harbours	If registered:- per gross registered tonne (see comment 3)	0.33	Zero Rated	0.00	0.33	0.35	Zero Rated	0.00	0.35	0.02	6%	0.37	-0.02

ARGYLL AND BUTE COUNCIL**COUNCIL****Customer Services****20 APRIL 2016**

Audit Scotland/Accounts Commission - Improvement Plan

1.0 EXECUTIVE SUMMARY

- 1.1 A report was tabled at Council on 29 September 2016 to provide members with an update on the improvement plan that has been developed to take forward the Accounts Commission findings on the Controller of Audit Scotland's further Statutory Report on the Council.
- 1.2 It was agreed by Council that a further progress report would come to members in due course, and that the improvement action plan should be updated to incorporate the recommendations arising from the Audit Scotland 'Review of the 2016/17 budget setting process'. This has now been completed and the revised improvement plan is attached at appendix 1 for consideration.

Audit Scotland/Accounts Commission - Improvement Plan

1.0 INTRODUCTION

- 1.1 A report was tabled at Council on 29 September 2016 to provide members with an update on the improvement plan that has been developed to take forward the Accounts Commission findings on the Controller of Audit Scotland's further Statutory Report on the Council.
- 1.2 It was agreed by Council that a further progress report would come to members in due course, and that the improvement action plan should be updated to incorporate the recommendations arising from the Audit Scotland 'Review of the 2016/17 budget setting process'. This has now been completed and the revised improvement plan is attached at appendix 1 for consideration.

2.0 RECOMMENDATIONS

Members are asked to;

- 2.1 Note the progress that has been made to date against each of the improvement actions detailed within appendix 1 and agree that further monitoring of outstanding actions will be carried out via the Community Empowerment Working Group.

3.0 DETAIL

- 3.1 A report was tabled at Council on 29 September 2016 providing a progress update on the improvement actions emerging from the latest Statutory Report, which address the following key themes;
1. Establish a more open and transparent culture and style of working
 2. Standards
 3. Taking a more innovative approach to dealing with financial challenges
 4. Community engagement
 5. Local empowerment
 6. Accessible training and development for elected members
- 3.2 Members acknowledged the findings of the follow up audit and the six key areas identified on where the Council needs to continue to improve (detailed above), and agreed to progress the improvement plan as tabled at the meeting.
- 3.4 In addition, the Council noted that further updates on progress should come forward in due course and that these should include progress in relation to

the budget process review. This action has been taken forward and details of the 3 key recommendations, management response, timescales, and progress against each is included on the last 2 pages of appendix 1.

- 3.5 Members should note that all of the actions identified are either on track or have been completed, and will continue to be monitored/recorded via the Community Empowerment Working Group to ensure that the outstanding recommendations arising from the audit reports are implemented fully.

4.0 CONCLUSION

- 4.1 An action plan has been produced with an aim of delivering improvements based on the recommendations of the Accounts Commissions findings on the Controller of Audit Scotland's further statutory report, and now incorporates the further recommendations arising from Audit Scotland's "Review of the 2016/17 budget setting process". Members are asked to note the progress that has been made to date.

5.0 IMPLICATIONS

- 5.1 Policy – None at present
- 5.2 Financial – None at present
- 5.3 Legal – None at present
- 5.4 HR – None at present
- 5.5 Equalities – None at present
- 5.6 Risk – None at present
- 5.7 Customer Service – None at present

Douglas Hendry
Executive Director of Customer Services
15 March 2017

For further information contact: Laura Blackwood, Executive Support Officer -
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APPENDICES

Appendix 1 – Audit Scotland Improvement Plan Update

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APPENDIX 1 – AUDIT SCOTLAND IMPROVEMENT PLAN UPDATE AS AT MARCH 2017

Improvement Issue	Ref	Actions	Timeline	Target/ Success measure	Evidence	Responsible Person(s)	Progress
This is the main heading for improvement		This is what we are going to do	This is when it will be completed	This is how we will decide if we have been successful	This is what we will use to decide if we have been successful	These are the people responsible for leading this	Progress
Establish a more open and transparent culture and style of working	1	Undertake Benchmarking exercise with SOLAR and submit report to council in respect of any proposed alterations with results of benchmarking exercise. During benchmarking exercise, the budget setting process of other councils should also be reviewed following agreement of recommendations contained within Audit Scotland's review of the budget setting process.	Sep-16	Undertaking a benchmarking exercise with SOLAR in comparison with other similar councils across Scotland will allow us to determine if we have an unusually large amount of items taken in private and if this is the case a report will be submitted to council advising how this should be resolved.	Number of private items will be reducing/on level with similar councils throughout Scotland	C.Reppke/ K.Flanagan (budget setting process)	Complete - Report submitted to council on 24 November 2016 which noted a reduction in private items since last report in Sept 2015.
	2	Quarterly monitoring of the number of excluded items	Ongoing	Monitoring will be undertaken on a quarterly basis as to the number of items taken in private	Decrease in the number of items taken in private	C. Reppke	Complete - report being monitored via DMT/SMT. Annual trends provide a more effective measure. As detailed at 1 above there has been a reduction in items taken in private.

APPENDIX 1 – AUDIT SCOTLAND IMPROVEMENT PLAN UPDATE AS AT MARCH 2017

	3	Undertake review of Political Management Arrangements (PMAs)/Scheme of Delegation and implement any required improvements following the review	May-17	Review will be undertaken and any recommendations implemented	Reduction in complains about the lack of openness from within the council and an improved relationship with communities	C. Reppke	Complete - SLWG established by the Council to review PMAs. The SLWG has completed its review and will report to Council in April 2017.
Standards	4	Refresh standards training following on from new guidance which was issued in March 2016 with input from Commissioners Office	Jun-16	Refresh training on standards and behaviour in line with new guidance with input for Commissioners Office	Training programme and record of attendance	C. Reppke	Complete - Members Seminar held on 6 June 2016
	5	Group discipline and leadership	Ongoing	Group leaders and groups collectively ensure proper conduct of their respective group members	Regular review by Chief Executive when meeting with Group Leaders	Group Leaders/All members	Complete – member/group discipline and leadership is standing item for discussion with group leaders.
Taking a more innovative approach to dealing with financial challenges	6	Development of arrangements for the Tarbert and Lochgilphead Regeneration (TLR) Fund, the Rural Resettlement fund and the Inward Investment Fund which were agreed at the budget meeting in February which aim to help support the growth of the economy.		Arrangements are developed to support the funds which have been created in order to support the growth of the local economy	Arrangements are developed which ensure each fund is developed in order to create the greatest return which will bring the most benefit to the economy	P.Milne/ F.Murray	Complete – funds set up and operational:- <i>TLR Fund</i> – An update report to will be presented to the MAKI April Area Committee. Work is ongoing to gather relevant information on the 11 shortlisted projects before a final decision will be taken on which to progress to outline business case.

						<p><i>Rural Settlement Fund – The Rural Resettlement Fund (RRF) was successfully launched at Argyll Enterprise Week (November 2016) following criteria being finalised. A number of applications have been successful with £26k now paid out. Publicity for the RRF is ongoing and the fund’s performance will be reported to a relevant council committee in the summer.</i></p>
						<p><i>Inward Investment Fund – The first bid for this fund will be presented to the 16th of March Policy & Resources Committee. The project being considered for funding is a potential UK Spaceport at Machrihanish. The sum being requested is £40k which will be matched by £40k from HIE and £40k from DSUK a subsidiary of MACC. This money will help fund a business case to inform whether a bid will be made for £10m grant assistance from the UK Government and on the feasibility of developing Machrihanish as a UK Spaceport with potentially transformational implications for the Argyll</i></p>

						economy. Other transformational projects that are being developed are the Maritime Change Project, Oban as a University Town and the Single Investment Plan as part of our potential Rural Growth Deal.
7	Ongoing work of Transformation Working Group (TWG), which was set up with a view of coordinating and driving forward innovation and transformation across the council.	Ongoing	Ongoing work by the TWG to oversee and drive forward innovation/transformation taking place across the council. By having an overview the TWG can ensure any benefits which are recognised/ lessons learnt can be adapted and delivered. Development of the Asset Management Investment Fund (AMIF) to support innovation and use of assets to deal with financial challenges facing the council.	A more structured approach to innovation and transformation is demonstrated with additional ideas and areas of focus identified to ensure all possibilities are explored. A progress report will be produced in December 2016 ahead of the 2017/18 budget.	D.Hendry	Complete – TWG has now become a Board and extended membership to ensure representation from all departments. A set of defined workstreams to be developed by June 2017. Remit and governance/ operational arrangements for AMIF agreed at P&R Aug 2017.

APPENDIX 1 – AUDIT SCOTLAND IMPROVEMENT PLAN UPDATE AS AT MARCH 2017

	8	Develop an updated budget outlook	Jun-16	Development of an updated budget outlook will provide a more up to date financial position of the organisation	An update of the council's financial position will be provided to elected members.	K. Flanagan	Complete – Budgetary Outlook 2017/18 to 2019/20 tabled at Policy and Resources Committee on 18 August, 27 October, 15 December 2016, Members Seminar on 16 January 2017, and further verbal update on 30 January 2017.
	9	Ongoing monitoring of service choice savings and the impact of these savings	Ongoing	Ongoing monitoring of service choice savings and a review of performance management and absence data to ensure the service choices process has been delivered through service redesign and staff and performance have not been compromised as a result.	Services have been redesigned in order to make savings. If this has been successful, the savings will have been made and the performance of services will not have been impacted as a result of the savings made.	K.Flanagan/ J.Fowler - for corporate overview. All Heads of Service	Complete - Process now established to monitor Service Choices savings options and progress will be reported to Policy and Resources Committee as part of the financial monitoring reports pack. The first of these reports was tabled at the meeting held on 18 August 2016 and at every P&R since then. Copies of the reports are also available on the Council's website.
Community Engagement	10	Undertake a review of our relationships with communities to try and build greater trust and identify further ways of working with them		Use findings of review to facilitate SMT Development Session on Redefining our relationships with Communities, with a view of establishing a framework which will provide us with	An improved working relationship with our communities which is demonstrated across the council.	C.Sneddon	Outline paper has been completed and reviewed by SMT. A Community led action planning toolkit is being developed, for launch April 2017. Communities are informing the toolkit through an interactive workshop on 11 March as part of a

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				a greater working relationship with our communities and a greater level of trust.			<p>Community Empowerment Event.</p> <p>A Participatory Budgeting pilot project is underway (for fuller detail see relevant action 13). Members were engaged in members seminars to contribute to the project proposal.</p> <p>A group of chief officers and senior officers in the council have formed a working group to look at progressing further the ideas of working closer with communities.</p> <p>Recommendations from the group will come forward from its next meeting on 22 March</p>
Local Empowerment	11	Preparation and Implementation of all relevant elements of the Community Empowerment (Scotland) Act 2015	Dependant on legislation (anticipate Dec 2017)	Effective implementation of all relevant elements of the Community Empowerment (Scotland) Act 2015.	Successful implementation of the Community Empowerment (Scotland) Act 2015. Communities are able to efficiently and effectively access all relevant elements of the Act which will strengthen local empowerment and provide local communities with a	D.Hendry/ Com Emp working group	<p>On track - Project Leads have been identified to take forward the key components of the Act.</p> <p>Asset Transfer Requests went live on 23 January 2017 as planned and preparations in hand for go live of participation requests on 1 April 2017.</p> <p>Latest meeting of the project team held on 10 March and a successful Community Empowerment Event for</p>

				platform to play a greater role.		communities to find out more about the elements of the Act and how they can get involved was held on 11 March 2017, ran by the Council and its community planning partners.
12	Development of a council procedure which reflects the council's position on Community Engagement		A procedure is created which ensures the same position is demonstrated across the council which will provide a consistent approach to community engagement.	A procedure is produced which will allow decisions to be made on Community Engagement which will reflect the position of the council.	C.Sneddon/ Executive Director - Community Services	<p>Outline paper has been completed and reviewed by SMT.</p> <p>A Community led action planning toolkit is being developed, for launch April 2017. Communities are informing the toolkit through an interactive workshop on 11 March as part of a Community Empowerment Event.</p> <p>A Participatory Budgeting pilot project is underway (for fuller detail see relevant action 13). Members were engaged in members seminars to contribute to the project proposal.</p> <p>A group of chief officers and senior officers in the council have formed a working group to look at progressing further the ideas of working closer with communities.</p> <p>Recommendations from the</p>

APPENDIX 1 – AUDIT SCOTLAND IMPROVEMENT PLAN UPDATE AS AT MARCH 2017

						group will come forward from its next meeting on 22 March.
13	Promote and Develop a participatory budgeting scheme for area committees		Develop a participatory budgeting scheme for area committees. Once established promote the scheme so that communities are able to play a part in decisions that affect them.	Participatory budgeting schemes are successfully implemented for area committees	C.Sneddon/ Executive Director - Community Services	<p>Outline paper has been completed and reviewed by SMT.</p> <p>Successful application to the Scottish Government to run a Participatory Budgeting project. Established a project group in order to monitor the project closely and consider its applicability for future. Project features digital platform to capture ideas from communities in Argyll and Bute, and then a voting stage open to all aged over 16 years in Argyll and Bute. The ideas stage closed on 6 March and the voting stage will open on 5 April. 21 ideas were submitted online, with over 100 comments shaping discussion on these.</p>

<p>Accessible training and development for elected members</p>	<p>14</p>	<p>Revise induction programme and content of in house training/seminar arrangements both face to face and online. Including transferring training content onto members casebook system. Content of the induction programme should be revised and consideration should be given to enhancing the content related to multi member ward working/political management arrangement/standards conduct.</p>	<p>May-17</p>	<p>Induction programme and content of in house training/seminars are reviewed and updated for both online and face to face training. Ensuring where possible content can be transferred onto the members casebook system where they are able to view it when required.</p>	<p>Training programme materials, increased online training opportunities and access to previous training content by members when required and a Revised induction programme which is fit for purpose and has enhanced content relating to multi member ward working/political management arrangements/ Standards Commission</p>	<p>C.Reppke</p>	<p>On track - Workplan developed to deliver updated induction programme for inception of new Council. Draft programme submitted to SMT January 2017. Supporting materials from all services collated by 17 March.</p>
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RECOMMENDATIONS ARISING FROM THE REVIEW OF THE 2016-17 BUDGET SETTING PROCESS

Ref	Recommendation	Management Response	Timeline	Responsible Person(s)	Progress
<p>1.</p>	<p>To facilitate more transparent scrutiny of budget, members should consider circulating proposals for significant changes to the Budgeting Pack in advance of the Council meeting, ideally in agenda papers.</p>	<p>Whilst noting that the recommendation relates to political processes, officers will draw this recommendation to Members attention for consideration prior to the 2017 budget setting process.</p>	<p>Feb 2017</p>	<p>K. Flanagan</p>	<p>Complete - Email issued to Group Leaders from Head of Strategic Finance on 11 January 2017 to advise them of the recommendations and to consider them in developing the budget.</p> <p>The Budget presentation to members on 16 January 2017 included a slide on these recommendations to remind all</p>

APPENDIX 1 – AUDIT SCOTLAND IMPROVEMENT PLAN UPDATE AS AT MARCH 2017

					members of the actions.
2.	Future budget proposals should include a clear breakdown of how a balanced budget is made up.	Officers will ensure that advice is given to members in order that budget proposals clearly demonstrate that they represent a balanced budget.	Feb 2017	K. Flanagan	<p>Complete - Email issued to Group Leaders from Head of Strategic Finance on 11 January 2017 to advise them of the recommendations and to consider them in developing the budget.</p> <p>The Budget presentation to members on 16 January 2017 included a slide on these recommendations to remind all members of the actions.</p>
3.	The process for minuting officer advice and council decisions on significant items such as setting the budget should be reviewed to ensure minutes are comprehensive and transparent.	The process for minuting the council's budget meeting will be considered, taking into consideration best practice from other Councils.	Feb 2017	C Reppke	<p>Complete -The Council undertook a benchmarking exercise to ensure compliance with best practice.</p>

ARGYLL AND BUTE COUNCIL

COUNCIL

20 April 2017

**RECOMMENDATIONS FROM SHORT LIFE WORKING GROUP ON POLITICAL
MANAGEMENT ARRANGEMENTS**

1.0 EXECUTIVE SUMMARY

- 1.1 The Council agreed at the meeting held on 21 April 2016 to establish a Short Life Working Group (SLWG) which would review the current Political Management Arrangements and work to make recommendations on future arrangements which would be presented to the final meeting of Council and then given to the new Council for consideration. The decision of Council was as follows:-

“The Council agrees to set up a Short Life Working Group (SLWG) for the purpose of considering the future local democratic and governance arrangements of the Council, to consider also the detail in the proposed Performance and Scrutiny Review Handbook and how all of this will relate to future governance arrangements, and to bring forward a report to a future meeting of the Council in readiness for the new Council.”

- 1.2 This report provides an outline of the work undertaken by the Short Life Working Group, and highlights the areas which have been taken into consideration during the discussions. The report also provides draft timetables and protocols for consideration by Council.

ARGYLL AND BUTE COUNCIL

COUNCIL

20 April 2017

**RECOMMENDATIONS FROM SHORT LIFE WORKING GROUP ON POLITICAL
MANAGEMENT ARRANGEMENTS**

2.0 INTRODUCTION

2.1 This report provides Council with recommendations from the Short Life Working Group on Political Management Arrangements for consideration.

3.0 RECOMMENDATIONS

3.1 Council agrees to refer the findings of the Short Life Working Group to the first meeting of the new Council for consideration.

4.0 DETAIL

4.1 The Council agreed at the meeting held on 21 April 2016 to establish a Short Life Working Group (SLWG) which would review the current Political Management Arrangements and work to make recommendations on future arrangements which would be presented to the final meeting of Council and then given to the new Council for consideration. The decision of Council was as follows:-

“The Council agrees to set up a Short Life Working Group (SLWG) for the purpose of considering the future local democratic and governance arrangements of the Council, to consider also the detail in the proposed Performance and Scrutiny Review Handbook and how all of this will relate to future governance arrangements, and to bring forward a report to a future meeting of the Council in readiness for the new Council.”

4.2 Work of the Short Life Working Group

4.2.1 The SLWG has met on 5 occasions and has considered a wide variety of information. At the first meeting of the Group, Members determined the basic principles for the review as follows:-

- (a) Stability in political management arrangements
- (b) Clear strategic direction to deliver on Single Outcome Agreement
- (c) The development of clear and sustainable policies
- (d) An inclusive Council
- (e) Positive Culture
- (f) Constructive working relationships across all Elected Members
- (g) Members focus on addressing challenges and identifying opportunities
- (h) Good reputation

- (i) Leadership
- (j) Effective political scrutiny
- (k) Effective decision making
- (l) Focus on all our customers
- (m) Achieving our ambition
- (n) Future proofing

These basic principles informed the discussion on the different types of Committee model.

- 4.2.2 Following the first meeting of the SLWG, a consultation was undertaken across all 36 Elected Members asking them to provide feedback on the current Political Management Arrangements, to make suggestions as to what any future structure should look like and also to provide any comment on the Scrutiny Review Handbook which had been produced by the PRS Committee. A small number of responses were received with general comments and suggestions and these were discussed by the Working Group.
- 4.2.3 The Group identified that there were 3 options in terms of Committee models – Traditional, Cabinet and Executive. Officers were tasked with providing information on all 3 models, and were also asked to provide information on the structures which were in place across Scotland with particular interest being placed on Authorities with similar geography to Argyll and Bute. The position across Scotland varies, with it being noted that in those Authorities which most closely align with Argyll and Bute the majority operate a Traditional Committee model. Discussion also took place on the Area Committee arrangements, and officers provided information on the situation across Scotland.

4.3 Committee Structures

- 4.3.1 The three models identified are Traditional, Cabinet and Executive – a short description of each model is provided below:-

4.3.2 **Traditional Committee model**

This is the type of system currently in place within Argyll and Bute Council. The traditional system delegates authority to a number of Committees to make those decisions which are not reserved for the Council. The membership of these Committees is reflective of the political balance of the Council and can allow for a geographical balance to be maintained. It allows for a significant portion of Council business to be undertaken using the delegation to Committees.

4.3.3 **Cabinet model**

In this model, a small group of elected members from the administration and with Portfolio/Policy remits make all the day-to-day decisions within a policy framework set by the council as a whole. The Cabinet would meet on a regular basis, with those Members who are not part of the Cabinet being

involved in providing a robust scrutiny function. There would be no requirement for service Committees, there would be less Committees overall, but meetings of the Cabinet would be more frequent than current Committee schedules. This model would provide stability and strategic direction but would not provide political balance, nor would it involve all members in decision making.

4.3.4 Executive model

The Executive model is similar to the Cabinet model, but the Executive generally has membership from both administration and opposition councilors. The Executive would meet on a regular basis and there would again be a robust scrutiny process in place. In this model there would be no requirement for service Committees and there would be less Committees overall. This model can be seen as more efficient and can provide political balance whilst providing a greater opportunity for strategic direction. It may be seen as less democratic and as offering less involvement for all members in the business of the Council.

4.4 Other areas of consideration

4.4.1 Area Committees

The Group had lengthy discussion around the future arrangements for Area Committees. The general consensus was that Members wanted to retain the current 4 Area Committee arrangement, but it was recognised that there required to be a reduction in the number of meetings which were supported by Governance. They also considered the Area Committee Business Days, with there being a broad agreement that Business Day meetings could continue but that they would no longer be supported by Governance and it would be for Members in the 4 Administrative areas to organise these meetings – there would be no minute taken of the meeting, but it would give Members the opportunity to discuss local issues in a less formal environment. As a result of these discussions a protocol for Area Committee Business Days has been drafted, a copy of which is attached as Appendix 1 to this report.

4.4.2 Audit and Scrutiny arrangements

Consideration was given to the future arrangements in relation to the Audit and Scrutiny functions of the Council. There was discussion around whether the current arrangements in place should continue with a separate Audit Committee and a Committee dealing with Performance Review and Scrutiny. Feedback from Members on those Committees was that they should remain separate, but following discussion there was a general consensus that if a Traditional model was adopted then the 2 Committees should be reviewed. In both the Cabinet and Executive models, there would be a requirement for a robust system of Scrutiny which would necessitate a separate Audit Committee.

4.4.3 Regulatory Committee arrangements

The Members of the Group gave consideration to the current structure and there was general agreement that the Planning, Protective Services and Licensing Committee (PPSL) arrangements which are in place at the moment work extremely well. There was a consensus view that these arrangements should be replicated regardless of which type of structure is agreed.

4.4.4 Reports for Noting

One of the key drivers for making change to the Political Management Arrangements is to provide a more streamlined structure which in turn should provide a more effective basis for decision making. The Group highlighted their concern over the number of reports which are put forward to Committee for noting. It was recognised, however, that it can be important that information is shared through the formal Committee process, but that sometimes this doesn't require a decision to be made. To facilitate this, there was a consensus view that reports for noting should be tabled at meetings but that they could be taken at the end of an agenda, there would be no opportunity for discussion on these items and they would be noted in block. In order to assist with this a protocol has been drafted and this is attached as Appendix 2 to this report.

4.4.5 Consultations

The Group also gave consideration to the process for dealing with consultations, particularly those which are received by the Council which do not fall within a Committee cycle and are of a non-technical or policy nature. There was agreement that such consultations should be passed on to Members of the relevant Committee for comment and that a response would then be agreed by the Chair/Vice Chair and the relevant Executive Director. A protocol has been drafted which sets out how to deal with consultations of this type and this is attached as Appendix 3 to the report.

4.4.6 Harbour Board

The Harbour Board currently sits as Sub Committee of the Environment, Development and Infrastructure Committee and meets 4 times per year. The Group were in agreement that the frequency of Harbour Board meetings is reduced and it moves to meet on a bi-annual basis with meetings being held directly following the EDI Committee (If a Traditional Model is agreed) or on a bi-annual basis as a stand-alone Committee (if an Executive/Cabinet Model is agreed). It is also suggested that the Membership of the Board could be reduced, retaining representation from the 4 administrative areas (2 Members from each administrative area) and the Chair/Vice Chair appointed from these 8 Members.

4.4.7 Islands Task Force

The Islands Task Force is a Short Life Working Group which was set up by Council at the meeting held on 23 January 2014, with the aim of being the

vehicle for the Council developing its own islands initiative including a position statement for the islands which outlines the key areas for support, including any increased resources and powers from the Scottish Government and UK Government. At the conclusion of the current Council all Short Life Working Groups will cease to exist, and as such there will no longer be an Islands Task Force. It is noted that there is a national intention that there will be an Islands Bill put through Parliament and the new Council should ensure that it has a Group or Committee which would be able to assist in the implementation of such a Bill.

4.4.8 Scrutiny Handbook

The Scrutiny Handbook developed by the PRS Committee was also subject to discussion by the Group, in line with the initial Council decision to set up the review. It was recognised that whichever model is adopted by the new Council there will be a need to have regard to developing procedures for scrutiny. It would therefore be appropriate for further consideration of the Handbook to be put on hold until the new Political Management Arrangements are agreed. This would allow for the handbook to be looked at in detail as the scrutiny function will vary depending on the model adopted.

4.4.9 Localism

Members discussed Localism and received a report submitted by the Community Planning Manager. It was noted that guidance is still awaited from the Scottish Government and will be taken forward at an appropriate time. The issue of localism will be dealt with separately and does not have an impact on the decision relating to the review of Political Management Arrangements.

4.4.10 Area Community Planning

Members were in agreement that the current structure for the Area Community Planning Groups works well. It was recognised that due to a reduction in resource available to support these groups there would require to be a subsequent reduction in the number of meetings. It is proposed that the Area CPG meetings continue in their current format, with meetings 3 times per year.

4.4.11 Service Choices

The current round of Service Choices reductions were also a consideration in looking forward and in the building of any future Committee model. The Governance service has implemented a 38% reduction in budget which has reduced the number of staff available to provide support to meetings from 14.9 FTE to 9.3 FTE. Any model which is adopted would need to be resourced by this reduced number of staff.

4.4.12 Programme of Meetings 2017/2018

In line with the discussions at the previous meetings and taking into account all of the considerations outlined above, officers have prepared draft timetables for

meetings in 2017/2018 following on from the Local Government Elections (Appendices 4 and 5). Schedules have been produced which give an indication on meetings for both the Traditional Committee model, for the Cabinet model and for the Executive model. The Traditional Committee model has the same structure as is currently in place but in line with the discussions at the Group, the number of meetings of Council and Policy and Resources Committee have been reduced. It would be proposed that an update to the delegations for Service Committees would be undertaken to allow for more streamlined decision making which would make the move to fewer meetings of Policy and Resources Committee achievable. The Cabinet and Executive models incorporate meetings of the Council 4 times per year plus a budget meeting with meetings of the Cabinet or Executive and the Scrutiny Committee on a 6 weekly basis. The timetables which have been produced for consideration can be supported using the available resource within Governance.

5.0 CONCLUSION

5.1 This report provides Council with an overview of the work of the Short Life Working Group on Political Management Arrangements. It outlines the discussions which have taken place and the information which has been taken into consideration. The Working Group provides the information contained in this report to allow the new Council to make a reasoned decision in terms of the future Political Management Arrangements, and provides a draft schedule of meetings which could be implemented by officers as soon as it is agreed.

5.2 In summary, the Short Life Working Group have come to the following conclusions:-

- There are 3 models which could be adopted, but it will be for the new Council to consider which model is their preferred option
- Area Committees should be retained, but with a reduced frequency of meetings
- Business Day meetings at area level should be Member only meetings with no support from Governance and no minute taken
- Audit and Scrutiny functions should be reviewed dependent on which model is adopted
- The new Council in agreeing any scrutiny function should have regard to developing procedures for undertaking effective scrutiny
- The PPSL Committee should be retained regardless of the model adopted
- A protocol for dealing with Reports for Noting should be agreed to streamline meetings
- A process for dealing with consultations should be agreed which would enable responses to be given outwith the normal Committee cycle
- The Harbour Board should move to be a bi-annual meeting, but has to be included in any future structure
- The new Council should have regard to a mechanism for dealing with any proposed Islands Bill
- Area Community Planning is working well, and should continue but with a slightly reduced frequency of meetings
- Any model which is agreed will have to be deliverable using the reduced

- resources available within the Governance team
- The Localism agenda will be picked up at an appropriate time once guidance is received from the Scottish Government

6.0 IMPLICATIONS

6.1 Policy – none at this stage.

6.2 Financial – meeting schedules outlined in this report can be supported using existing financial resources.

6.3 Legal – none at this stage.

6.4 HR – none at present, but may have HR implications dependent on the agreement made by the new Council.

6.5 Equalities - none

6.6 Risk - none

6.7 Customer Service - none

Councillor Dick Walsh
Councillor Ellen Morton
Councillor Aileen Morton
Councillor Rory Colville
Councillor Elaine Robertson
Councillor Roddy McCuish

Councillor Robin Currie
Councillor Sandy Taylor
Councillor Richard Trail
Councillor Ann Horn
Councillor James Robb

Members of the Short Life Working Group on Political Management Arrangements

For further information contact: Councillor Dick Walsh

APPENDICES

Appendix 1 – Draft Protocol for Area Committee Business Day meetings

Appendix 2 – Draft Protocol for dealing with Reports for Noting

Appendix 3 – Draft Protocol for Consultations

Appendix 4 – Draft timetable of meetings (Traditional Model)

Appendix 5 – Draft timetable of meetings (Cabinet or Executive Model)

Protocol for Area Committee Business Days

1. At the start of each year the AC will agree a programme of business days and the Head of Governance and Law shall arrange accommodation for the scheduled meetings and notify the members of the arrangements.
2. The Area Chair shall convene the meetings which will be informal and no minutes shall be taken.
3. The meeting shall not be regarded as a formal meeting to which the Local Government Access to Information provisions would apply and all members should recognise and respect that circumstance.
4. Members attending the business days should recognise that the meetings are designed to encourage and support good relations between all members and this objective will only be achieved if the meetings operate in a spirit of mutual trust and respect .This may on occasion mean that meetings progress on Chatham House protocol and or having regard to the commercial confidentiality of matters that may be discussed.
5. No decision can be taken at such a meeting. Officers may attend meetings if it has been agreed in advance by the Area Chair and the Chief Executive.

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Reports for Noting

The Constitution shall contain a provision at Standing Order 8.1 as follows:

8.1.8 Other business which is included on the agenda ,including those items advised for noting only ,which in the case of the latter shall not be subject to debate or discussion nor shall it be competent to move any motion other than that the matter be referred to the next meeting of the committee as a substantive item

There will be an addition to SO 10 in the following terms

10.9 In respect of any item on a committee agenda marked as for noting only, then the only competent motion [other than to note] will be for the matter to be referred to the next meeting of the committee as a substantive item. If such a motion is put to the meeting there shall be no other procedure than a vote for or against the terms of the motion. If the motion is carried then it will stand referred if it is lost then the item is noted.

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Protocol for Consultations

There shall be delegated to each Executive Director the power to respond to consultations which are reasonably considered by that officer to be of a technical nature without reference to Committee .In the event that a Consultation is received with a return date prior to the next ordinary meeting of the relevant committee then the Executive Director shall, after consultation with the Chair and Vice Chair of the Committee, determine whether to consult all members of the relevant committee. Once that consultation has been undertaken the response shall be submitted by the officer who in the event of there being a range of views expressed by members, or otherwise at their discretion, may consult with the Chair.

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Schedule of Committee Meetings – Traditional Committee Structure

Appendix 4

	2017							2018							
Committee	May	Jun	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Council	Thurs 18 / 25	Thurs 29			Thurs 28		Thurs 30			Thurs 22		Thurs 26		Thurs 28	
P&R				Thurs 17		Thurs 19		Fri 8		Thurs 15			Thurs 17		
Comm. S		Thurs 15			Thurs 14			Thurs 14			Thurs 15			Thurs 14	
EDI		Thurs 8			Thurs 7			Thurs 7			Thurs 8			Thurs 7	
PPSL	Tues 30	Wed 21		Wed 23	Wed 20	Wed 18	Wed 22	Fri 15	Wed 24	Wed 21	Wed 21	Wed 18	Wed 16	Wed 20	
Audit		Tues 20			Tues 19			Fri 1			Tues 20			Tues 19	
PRS				Tues 15			Tues 21			Tues 20			Tues 15		
B&C Area		Tues 6			Tues 5			Tues 5			Tues 6			Tues 5	
B&C CPG	Tues 2					Tues 3				Tues 6			Tues 1		
MAKI Area		Wed 7			Wed 6			Wed 6			Wed 7			Wed 6	
MAKI CPG	Wed 3					Wed 4				Wed 7			Wed 2		
H&L Area		Tues 13			Tues 12			Tues 12			Tues 13			Tues 12	
H&L CPG	Tues 9					Tues 10				Tues 13			Tues 8		
OLI Area		Wed 14			Wed 13			Wed 13			Wed 14			Wed 13	
OLI CPG	Wed 10					Wed 11				Wed 14			Wed 9		

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Schedule of Committee Meetings – Cabinet / Executive Structure

	2017							2018							
Committee	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July
Council	Thurs 18 / 25	Thurs 29			Thurs 28		Thurs 30			Thurs 22		Thurs 26		Thurs 28	
Cabinet / Executive		Thurs 22		Thurs 17	Thurs 21		Thurs 23	Thurs 14		Thurs 15	Thurs 22		Thurs 17	Thurs 21	
PPSL	Tues 30	Wed 21		Wed 23	Wed 20	Wed 18	Wed 22	Fri 15	Wed 24	Wed 21	Wed 21	Wed 18	Wed 16	Wed 20	
Audit		Tues 20			Tues 19			Fri 1			Tues 20			Tues 19	
Scrutiny		Thurs 8			Thurs 7		Thurs 9	Thurs 7		Thurs 8	Thurs 8	Thurs 5	Thurs 3	Thurs 7	
B&C Area		Tues 6			Tues 5			Tues 5			Tues 6			Tues 5	
B&C CPG	Tues 2					Tues 3				Tues 6			Tues 1		
MAKI Area		Wed 7			Wed 6			Wed 6			Wed 7			Wed 6	
MAKI CPG	Wed 3					Wed 4				Wed 7			Wed 2		
H&L Area		Tues 13			Tues 12			Tues 12			Tues 13			Tues 12	
H&L CPG	Tues 9					Tues 10				Tues 13			Tues 8		
OLI Area		Wed 14			Wed 13			Wed 13			Wed 14			Wed 13	
OLI CPG	Wed 10					Wed 11				Wed 14			Wed 9		

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MINUTES of MEETING of SHORT LIFE WORKING GROUP ON POLITICAL MANAGEMENT ARRANGEMENTS held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD on TUESDAY, 17 JANUARY 2017

Present:

Councillor Dick Walsh (Chair)

Councillor Rory Colville	Councillor Ellen Morton
Councillor Robin Currie	Councillor Elaine Robertson
Councillor Anne Horn	Councillor Len Scoullar
Councillor Roderick McCuish	Councillor Richard Trail

Attending:

Cleland Sneddon, Chief Executive
 Douglas Hendry, Executive Director of Customer Services
 Charles Reppke, Head of Governance and Law
 Patricia O'Neill, Central Governance Manager
 Shona Barton, Area Committee Manager
 Graeme Forrester, Area Committee Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated by Councillors Aileen Morton and Sandy Taylor.

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

3. MINUTES

The Minutes of the Meeting of the Short Life Working Group on Political Management Arrangements held on 12 December 2016 were approved as a correct record.

4. POLITICAL MANAGEMENT ARRANGEMENTS

The Short Life Working Group gave consideration to a report which provided them with information they had requested at the previous meeting held on 12 December 2016.

Further information was provided on the Area Model; Programme/frequency of meetings for Cabinet and Traditional Models; Protocol to allow flexibility to respond to consultations; the Harbour Board; Protocol for dealing with reports for noting and a Protocol for Area Committee Business Days meetings and localism.

Decision

The Short Life Working Group requested that officers draft a final report with options around the three discussed models and also to make reference to the frequency of meetings that officers look at ensuring that for the area models, in particular area committee meetings that the school holidays for Easter and October are avoided and also to make reference to the Islands Task Force and Rural Affairs with a series of recommendations for the Council.

(Ref: Report by Executive Director of Customer Services dated 9 January 2017, submitted)

MINUTES of MEETING of SHORT LIFE WORKING GROUP ON POLITICAL MANAGEMENT ARRANGEMENTS held in the COUNCIL CHAMBERS, KILMORY, LOCHGILPHEAD on THURSDAY, 16 MARCH 2017

Present: Councillor Dick Walsh (Chair)

Councillor Rory Colville	Councillor Elaine Robertson
Councillor Robin Currie	Councillor Len Scoullar
Councillor Roderick McCuish	Councillor Sandy Taylor
Councillor Ellen Morton	

Attending: Cleland Sneddon, Chief Executive
 Douglas Hendry, Executive Director – Customer Services
 Charles Reppke, Head of Governance and Law
 Patricia O’Neill, Central Governance Manager
 Shirley MacLeod, Area Governance Manager
 Graeme Forrester, Area Committee Manager
 Shona Barton, Area Committee Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Anne Horn, Aileen Morton, James Robb and Richard Trail.

2. DECLARATIONS OF INTEREST (IF ANY)

There were no declarations of interest intimated.

3. MINUTES

The Minutes of the Short Life Working Group – Political Management Arrangements held on 17 January 2017 were approved as a correct record.

*** 4. POLITICAL MANAGEMENT ARRANGEMENTS: RECOMMENDATIONS FROM SLWG AND REPORT FOR COUNCIL**

The Short Life Working Group gave consideration to a draft report and associated appendices intended for submission to the Council in April 2017 which contained recommendations made by the Group.

Decision

The Short Life Working Group approved the draft report and associated appendices for submission to the Council on 20 April 2017; subject to the following amendments –

1. Change the recommendation at paragraph 3.1 to read – “Council agrees to refer the report of the Short Life Working Group to the first meeting of the new Council for consideration.”.
2. Paragraph 4.4.2 – change the word “retained” to “reviewed” in the third last line of the paragraph.

3. Paragraph 5.2, bullet point 4 – remove the words “remain separate” and replace with the words “be reviewed”.
4. Add in Councillor Len Scoullar’s name at the end of the report.
5. Appendix 1, paragraph 5 – amend to read “No decision can be taken at such a meeting and officers may attend a meeting if it has been agreed in advance by the Area Chair and the Chief Executive. It is anticipated that such an agreement would only be in exceptional circumstances.”.

(Reference: Report by Executive Director – Customer Services dated 2 March 2017, submitted; draft report by Short Life Working Group on Political Management Arrangements and associated appendices, submitted)

ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

20 APRIL 2017

UPDATE TO POLITICAL COMPOSITION OF THE COUNCIL

1.0 INTRODUCTION

1.1 The purpose of this report is to update Council on the political composition of the Council following written notification that Councillor James Robb is no longer a member of the Argyll and Bute Council SNP Group.

1.2 It is recommended that the Council note the terms of the report.

2.0 RECOMMENDATIONS

2.1 The Council is invited to note the terms of the report.

3.0 DETAIL

3.1 At the date of this report the political composition of the Council is as follows:-

Argyll and Bute Council Political Composition
ARGYLL FIRST (2) Douglas Philand (Ind) (Leader of Argyll First) Donald Kelly (Con)
THE ARGYLL, LOMOND AND THE ISLANDS GROUP (11) Rory Colville (LD) Maurice Corry (Con) Robin Currie (LD) Mary Jean Devon Kieron Green (Ind) David Kinniburgh (Con) Roddy McCuish Aileen Morton (LD) Ellen Morton (LD) (Leader of the Argyll, Lomond and the Islands Group)(Depute Leader of the Council) Gary Mulvaney (Con) Elaine Robertson (Ind)
ALLIANCE OF INDEPENDENT COUNCILLORS (7) Alistair MacDougall (Ind) Robert G MacIntyre (Ind) Donnie MacMillan (Ind)

<p>Alex McNaughton (Ind) Jimmy McQueen (Ind) Len Scoullar (Ind) (Provost) Dick Walsh (Leader of Alliance of Independent Councillors)(Leader of the Council)</p>
<p>SCOTTISH NATIONAL PARTY GROUP (8)</p> <p>John Armour William Gordon Blair Anne Horn Robert E Macintyre Julie McKenzie Isobel Strong Sandy Taylor (Leader of SNP Group) Richard Trail</p>
<p>REFORM GROUP (3)</p> <p>Michael Breslin (Leader of the Reform Group) Vivien Dance (Depute Leader of the Reform Group) Bruce Marshall (Secretary of the Reform Group)</p>
<p>George Freeman (Ind) Iain Stewart MacLean (Ind) John McAlpine (Ind) Neil McIntyre (LAB) James Robb</p>
<p>Note: Ind = Independent SNP = Scottish National Party NPA = Not Politically Affiliated LD = Liberal Democrat Con = Conservative LAB = Labour</p>

4.0 CONCLUSION

4.1 Following written notification that Councillor James Robb is no longer a member of the Argyll and Bute Council SNP Group Council is invited to note the terms of this report and the updated composition of the Council.

5.0 IMPLICATIONS

6.1 Policy - None

6.2 Financial - None

6.3 Legal - None

6.4 HR - None

6.5 Equalities - None

6.6 Risk - None

6.7 Customer Service - None

Douglas Hendry - Executive Director of Customer Services

27 March 2017

For further information contact:

Charles Reppke, Head of Governance and Law

Tel: 01546 604192

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ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

20 APRIL 2017

NPDO SCHOOLS AFFORDABILITY REPORT

1. EXECUTIVE SUMMARY

1.1 This report summarises progress in relation to the Council's NPDO project to end of March 2017 and, in particular, provides an update on the current financial position of the Project.

1.2 RECOMMENDATIONS

1.3 The Council is asked to note the contents of this report.

ARGYLL AND BUTE COUNCIL**COUNCIL****CUSTOMER SERVICES****20 APRIL 2017**

NPDO SCHOOLS AFFORDABILITY REPORT

2. INTRODUCTION

- 2.1 This report summarises progress in relation to the Council's NPDO project to end of March 2017 and, in particular, provides an update on the current financial position of the Project.

3. RECOMMENDATION

- 3.1 The Council is asked to note the contents of this report.

4. DETAIL

- 3.1 All five School sites within the NPDO Project, at Lochgilphead, Oban, Dunoon, Rothesay and Helensburgh, are operational.
- 3.2 The Special Projects Team (SPT) operates a monitoring framework and continues to utilise the system of liaison meetings and inspections along with assistance from Facility Services to assist in identifying issues in relation to service provision and building fabric within the facilities. Within that the SPT continues to attend the regular Board meetings of ABC Schools Ltd and meets regularly with the Schools and representatives from the Council's partners, ABC Schools Ltd and MITIE PFI, to monitor progress.

5 BUDGET POSITION

- 5.1 At the Executive meeting in August 2008, the SPT was requested to provide, the Council with an annual report on the ongoing financial status of the NPDO project based on the assumptions prevalent at the time of reporting.
- 5.2 In April 2013 it was reported that, based on assumptions prevalent at the time, the project was affordable in each contract year.
- 5.3 As part of the 2012/13 budget setting process the Council agreed to remove the NPDO smoothing fund and apply the sums earmarked therein for other purposes. The Council also agreed to fully fund the NPDO budget on an ongoing basis. It is anticipated that, based on current assumptions, the NPDO will be able to operate within the budget allocation set by the Council and will be sustainable going forward. The budgetary

position of the NPDO will continue to be reviewed and reported as part of the Council's budget monitoring process.

Future Pressures

- 5.4 Notwithstanding the above, there continue to be potential cost pressures on the NPDO which will continue for the life of the project and affect its long term budgetary position. These will include fluctuations in the general Retail Price Index (RPI), utility tariff rates and Non Domestic Rates (NDR) where the Council takes the risk on changes to these. The current forecast assumes that these factors will increase in line with overall Council estimates but the actual annual impact of these pressures will be considered, with Strategic Finance, as part of the annual budget setting process.

6 EFFICIENCIES IDENTIFIED

- 6.1 The SPT are continuing to monitor ongoing availability and performance deductions. Since April 2016, ABC Schools have required to make payment to the Council of approximately £52k by way of deductions. The SPT are currently withholding a further sum of £230k by way of disputed deductions accrued and are in discussion with ABC Schools to resolve that matter. In relation to this sum, the SPT continue to dispute unitary charge invoices, as appropriate, following the contractual provisions, to enable discussions to settle the deductions considered due to the Authority. The SPT have also been able to release the sum of £16k accrued in respect of unbilled utilities for periods prior to the end of 2012. These sums now fall outwith the 5 year negative prescription period and are no longer lawfully recoverable.
- 6.2 The SPT have applied the provisions contained in the NPDO contract which enable the Council to share in the savings made by ABC Schools in the procurement of insurance for the project facilities. The saving achieved by the SPT and paid by ABC Schools during 2016/17 totalled £205k. The SPT will continue to liaise with ABC Schools to identify future efficiencies in this area where it is likely they can become available. The SPT will continue to seek and apply efficiencies from within the NPDO contract to ensure the correct level of service delivery and to manage any adverse budgetary impact on the NPDO budget. The SPT will continue to identify any efficiencies, in the first place, for the short and longer term mitigation of any cost or budget pressures.

7 REFINANCING

- 7.1 The NPDO contract includes provisions whereby the costs of financing the project can be 're-financed' so that ABC Schools can obtain more favourable bank terms and interest rates than those achieved when the contract was signed. Where such a refinancing occurs, the Council is entitled to 50% of any gain generated, with the outgoing lender receiving the remainder.

- 7.2 As reported to Members on 25th June 2015 the junior lender in the project proposed a sum payable to the Council of £1.75M in full and final settlement of the matter of refinancing the junior debt only. The sum of £1.65M was received in 2015/16 with the final balance of £100k being received in June 2016.

8 CHARITABLE SURPLUS

- 8.1 The financial model for the project does not envisage surpluses being available until very late in the life of the project. To date no charitable surpluses have become available. The Council is continuing to monitor the position with ABC Schools and will report should this profile change.

9 CONCLUSION

- 9.1 The project that was signed in July 2006 was affordable and achieved Value for Money. Changes to the general economic environment since that date, particularly in regard to utilities, higher than modelled RPI and higher than anticipated NDR have previously had an adverse effect on the affordability position. Efficiencies identified by the SPT through the NPDO contract to date have improved the affordability position. It is anticipated that, in the medium term and based on current assumptions, the NPDO will be able to operate within the scope of the budget agreed.
- 9.2 The Special Projects Team will continue to monitor the contractual performance of ABC Schools Ltd and MITIE PFI to identify efficiencies where appropriate, ensure that Schools receive a value for money service and work with all partners and stakeholders to address any budgetary and contract issues as they arise.

10 IMPLICATIONS

- 10.1 Policy: None at present.
- 10.2 Financial: It is anticipated that based on current assumptions, the NPDO will be able to operate within the scope of the budget agreed.
- 10.3 Legal: The possibility of future disputes will continue to be closely monitored.
- 10.4 HR: None at present.
- 10.5 Equalities: None at present.

10.6 Risk: Legal, financial and budgetary risks will continue to be closely monitored by the SPT.

10.7 Customer Service: None at present.

Douglas Hendry

Executive Director - Customer Services

Argyll and Bute Council

For further information please contact:

David Logan - Special Projects & Quality Improvement Manager - 01546 604322

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ARGYLL AND BUTE COUNCIL

Council

Customer Services

20 April 2017

**Policing 2026: Our 10 year strategy for policing in Scotland
Draft Consultation Response**

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to present the draft response to the Police Scotland consultation on Policing 2026: Our 10 year strategy for policing in Scotland to Council for approval.
- 1.2 The deadline for consultation responses to be submitted is 8 May 2017, so this falls outside the meeting cycle for the PRS Committee, which deals with the majority of business relating to Police for the Council.
- 1.3 There are no financial implications from this report.

ARGYLL AND BUTE COUNCIL

Council

Customer Services

20 April 2017

**Policing 2026: Our 10 year strategy for policing in Scotland
Draft Consultation Response**

2.0 INTRODUCTION

2.1 Police Scotland has issued a consultation titled *Policing 2026: Our 10 year strategy for policing in Scotland*. The deadline for responses to this consultation is 8 May 2017. This deadline is outside the meeting cycle for the PRS Committee, which is where the majority of Council business relating to the police is considered. On that basis, this report presents a summary of the strategy and draft response to the consultation to Council for approval.

3.0 RECOMMENDATIONS

3.1 It is recommended that Council agree the attached response to the policing 2026 consultation for submission.

4.0 DETAIL

4.1 Policing 2026 is a strategy document that sets out the direction for policing in Scotland over the next 10 years. A summary of the key points is included at Appendix 1 and the full document is included at Appendix 2.

4.2 The strategy document sets out an approach to policing that continues the journey of police reform, following the creation of a single police force in 2012. It recognises the changing nature of communities, the need for prevention and future skills, tools and capacity.

4.3 The strategy seeks to focus on improving impact through partnership working, driving improvement, making best use of resources, provide leadership, review performance and retain values of fairness, integrity and respect.

4.4 The strategy will develop the police service's approach in the areas of:

- Protection
- Prevention
- Communities
- Innovation

- 4.5 The document recognises that change is ongoing and that Police Scotland must plan for change, recognising that the key priority of protecting the public will not change.
- 4.6 In Argyll and Bute, Police Scotland is an integral partner in the Community Planning Partnership, has a strong presence in our communities and works closely with the Council in important areas such as CONTEST and Civil Contingencies. The Council's PRS Committee has close engagement with Police Scotland as part of its scrutiny role. This provides an opportunity for elected members to have an overview of police performance in the area, contribute to developing priorities and understand the nature of the work that the police are involved in across Argyll and Bute.
- 4.7 Localism and community policing is important in our area. Whilst we continue to have very low levels of crime in comparison with the rest of Scotland, it remains important to our communities to have a visible police presence in the area. In reporting to the PRS Committee, the Area Commander has presented a very clear approach to maximizing the presence of officers in our communities, within the context of a reducing budget.
- 4.8 The areas that Police Scotland are most active in across Argyll and Bute are in Road Traffic Collisions and in welfare related areas, where vulnerable people are unable to identify alternative support. Working across the Community Planning Partnership continues to be an important area for us to work with Police Scotland to address both of these areas.

4.9 The attached draft response is presented for Council approval at Appendix 3. It highlights the main issues for Argyll and Bute Council in this long term strategy consultation.

5.0 CONCLUSION

5.1 Policing 2026 sets out a long term vision for policing in Scotland. The draft response to the consultation highlights issues for Argyll and Bute council in this document.

6.0 IMPLICATIONS

6.1 Policy	None from this report
6.2 Financial	None
6.3 Legal	None
6.4 HR	None
6.5 Equalities	None for the Council
6.6 Risk	Responding to the consultation mitigates the risk that Policing issues
6.7 Customer Service	None

Executive Director of Customer Services, Douglas Hendry

For further information contact: Jane Fowler, Head of Improvement and HR,
01546 604466

Policy Lead – Dick Walsh

For further information contact: Jane Fowler, Head of Improvement and HR

Appendices

Appendix 1 – Summary of Policing 2026

Appendix 2 – Full document – Policing 2026

Appendix 3 – draft consultation response to Policing 2026

Appendix 1

Policing 2026: Our 10 year strategy for policing in Scotland

Why Change?

KEY POINTS

- The journey of police reform has started; much has been achieved but much still needs to be done to achieve long-term sustainability and our vision of “sustained excellence in service and protection”.
- Scotland’s communities are growing and continuing to diversify. Policing must adapt to remain relevant and legitimate.
- The needs of people in society are changing. The scale and shape of demand is changing. Demands on policing are growing and increasingly focused towards addressing vulnerability and the consequences of inequalities.
- In order to meet the evolving needs of all of Scotland’s communities we must create the capacity to focus on prevention and prioritise protection based on threat, risk and harm in the public, private and virtual space.
- We need to focus on ensuring that we have the skills, tools and capacity to address future needs rather than focusing on the size or structure of our organisation.
- Failure to invest in our people and infrastructure will compromise our ability to deliver the policing service that Scotland needs.

What will Change?

Policing is a vital public service which plays a critical role in building the resilience and wellbeing of our communities. The public expect the police to keep them safe and often turn to the service in times of crisis and need. Our objective therefore is to deliver a universal, accessible and evidence-based service enabling us to make key decisions to ensure that we focus our efforts on where the need is greatest.

This next phase of reform will require innovation at all levels throughout the service and a commitment to deliver service transformation over the coming decade. A long-term strategic

approach will ensure that Scottish policing is sustainable and fit for the future, whilst playing its part in building a safer and stronger Scotland.

Our strategy is based on five key areas of focus: Protection, Prevention, Communities, Knowledge and Innovation. We will shape our services around the needs of the citizen.

Throughout this change our values will remain constant.

Key Points:

- Our focus will be on improving the impact of our policing services by working more effectively with partners and the public to deliver better outcomes for individuals and communities.
- We will continue to drive improvements around protection based on a clear assessment of threat, risk and harm.
- We will make productive use of all resources to create capacity to focus on prevention, addressing enduring problems facing communities.
- We will demonstrate leadership in public service improvement and innovation by using the knowledge and insight our people have gained to influence and inform. We will work collectively and in collaboration with partner organisations and communities to improve and develop new services.
- We will constantly examine our performance and innovate to remain Knowledge sustainable and effective.
- Despite a changing world, our values of fairness, integrity and respect will remain constant, as will our commitment to a rights based approach to policing, which will be based on maintaining public consent.

We will continue to deliver policing based on fairness, integrity and respect, enshrining these values in our decision making and behaviors.

Alongside these values, we recognise the police service is unique in the public service landscape, having coercive powers and the ability to remove people's liberty. Our direction will emphasise our commitment to rights-based approaches, anchoring our duties in the Police and Fire Reform (Scotland) Act 2012. This strategy is based on our core commitment to maintaining public trust and consent - this is key to our continued effectiveness, relevance and legitimacy.

We will develop our approaches in the following areas:

1. Protection - Based on threat, risk and harm

We will continue to drive improvement across our approaches to detecting crime, protecting vulnerable people, responding to incidents, maintaining order and ensuring national security.

A central part of the role of the police is to investigate crime, and report to the Crown Office and Procurator Fiscal Service (COPFS). Policing operates as part of the wider public sector and as part of the Scottish justice system, working with partners such as COPFS to keep Scotland safe from crime and provide victims and witnesses with the support and service they deserve.

Our strategy will ensure that we continue to deliver these services effectively and efficiently while adapting to meet new threats and demands.

2. Prevention - Tackling crime, in equality and enduring problems facing communities

We will further develop prevention driven approaches with our partners to address enduring problems facing communities. We will maintain a key role in supporting vulnerable individuals and communities. Working with partners, we will intervene with them at an early stage to address high impact issues such as domestic abuse, substance misuse, sexual offending and mental health.

3. Communities - Focus on localism, diversity and the virtual world

We will support an increasingly diverse set of communities, whether defined by place, identity or virtual connection, to increase their resilience. Our society will be stronger through a collective responsibility for safety, security and wellbeing. Our commitment to communities will also include listening more and responding to their diverse needs as well as working positively with other services to support communities. We will continue to strengthen our approaches to community engagement and participation, ensuring that local services are effectively planned in partnership with communities.

4. Knowledge - Informing the development of better services

We believe we have a duty to share knowledge. We will build on our frontline experience and use our information and insight to influence, inform and work with partners, government and the public to collectively develop and improve the services to meet public needs more effectively and efficiently.

5. Innovation - Dynamic, adaptable and sustainable

We will constantly examine the nature and effectiveness of our services. We will establish an innovation capability to learn from best practice and design new services in partnership whilst constantly preparing for emerging issues in the future.

How will We Achieve this?

This ten year strategy sets out the Strategic Objectives we will focus on to deliver service improvement, continued relevance to communities and individuals, maintained public consent, enhanced legitimacy and financial sustainability. We believe that by focusing action across six Strategic Objectives, we can best fulfil the Strategic Police Priorities and successfully transform Scottish policing services for the better. We will base our approach to assessing performance and managing risk around the strategy on the achievement of these Strategic Objectives.

Key points:

- We will transform the way that people can contact us and how we resolve their enquiries. This contact and resolution model will enable us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism.
- We will modernise our operating model to ensure we achieve maximum impact with our available resources. We will enhance our culture to empower and support effective decision making at a local and national level.
- We will strengthen partnership working, identifying areas of shared improvement and opportunities to provide value for money services.
- We will continue to recognise and invest in the development and wellbeing of our workforce.
- We will strengthen the diversity of our whole workforce and change the mix of skills and experience to address evolving needs.
- We will introduce technology to enable workforce efficiency and operational effectiveness, using analytics, better quality data and wider sources to improve decision making.

- We will scale and change our cyber capability to respond to emerging cyber related crimes and we will continue to invest in Scotland's forensic science capabilities.
- We will transform our corporate services, improving processes and systems.

Why Must We Continue to Change?

To make informed decisions about the future of policing, we need to understand how Scotland will have evolved by 2026.

Although we cannot predict the next ten years with certainty, there are elements that are more likely to happen than others.

No matter what changes lie ahead, the public will always expect us to protect them from harm, and our services must be adaptable to society's complex and diverse needs.

"Scottish policing has undergone major change. Despite the challenges, our communities have seen consistent and excellent local operational and specialist policing. While we have been changing as an organisation, so too has society around us. These factors require us to adjust the way policing operates and how we prioritise our resources over the next ten years towards 2026" CHIEF CONSTABLE PHIL GORMLEY QPM.

We want people, communities and our workforce to have their voices heard in shaping policing over the coming decade and we will engage and listen as this strategy develops over the years ahead.

Communities should influence decisions that affect them and they need to trust the decisions that will be taken about the future direction of policing.

We are committed to engaging, listening, learning and adapting. As a responsive national service locally delivered, we will ensure that our resources and efforts are focused on the needs and aspirations of people and places and the improvement of their safety and wellbeing. We also want to empower our workforce to take the right action when they need to – we are committed to building a culture of effective decision making at the level closest to those affected, trusting and supporting our people to do the right thing.

We are entering the next phase of reform. As the pace and complexity of change continues to increase around us, our focus must now be on working with others, including communities themselves, to improve outcomes for people.

We need to organise policing services around the changing needs of the citizen and emerging areas of threat, harm and risk, while fulfilling the full purpose and vocation of policing over the long term.

New threats and demands mean that we must create a more diverse, multi-skilled and experienced workforce that can operate effectively across the public, private and virtual space.

Our focus for the future will be to ensure that we deploy this different mix of people and capabilities dynamically and flexibly. We must be judged by what we do to improve outcomes and the impact we have, not the size or structure of our organisation.



2026

SERVING A CHANGING SCOTLAND



OUR 10 YEAR STRATEGY FOR POLICING IN SCOTLAND

FOR CONSULTATION

Policing 2026: Our 10 year strategy for policing in Scotland



Policing principles

- the main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland
- the Police Service, working in collaboration with others where appropriate, should seek to achieve that main purpose by policing in a way which—
 - (i) is accessible to, and engaged with, local communities, and
 - (ii) promotes measures to prevent crime, harm and disorder.



2026

SERVING A CHANGING SCOTLAND

Foreword

1.0

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- 1.2 **Our Approach**
- 1.3 **Why Change?**
- 1.4 **What will Change?**
- 1.5 **How will We Achieve this?**
- 1.6 **Our Strategy on a Page**

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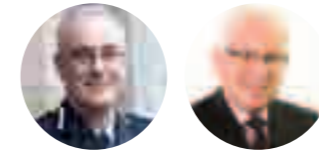
Our Long Term Strategy

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Policing in Scotland has a long and successful record of adapting to the changing demands and needs of the people and communities it serves. We are now setting out our proposed 10 year strategy for consultation. It has been developed jointly and collaboratively by the Scottish Police Authority (SPA) and Police Scotland and seeks to ensure that Scottish policing remains fit for the future.

While policing's organisational structures have undergone huge change over recent years, the need for our service to adapt and transform has become more immediate as the pace of change across wider society accelerates. We are setting a long term strategic direction that ensures continued service improvement, relevance, maintained public consent, enhanced legitimacy and financial sustainability.

The overall sustainability of policing in Scotland relies on a positive organisational culture that values and recognises our people and their contributions. In developing this strategy we have engaged our people – their input and wellbeing are critical to our continued success. We have also addressed the need to operate within our available funding. This strategy will empower our people to work with others, innovate and solve problems, and continue to protect the public from harm.

The demands and needs of Scottish society have changed and will continue to evolve in the future. We must build a policing service that meets the ambition of police reform, improving safety and wellbeing across the communities of Scotland. We must configure our people and services to address emerging demands, threats and risks in an increasingly global and virtual world.

The next decade of the reform journey will see us address the changing and ongoing demands on policing and the impact on our capabilities and shape. We will deliver a service with the necessary skills to address the growing and different demands of 21st century Scotland. This means developing a diverse workforce with the right balance of experience, skills, professionalism and capabilities.

By putting the needs of our citizens at the heart of shaping our services and through working collaboratively, we will improve outcomes for people, communities and places, playing our part in the wider process of public sector reform which began for policing nearly four years ago.

This strategy will be implemented through an organisation wide transformation portfolio that will deliver significant change and improvement over the coming years. We will become an evermore effective and sustainable organisation.

We want to engage and listen to views on our strategy as part of an ongoing conversation between policing, its workforce, its partners and the public. Our aim in setting a clear and long term strategic direction is to strengthen our operational and financial sustainability as well as increasing our relevance and legitimacy. Through this we will achieve our vision of sustained excellence in service and protection as we work, every day, to serve a changing Scotland.



PHIL GORMLEY QPM, CHIEF CONSTABLE **ANDREW FLANAGAN, SPA CHAIR**

1

Executive Summary

1.1

Our Journey so Far

Policing in Scotland was formally established more than 200 years ago and is therefore one of the oldest public services in the world.

Over the last decade society has changed and so has policing. While policing's focus for many years was keeping people safe in the public space, the last decade saw significant reductions in predominantly public space recorded crime, particularly violent crime and crimes associated with antisocial behaviour. Although violence on the streets was reducing, levels of reporting of incidents within homes and private domains rose.

The way people were living their lives changed further over the last ten years, with a rise in the use of the Internet and more widespread use of technology leading to new ways of offending with more online crime. Policing has had to adapt to this ever changing landscape and operate effectively in both the public and private space with an increased focus most recently on safety online.

Scottish policing began a significant phase of change as the public sector faced significant budget pressures early in this decade alongside demands for greater effectiveness, adaptability and innovation. When the Commission on the Future Delivery of Public Services published its findings in 2011 (The Christie Commission) it concluded that public services needed to work closely with individuals and communities to understand their needs, maximise talents and resources, support self-reliance and build resilience. It also placed a premium on prioritising preventative measures to reduce demand and reduce inequalities.

In 2011, it was determined that the best way to ensure the sustainability and effectiveness of Scottish policing, in the context of reducing budgets and changing threats, was to move towards a single service model. The aims of this reform were influenced by the Commission's findings with the Police and Fire Reform (Scotland) Act 2012 providing that:

The main purpose of policing is to improve the safety and well-being of persons, localities and communities in Scotland. The Police Service should work in collaboration with others where appropriate and should seek to achieve that main purpose by policing in a way which is accessible to, and engaged with, local communities; and, promotes measures to prevent crime, harm and disorder.

2013 saw the creation of the single service with the introduction of Police Scotland. This has been described by Audit Scotland as one of the largest and most complex reforms of the Scottish Public Sector since devolution, and the most significant change in policing since 1967.

The early successes of Police Scotland have seen the breaking down of historic boundaries that existed between legacy forces and the delivery of equal access to specialist policing services across the country.

However, the journey to date has not been straightforward and Police Scotland has not always met everyone's expectations. There are areas where improvement is undoubtedly required and the benefits envisaged through reform are yet to be fully realised.

IN EARLY 2016, Police Scotland committed to strategically focus across four key pillars of activity which reaffirmed the commitment to protecting the public, recognising the needs of diverse communities, achieving the right organisational culture and delivering a sustainable operating model.



The Strategic Police Priorities

In October 2016 the Scottish Government published the priorities for Scottish policing. These represent Scotland's high level ambitions for what it expects its police service to be. They are a central part of the policing mission.

The Priorities have set out the ambition of a service which carries the shared values of all of the public sector; a service which works at an international level to combat the threats and risks of modern times; brings national consistency, coordination and specialist resource; and most importantly, a service that holds local policing at its heart.

The achievement of these priorities rests with the SPA and Police Scotland working together to ensure the optimum use of resources to deliver excellent and continuously improving policing in line with these strategic aims. The current priorities are focused on seven themes: **localism, inclusion, prevention, response, collaborative working, accountability and adaptability.**

The priorities and our response to them can be found on page 57 of this document.

This ten year strategy is the foundation of our approach to fulfilling the Strategic Priorities in line with our statutory mission.

1.2

Our Approach

This strategy will clearly set out why we need to change, what we are trying to achieve and how we will do it.



In developing this strategy, we have considered the following:

- **Our purpose**, to improve the safety and wellbeing of people, places and communities in Scotland and **our vision**, which is sustained excellence in service and protection.
- **The current demands** on policing in terms of crimes, incidents and internal demand created as a result of our processes and structures.
- **How Scotland will continue to evolve to 2026** and what the implications are for policing. The key conclusion is that demand for our services will grow and we will need to be more agile and flexible to respond to threat, risk and harm in public, private and virtual spaces.
- **Our commitment to maintaining legitimacy and remaining relevant to changing needs.** We endeavour to meet communities' needs and expectations. This is a key focus moving forward and we understand that these can only be met by effective integration into community and partner networks.
- **Our whole workforce.** We are a people driven organisation, and have taken into account our workforce's views and futures through clear communication, engagement and workforce surveys. Our personnel are motivated by a strong desire to serve their communities and as an organisation we need to make sure that we look afresh at how we can motivate, enable, develop, empower and reward our people.



1.3

Why Change?

Policing in Scotland is complex. Its purpose is not limited to responding to crimes. It is also about working with people and communities to prevent crime, reduce harm and improve safety and wellbeing.

To do this effectively, we must understand and respond to the accelerating pace of change in society. As Scotland changes, in order to remain relevant, legitimate and effective, policing must do the same.

KEY POINTS

- The journey of police reform has started; much has been achieved but much still needs to be done to achieve long-term sustainability and our vision of **"sustained excellence in service and protection"**.
- Scotland's communities are growing and continuing to diversify. Policing must adapt to remain **relevant and legitimate**.
- The **needs** of people in society are changing. The scale and shape of **demand** is changing. Demands on policing are growing and increasingly focused towards addressing vulnerability and the consequences of inequalities.
- In order to meet the evolving needs of all of Scotland's communities we must create the capacity to focus on prevention and prioritise protection based on threat, risk and harm in the **public, private and virtual space**.
- We need to focus on ensuring that we have the skills, tools and capacity to address future needs rather than focusing on the size or structure of our organisation.
- Failure to invest in our people and infrastructure will **compromise our ability to deliver** the policing service that Scotland needs.

1.4

What will Change?

Policing is a vital public service which plays a critical role in building the resilience and wellbeing of our communities. The public expect the police to keep them safe and often turn to the service in times of crisis and need. Our objective therefore is to deliver a universal, accessible and evidence-based service enabling us to make key decisions to ensure that we focus our efforts on where the need is greatest.

This next phase of reform will require innovation at all levels throughout the service and a commitment to deliver service transformation over the coming decade. A long-term strategic approach will ensure that Scottish policing is sustainable and fit for the future, whilst playing its part in building a safer and stronger Scotland.

Our strategy is based on five key areas of focus: **Protection, Prevention, Communities, Knowledge and Innovation**. We will shape our services around the needs of the citizen.

KEY POINTS

- Our focus will be on **improving the impact** of our policing services by working more effectively with partners and the public to deliver **better outcomes for individuals and communities**.
- We will continue to drive improvements around protection based on a clear assessment of **threat, risk and harm**.
- We will make productive use of all resources to create capacity to focus on **prevention, addressing enduring problems facing communities**.
- We will demonstrate **leadership** in public service improvement and innovation by using the **knowledge and insight** our people have gained to influence and inform. We will work collectively and in collaboration with partner organisations and communities to **improve and develop new services**.
- We will constantly examine our performance and **innovate** to remain sustainable and effective.
- Despite a changing world, our values of **fairness, integrity and respect** will remain constant, as will our commitment to a **rights based approach** to policing, which will be based on maintaining public consent.

Throughout this change our values will remain constant.

We will continue to deliver policing based on **fairness, integrity and respect**, enshrining these values in our decision making and behaviours.

Alongside these values, we recognise the police service is unique in the public service landscape, having coercive powers and the ability to remove peoples liberty. Our direction will emphasise our commitment to rights-based approaches, anchoring our duties in the Police and Fire Reform (Scotland) Act 2012. This strategy is based on our core commitment to maintaining public trust and consent - this is key to our continued effectiveness, relevance and legitimacy.

We will develop our approaches in the following areas:

1

Protection

Based on threat, risk and harm

We will continue to drive improvement across our approaches to detecting crime, protecting vulnerable people, responding to incidents, maintaining order and ensuring national security.

A central part of the role of the police is to investigate crime, and report to the Crown Office and Procurator Fiscal Service (COPFS). Policing operates as part of the wider public sector and as part of the Scottish justice system, working with partners such as COPFS to keep Scotland safe from crime and provide victims and witnesses with the support and service they deserve.

Our strategy will ensure that we continue to deliver these services effectively and efficiently while adapting to meet new threats and demands.

2

Prevention

Tackling crime, inequality and enduring problems facing communities

We will further develop prevention driven approaches with our partners to address enduring problems facing communities. We will maintain a key role in supporting vulnerable individuals and communities. Working with partners, we will intervene with them at an early stage to address high impact issues such as domestic abuse, substance misuse, sexual offending and mental health.

3

Communities

Focus on localism, diversity and the virtual world

We will support an increasingly diverse set of communities, whether defined by place, identity or virtual connection, to increase their resilience. Our society will be stronger through a collective responsibility for safety, security and wellbeing. Our commitment to communities will also include listening more and responding to their diverse needs as well as working positively with other services to support communities. We will continue to strengthen our approaches to community engagement and participation, ensuring that local services are effectively planned in partnership with communities.

4

Knowledge

Informing the development of better services

We believe we have a duty to share knowledge. We will build on our frontline experience and use our information and insight to influence, inform and work with partners, government and the public to collectively develop and improve the services to meet public needs more effectively and efficiently.

5

Innovation

Dynamic, adaptable and sustainable

We will constantly examine the nature and effectiveness of our services. We will establish an innovation capability to learn from best practice and design new services in partnership whilst constantly preparing for emerging issues in the future.

1.5

How will We Achieve this?

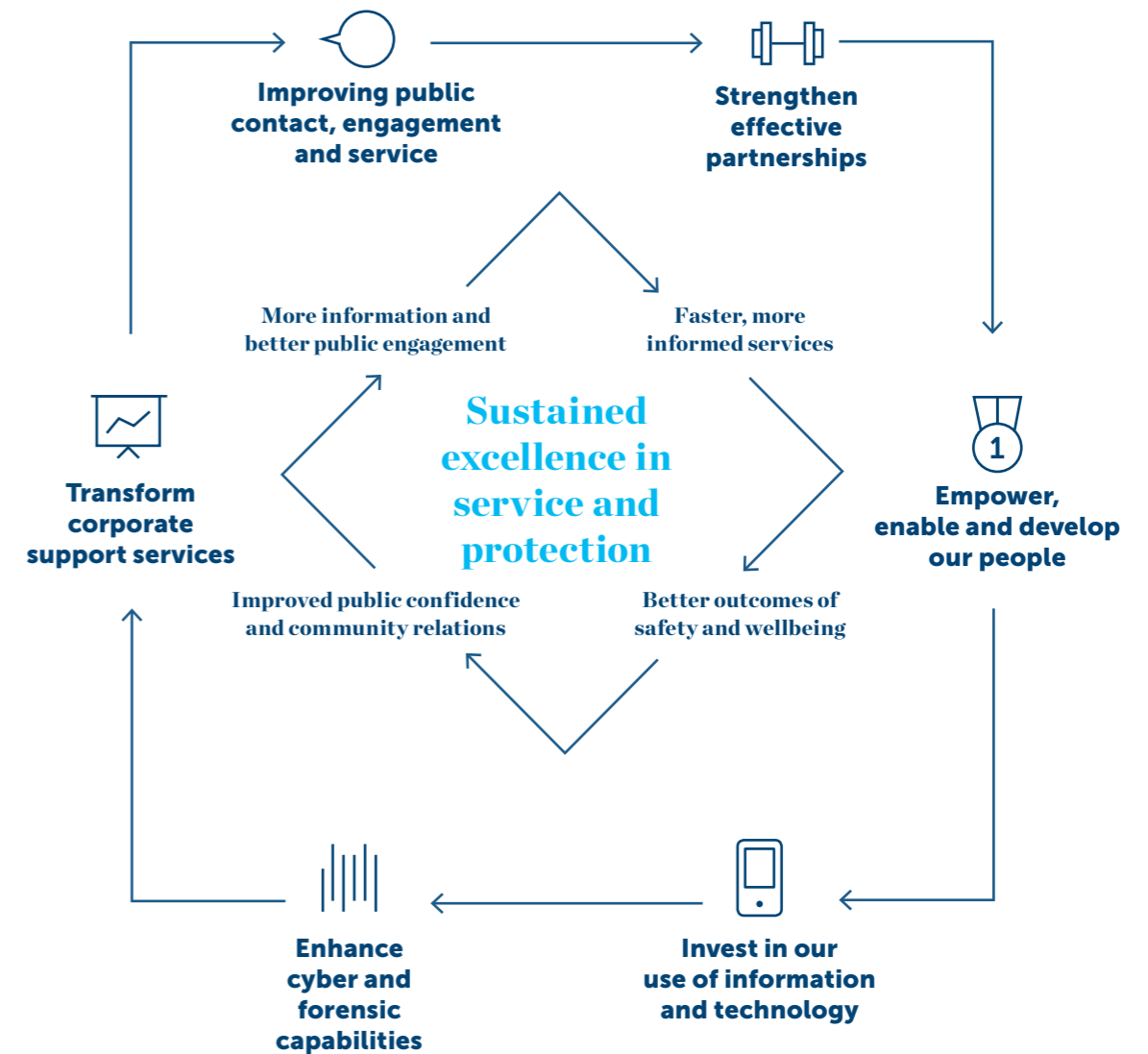
This ten year strategy sets out the Strategic Objectives we will focus on to deliver service improvement, continued relevance to communities and individuals, maintained public consent, enhanced legitimacy and financial sustainability. We believe that by focussing action across six Strategic Objectives, we can best fulfil the Strategic Police Priorities and successfully transform Scottish policing services for the better. We will base our approach to assessing performance and managing risk around the strategy on the achievement of these Strategic Objectives.

KEY POINTS

- We will **transform the way that people can contact us and how we resolve** their enquiries. This contact and resolution model will enable us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism.
- We will **modernise our operating model** to ensure we achieve maximum impact with our available resources. We will enhance our culture to empower and support effective decision making at a local and national level.
- We will **strengthen partnership working**, identifying areas of shared improvement and opportunities to provide value for money services.
- We will continue to recognise and invest in the **development and wellbeing of our workforce**.
- We will strengthen the **diversity** of our whole workforce and **change the mix** of skills and experience to address evolving needs.
- We will introduce **technology to enable workforce efficiency** and operational effectiveness, using analytics, better quality data and wider sources to improve decision making.
- We will scale and change our **cyber capability** to respond to emerging cyber related crimes and we will continue to invest in Scotland’s forensic science capabilities.
- We will **transform our corporate services**, improving processes and systems to support and enable a modern national service.

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will.

OUR STRATEGIC OBJECTIVES



Our Strategy on a Page

WE WILL FOCUS ON

1

Protection

Based on threat, risk and harm

2

Prevention

Tackling crime, inequality and enduring problems facing communities

3

Communities

Focus on localism, diversity and the virtual world

4

Knowledge

Informing the development of better services

5

Innovation

Dynamic, adaptable and sustainable

OUR PURPOSE

To improve the safety and wellbeing of people, places and communities in Scotland.

OUR VISION

Sustained excellence in service and protection

OUR VALUES

Fairness Integrity Respect

HOW WE WILL ACHIEVE THIS: OUR STRATEGIC OBJECTIVES



2

Our Long Term Strategy



2.1

Why Must We Continue to Change?

To make informed decisions about the future of policing, we need to understand how Scotland will have evolved by 2026.

Although we cannot predict the next ten years with certainty, there are elements that are more likely to happen than others.

No matter what changes lie ahead, the public will always expect us to protect them from harm, and our services must be adaptable to society's complex and diverse needs.



Scottish policing has undergone major change. Despite the challenges, our communities have seen consistent and excellent local operational and specialist policing. While we have been changing as an organisation, so too has society around us. These factors require us to adjust the way policing operates and how we prioritise our resources over the next ten years towards 2026.

CHIEF CONSTABLE PHIL GORMLEY QPM.

We want people, communities and our workforce to have their voices heard in shaping policing over the coming decade and we will engage and listen as this strategy develops over the years ahead.

Communities should influence decisions that affect them and they need to trust the decisions that will be taken about the future direction of policing. We are committed to engaging, listening, learning and adapting. As a responsive national service locally delivered, we will ensure that our resources and efforts are focussed on the needs and aspirations of people and places and the improvement of their safety and wellbeing. We also want to empower our workforce to take the right action when they need to – we are committed to building a culture of effective decision making at the level closest to those affected, trusting and supporting our people to do the right thing.

We are entering the next phase of reform. As the pace and complexity of change continues to increase around us, our focus must now be on working with others, including communities themselves, to improve outcomes for people.

We need to organise policing services around the changing needs of the citizen and emerging areas of threat, harm and risk, while fulfilling the full purpose and vocation of policing over the long term.

New threats and demands mean that we must create a more diverse, multi-skilled and experienced workforce that can operate effectively across the public, private and virtual space.

Our focus for the future will be to ensure that we deploy this different mix of people and capabilities dynamically and flexibly. We must be judged by what we do to improve outcomes and the impact we have, not the size or structure of our organisation.

The Demands We Face Every Day

Understanding Policing Demand

In developing our strategy we have looked at the current demand for policing these demands can be described as:

Reactive Demand; responding to 101 and 999 calls, dealing with crime, supporting people at times of crisis and vulnerability.

Proactive and Preventative Demand; patrolling communities, managing offenders, policing events and festivals and working with communities, schools and other organisations to increase safety and improve wellbeing.

Internal Demand; the type of demands that exist within our organisation, processes, protocols, administrative tasks and bureaucracy.

Our demand analysis has identified key findings and areas of demand, these include:

- **Crime figures are not an accurate measure of demand** only 1 in 5 incidents attended by police result in a crime being recorded. Many of the most time consuming incidents relate to concerns for persons, missing/ absconded persons and dealing with sudden deaths. Considering recorded crime in isolation is therefore not an accurate measure of demand on policing services.
- **Vulnerability and people in crisis:** 1 in 4 people suffer from a mental health issue in any given year. As a result a proportion of these people come to the attention of the Police for various reasons. The most common marker on the police vulnerable persons database is mental health. As a result of attending various types of incidents last year officers recorded around 57,000 mental health entries on the database. Police Scotland investigates in excess of 30,000 missing persons every year.
- **Domestic incidents:** These are the most resource intensive type of incident attended by local policing officers. Domestic crimes account for 26% of all violent crime in Scotland.
- **The reporting of sexual crime is increasing:** Recorded crime statistics suggest that sexual offending continues to be a growing problem across Scotland with year on year increases since 2010/11. Media focus on sexual offending and increased confidence in reporting may account for the increase in reported crimes, which includes historic reporting.
- **Cyber Crime:** These crimes are a growing enabler to offending across Scotland. The majority of cyber crimes reported related to sending messages that were grossly offensive or of indecent, obscene or menacing character via text message or on a social media platform. The Home Office Review of Cyber Crime (2013) stated that 'under-reporting of both cyber dependent and cyber enabled crimes is an issue amongst the general public and businesses', meaning that Police Scotland is unable to quantify the true scale of this issue.
- **Complex investigations:** The service faces significant demand in respect of investigations into serious crimes such as murder, non-recent abuse and Serious and Organised Crime. Our analysis has highlighted that quantifying some of this demand is difficult, however its impact cannot be underestimated.
- **Major events:** As Scotland's international profile as a world class location for major events grows, demand on the police service will also grow. The current scale of our commitment both to planning for these events and policing them effectively is significant.
- **Counter terrorism:** The national threat level from terrorism remains at SEVERE. This critical area of focus is a growing area of demand for policing. The Contest Strategy aims to reduce the risk of a terrorist threat through the 4Ps – Protect, Prepare, Pursue and Prevent.
- **Internal demand:** Opportunities exist to reduce levels of internal demand. A primary enabler of this will be through the implementation of national ICT systems and processes, reducing duplication of effort and releasing additional capacity.



CALLS TO THE POLICE

7063 calls

On average are received every day. 1,159 of these are emergency 999 calls.*

This leads to

4430 incidents

being recorded*

Many of the most time consuming relate to concerns for persons, missing persons and dealing with sudden deaths.

84 people

Are reported missing every day.

TRENDS

Recording of domestic crimes has increased to 26% of all violent crime in Scotland.

Recorded sexual crime is increasing and has been since 2010.

CRIME AND VULNERABILITY

1 in 4 people

Suffer from a mental health issue every year.

157 Incidents are created every day on the vulnerable persons database relating to mental health.

1,138 crimes

are recorded every day*

158 domestic incidents

Are recorded every day and take up the most time per incident in local policing. *

* Data recorded as per 2015/16 Management Information Reports

Cyber crime is growing and changing. This includes sexual crime, fraud and extortion.

Alcohol is a prevalent factor in many crimes.

The Demands We May Face in the Future

Society is Changing

We understand that the demand on policing is changing, but also that society is changing. Scotland's population is growing in size and is getting older¹.

It is expected to grow to 5.5 million over the next decade with the bulk of population growth from international migration. Communities will be far more diverse, changing in their make-up, language and cultural norms.

Neighbourhood and virtual communities will continue to change and evolve with people more globally connected than ever before. We will be increasingly active in virtual communities, developing more relationships of interest online.

In some communities, social and economic changes will lead to social isolation, which may lead to people becoming less visible to the police, more isolated, more difficult to engage with and less capable of dealing with problems as a community.

IMPACT ON POLICING

As our communities become more diverse, our people will require the skills and training to recognise and respond to cultural and language requirements. Listening and working with communities and partners will be key to understanding and responding to needs. We will also have to adapt to more virtual living and find new ways to engage with people.

¹ Projected population of Scotland - National Records of Scotland (2015).

² Social and welfare statistics – Scottish Government (2016).

³ Alzheimer's Society data.

⁴ McAra, L and McVie, S (2015) *The Reproduction of Poverty*, Joseph Rowntree Foundation (2014) *Housing and Low Income in Scotland*, Action for Children (2010), *neglecting the issue: impact, causes and responses to child neglect in the UK*.

Inequality and Health

Income inequality may continue to increase, with some predictions suggesting the top 10% earning population will earn more than the bottom 40% combined². Inequality will continue to be linked to poorer outcomes for those in the most deprived areas.

People will live longer and the average age of the population will rise. More people will suffer from dementia, with the Alzheimer's Society predicting a rise to over one million by 2025 across the UK.³ Mental health issues will be more common, as will isolation through living alone particularly for elderly women and young men.

The demand from missing and vulnerable people will rise from already significant levels. This demand often comes at a time when resources are under pressure and other service providers are unavailable.

Alcohol consumption will continue to be prevalent, especially in the home, with more alcohol bought in shops and online.

Drug usage will also continue to be a persistent and complex issue and people are likely to experiment with more and new psychoactive substances. Drug and alcohol abuse is likely to remain substantial for around 2% of the population (aged 15 to 64), with a prevalence of problematic drug use in areas of high deprivation. Crime and inequality will continue to be linked, with more crime and victimisation occurring within deprived areas.

IMPACT ON POLICING

The influence of alcohol and drug misuse will continue to influence crime and society. Continued inequality will place a high demand on policing and other public services, along with demand associated with mental health and vulnerability. Deprived areas will continue to remain disproportionately affected by crime.⁴

More preventative approaches will be required to intervene at an early stage to reduce the potential for harm and manage demand on services. This is not unique to policing and directly links to the wider needs of public service reform.

Changing Nature of Crime and Incidents

Crime types will remain similar, but will happen in new ways and through different channels. Cyber enabled and cyber dependent crime is anticipated to grow in scope, frequency, and impact, surpassing all other crime types.

The use of the internet by people of all ages within Scotland's communities and businesses is already a way of life. The change in our lifestyles provides criminals with a means to commit crime anywhere in the world, including the sexual exploitation of children, widespread economic crime, cyber-attacks on businesses and the radicalisation of individuals by terrorist organisations.

In effect, this means that criminals anywhere in the world can target a victim in Scotland and similarly criminals in Scotland can target victims across the world

The use of smartphones, cloud computing and other technologies will have created a worldwide virtual community where criminals can operate with no regard for international boundaries or legislation. The Internet also affords criminals a level of anonymity that has not been possible in years gone by.

Cyber enabled, sexually motivated crime will have increased, particularly in relation to adolescent females and children. This has led and will continue to lead to increased ability for cyber sexual grooming, proliferation of indecent images of children and transnational child sexual abuse.

Serious and organised crime groups will have transformed. They will have moved away from traditional methods to running their activities online. Almost all of their communications will be secure through encryption and they will be able to make use of technology such as 3D printing to produce materials used for criminal intent.

The terrorism threat level is consistently 'severe', meaning attacks are highly likely. This is likely to continue.

IMPACT ON POLICING

The future workforce must scale and develop their capabilities to meet both the new and traditional crime demands, in order to protect people and communities. As the nature of criminality changes, this will impact on the relevance of some types of forensic science. These changes will also challenge us all to get the best from science and technology in order to support the effectiveness of policing and the delivery of justice in Scotland.



A Changing Workforce

The working age population will have increased by over 100,000 and it is likely that people will be working later in life due to increased life expectancy and the removal of the default retirement age. Inequality in the workplace will have reduced, and women will have continued to make improvements in their social and economic positions, largely due to better access to childcare provision, education and employment.

Millennials (or Generation Y) will have become the largest group within the workforce and will have different priorities⁵. Few will plan to stay in one career for life, so employers will have to change how they attract and retain talent. Employees who enter, exit and then re-enter a single employer will be commonplace by 2026.

IMPACT ON POLICING

Individuals will desire a more flexible working environment, which supports multiple routes into the service and often shorter term and more varied careers' secondments to increase experience, and options to re-enter with additional skills and experience.

The changing profile and expectations of the working age population presents both challenges and opportunities for policing. With the potential for four generations within our workforce over the coming decade, we need to draw on the experience and talent of our people while making the right decisions about the roles most suited to the workforce at different ages. We will address these issues in the development of our workforce plan.

The Environment is Changing

Climate change will continue at pace. Summer months are likely to be hotter and dryer, on average 1°C warmer, while winters are likely to be wetter and on average 0.5°C warmer. Heavy rainfall, storms and floods have increased in Scotland, and sea levels are rising – increasing risk and disruption across society⁶.

IMPACT ON POLICING

Environmental changes will place greater demand on services. In 2015, Storm Frank resulted in over 740 calls to the police alone. This requires coordinated responses and resilient communities to respond and recover from such events.

⁵ Deloitte HR Trends 2016.

⁶ 'Climate Change Risk Assessment', 'Key Issues for Scotland Environment' - Scottish Government (2012/2010).

Changing Technology

Individuals and communities across Scotland will become increasingly networked. Over 90% of the population will own a smart device.

People will have the capabilities to be online 24/7, creating virtual communities, with less face-to-face social interaction. Social media will be ingrained in daily lives. Evidence or data will exist in huge quantities, and will be readily available.

People will expect and demand 'anytime anywhere' access to information. Virtual personal assistants and smart advisors will support everyday life choices. 100% of Scotland's data is likely to be stored digitally and in 'the cloud'. Data sensors will be built into everyday devices, both collecting and exchanging data without human input.

It is likely that wearable technology will be commonplace. Personal analytics will help people achieve objectives in areas like personal healthcare (tracking fitness), safety (alertness and focus), and financial management.

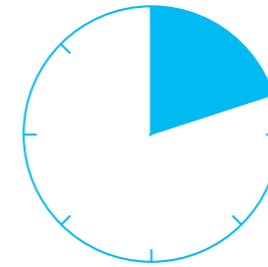
Artificially intelligent agents are likely to play a trusted role in our lives. Advanced chat-bots are likely to provide an alternative to human-to-human interaction, and process automation is likely to have standardised and automated manual processes.

Virtual reality will enable complex simulations in medicine, training, entertainment, product marketing, virtual shopping, and travel experiences. We will be able to talk and interact with anybody, anywhere, as if they are in the same room, with augmented/mixed reality now being heavily used.

IMPACT ON POLICING

Technology will change the way we live our lives and the way crimes are committed and as a Service we must respond. Advances in technology and data also provide opportunities for preventing crime and improving operational effectiveness. Technology will also introduce opportunities to introduce technology and improved data to the workplace to enable a more efficient and effective workforce.

WHAT MIGHT SCOTLAND LOOK LIKE IN 2026?



MORE POLICE TIME IS CONSUMED BY THOSE WITH MENTAL HEALTH OR VULNERABILITY ISSUES AT TIMES OF CRISIS.



PEOPLE IN MENTAL HEALTH CRISIS ARE LIKELY TO INCREASE IN NUMBER

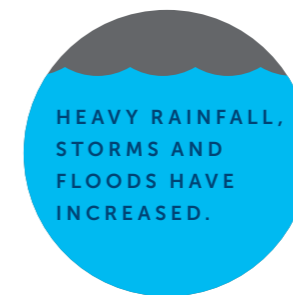


SMART DEVICES, ANALYTICS, AI AND ROBOTICS PLAY AN INCREASING ROLE IN OUR EVERY DAY LIVES.



30% MORE PEOPLE OVER 75, WITH 8% FEWER 16 – 29 YEARS.

THE TOP 10% OF THE POPULATION EARN MORE THAN THE BOTTOM 40% COMBINED.



HEAVY RAINFALL, STORMS AND FLOODS HAVE INCREASED.



100% OF SCOTLAND'S DATA IS STORED DIGITALLY IN THE CLOUD.

60% OF POPULATION GROWTH HAS RESULTED FROM INTERNATIONAL MIGRATION.

140+ LANGUAGES SPOKEN IN HOMES. THE MOST COMMON ARE:

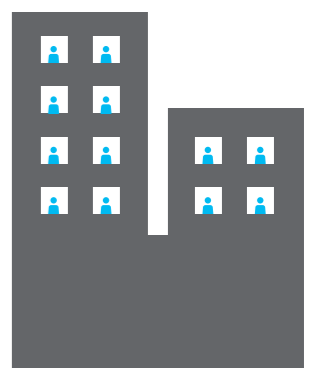
English
Chinese
Polish
Urdu
Punjabi



LARGE PARTS OF THE TRANSPORT SECTOR ARE NOW SEMI OR FULLY AUTONOMOUS.



AVERAGE TEMPERATURES ARE HOTTER BY 1°C IN SUMMER AND BY 0.5°C IN WINTER.



LIVING ALONE IS MORE COMMON.



CYBER ENABLED CRIMES HAVE INCREASED.

'Severe'

TERRORISM THREAT LEVEL REMAINS 'SEVERE'.

2.2

What will Change?

As Scotland continues to change, we must keep pace. Our focus will be on improving the effect of our policing services and working more intelligently with partners and the public to deliver improved outcomes for individuals and communities.

Whilst our approaches will mature and develop, our values of fairness, integrity and respect and commitment to a rights based approach to policing will remain constant and be the basis on which we deliver these services.



We will focus on five areas:

1

Protection

Based on threat, risk and harm

We will continue to drive improvement across our approaches to detecting crime, protecting vulnerable people, responding to incidents, maintaining order and ensuring national security.

A central part of the role of the police is to investigate crime and report to the Crown Office and Procurator Fiscal Service (COPFS). Policing operates as part of the wider public sector and as part of the Scottish justice system, working with partners such as COPFS to keep Scotland safe from crime, disorder and danger.

Our strategy will ensure that we continue to deliver these services effectively and efficiently while adapting to meet new threats and demands.

2

Prevention

Tackling crime, inequality and enduring problems facing communities

We will further develop prevention driven approaches to address enduring problems facing communities. We will focus on prevention, early intervention, early resolution and diversion to reduce inequalities and improve life chances.

We will maintain a key role in supporting vulnerable individuals and communities in Scotland. We will work with others to improve health and wellbeing in justice settings, focusing on mental health and addictions. In doing so, we will embrace a decision making model based on threat, harm and risk that will ensure our activities are prioritised and carry the maximum effect both at an individual and community level.

We will do this by making effective use of our own data and insight, integrating that of others' and by increased coordination with partner agencies in order to

intervene at an early stage. We need to be in a position where our resources can focus preventative support on high-impact issues like vulnerability and mental health, domestic abuse and drug/alcohol abuse.

3

Communities

Focus on localism, diversity and the virtual world

We will enable and encourage communities and individuals to build resilience, recognising that our society will be stronger through a collective responsibility for safety, security and wellbeing. We will support our communities to be safe, cohesive and sustainable places, where people respect and support each other. We will work with people to understand local needs, whether geographically, demographically, or virtually, to increase their individual and collective resilience.

This is not about stepping away from any responsibility to prevent crime or catch the perpetrators of crime. Instead, on top of our core services, we will provide services and information to allow individuals and communities to increase their resilience. We will get smarter about the way we work with and deliver services to communities, supporting them to reduce demand and enhance safety. We will listen more to communities, and respond to diverse needs. This will also support us to focus our expertise on the most serious issues.

Delivering all of the above will require us to embrace an operating and decision making model based on a clear assessment of threat, harm, risk and effect, with critical prioritisation and decision making being a key foundation of this strategy. We are also aware that decision making in a changing environment – particularly around the private and virtual domains – is likely to require access to new sources of insight and evidence.

We will continue to strengthen our approaches to community engagement and participation, ensuring that local services are effectively planned in partnership with communities.

4

Knowledge

Informing the development of better services

We believe we have a duty to share the knowledge that we gain. We will build on our frontline information to influence, inform and work with partners, government and the public to develop and improve the services required to meet public needs.

Our objective is to provide a transparent evidence base that will enable ourselves, government and partner agencies to collectively become more effective and efficient. We want to share the knowledge and insight we gain from our frontline experience to improve services and outcomes, and we want to learn from our partners as we work alongside them.

5

Innovation

Dynamic, adaptable and sustainable

We also believe that we have a duty to constantly examine the nature and effectiveness of the services we deliver, both on our own and in collaboration with others.

To that end, we will establish an innovation capability that will focus on the following:

- Using internal and external learning and success stories to continually improve our services.
- Collaborating with partners to design and test new services.
- Identifying opportunities to work with new partners or expand existing partner networks.
- Anticipating the key shifts in public behaviour that will impact enduring issues to ensure that collectively we are prepared to address them. Our front-line presence means that we are well placed to pick up and interpret any lead indicators.

2.3

How will We Achieve this?

Delivering these ambitions will require significant change in the way we configure our people and our services.

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will be smarter.

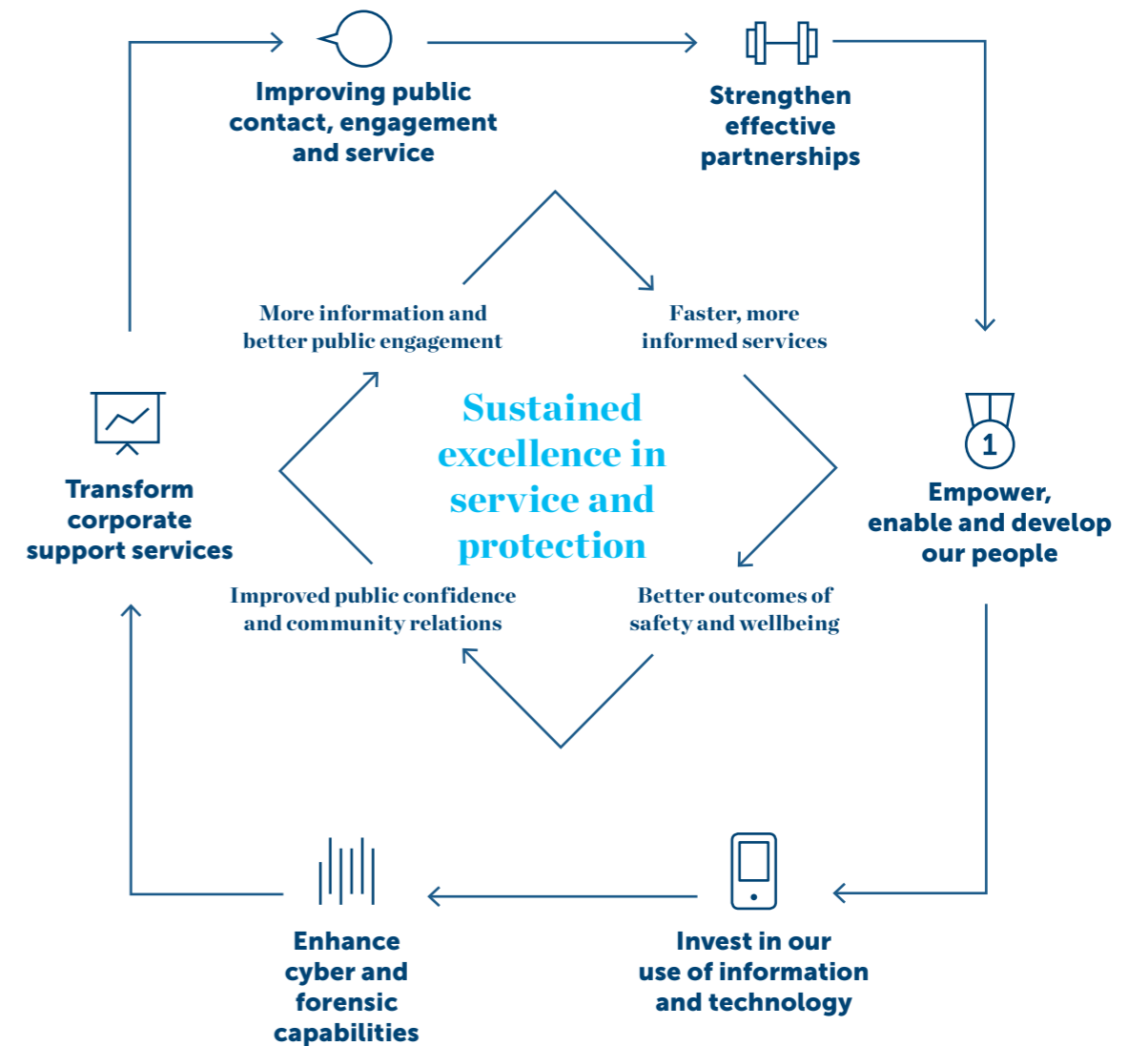
We will need to create the environment, culture and capacity to deliver these sustained changes by working with our people and in partnership. Delivery of this strategy will provide enhanced capability and increased capacity which will allow for a more effective frontline and ability to focus on the right activities.



Scottish Crime Campus - Gartcosh

Our responsibilities for policing in Scotland will not change, but the way in which we provide policing services will.

OUR STRATEGIC OBJECTIVES



2.3.1

Improving Public Contact, Engagement and Service

We will continue to develop ways to make it easier to contact us and provide the right response.

KEY POINTS

- We will recognise and respond to the individual needs of victims and the vulnerable. We will also respond to the diverse needs of individuals and communities.
- Key to this will be transforming the way we communicate with people through our contact and resolution model. By creating new ways of engagement, we will focus on improving trust and confidence and promoting community engagement and resilience.
- Our primary focus is on the needs of the public and effectively prioritising their needs in order to effectively deliver our services.
- Creating a dynamic deployment model that reflects demand and need will be critical, as will developing new approaches to threat, harm and risk.
- We will work on the principle that police officers will perform operational roles. We will ensure that this principle is applied across our police officer workforce, strengthening operational policing across Scotland.



Making it Easier for the Public to Contact Us and Delivering the Right Response

Effective processes will determine how we resolve, refer or respond to incidents in the first instance and will allow us to channel our resources where they are needed most.

We will prioritise the most vulnerable, and respond faster to the public, using technology where appropriate. This will allow our people to be better deployed to where they are most needed.

Modernising our Service Delivery and Operating Model

Our strategy and the associated investment programme will deliver greater operational capacity to deliver better service to the public. We will modernise our operating model to ensure that we achieve maximum impact with our enhanced capacity. Our current operational model is based largely around legacy locations, divisional administrative structures determined in 2012, legacy ICT, infrastructure and ways of working. Our focus for the future is to prioritise prevention, better matching resources to demand, threat, harm and risk. We will be able to deploy our workforce more flexibly due to enhanced mobility, better digital capability and partner engagement. We will enhance public accessibility through improved use of technology and our estate function.

To further enhance our capacity, we will work on the principle that police officers will perform operational roles. We will ensure that this principle is applied across our police officer workforce, strengthening operational policing across Scotland.



Promoting Community Engagement and Resilience

We will recognise that communities are no longer defined by geographical boundaries but are also virtual and demographic; they will be more diverse than ever before. We will work with communities and individuals to increase their resilience. We will provide insight, advice and guidance – and direct them towards tools e.g. social collaboration – that builds their resilience and reduces their vulnerability to crime. This directly builds on the intention of the Christie Commission to enable people and communities to achieve positive outcomes in their own lives.

Promoting resilience within communities will enable us to prioritise our response resource on high threat and risk incidents, strengthening our relationships with communities across Scotland.

Our communities should be able to influence decisions that affect them and they need to trust the decisions taken about the future direction of policing. We are committed to engaging, listening, learning and adapting.

Central to our approach to all aspects of policing and working with partners across diverse communities, is keeping children and young people safe. Engagement with children in their early years will influence their perspective on policing for the rest of their lives.

Driving Improvement in Our Performance

We will have a broader understanding of success, with public confidence as a key measure of our performance. We will focus our services on delivering public satisfaction at a local and national level and provide a more complete understanding of our impact. This will include our impact on communities and enduring issues. When assessing our performance, we will also maintain traditional measures of crime and police activity, so that we do not lose sight of our performance in delivering our core services. We will enable a cycle of continuous performance improvement, identifying the root causes of problems, implementing informed solutions, evaluating results and learning from best practice.

We will develop a performance framework that assesses progress towards the delivery of this strategy as well as our response to crime, harm and disorder.

2.3.2

Strengthening Effective Partnerships

KEY POINTS



- We will share data, resources training and ideas. We will adopt and promote best practice and develop new shared services, including use of estate.
- We will use the knowledge that we gain to influence, inform and work with partners in order to develop and improve the services required to meet public needs. We wish to build effective networks in order to improve outcomes and reduce cost.
- In recognition of the increased diversity in Scotland, we will look to build partnerships for specific communities at a national and local level.



We will work with partners across the Scottish public sector to ensure an effective emergency response to incidents and events is provided by the most appropriate organisation.

Enhance Partnership Working

The Christie Commission clearly outlined an objective of working effectively with other organisations to improve outcomes (e.g. social and economic wellbeing) for the people of Scotland. To do this we will continue to explore and enhance our partnership network, at a local, national and international level. We will support, coordinate and integrate activities across all our areas of activity.

We will work in partnership across the Scottish public sector to ensure effective emergency responses to incidents and events are provided by the most appropriate organisation. This provides the best opportunity to improve long-term outcomes for individuals and communities.

We will build on our collective experience and use our information and insight to influence, inform and work with partners, government and the public to develop and improve the services required to meet changing public needs. By drawing on partner knowledge and insight, frontline officers will better understand demand and hot spots. Using our network, we will promote the sharing of back-office functions to drive efficiencies. We will aim for the compatibility of systems, information and effective resource allocation through the pooling of assets and infrastructure.

A Learning Organisation

We will continually review and improve our services, using evidence from elsewhere, best practice from within, and investment in innovation.

We will continue to improve the way that we work and learn together. We will ensure our service delivery is on a par with high performing organisations within our policing and public sector network.

We will continually improve the effectiveness and efficiency of our services – enabling us to influence others as much as we learn from others, and be open to hearing and learning about mistakes, while encouraging corporate and individual transparency and accountability.

We will highlight and build on success stories from within our organisation – sharing local successes for the benefit of the whole organisation.

2.3.3

Empowering and Developing Our People and Culture

KEY POINTS



- Our people will drive the success of Scottish policing; we must recognise and value their development and wellbeing.
- We must strengthen the diversity of our whole workforce as well as change the workforce mix to address the evolving needs and complexities of our diverse communities.
- We will change our workforce size and composition to provide the right balance of resources and capacity across the organisation. To do so, we need to offer new flexible career paths and new contribution-based systems of recognition and reward.
- We will invest in the continuous development of our whole workforce and create new routes to enter, exit and re-enter.

WE WILL DEVELOP leadership at all levels. Effective leadership in policing is critical and enabling our people to use their discretion will support good frontline decision making.

To enable our workforce to achieve their full potential at all levels, we will work to maintain a culture that empowers and supports effective decision making and development.

We will ensure that we invest to enhance the capability of our senior officers and executives, embedding approaches, which value team working and effective problem solving, while building a leadership team that operates effectively across public, private and 3rd sector networks.

Our workforce plan

We will develop a workforce plan that clearly identifies what capabilities we require and how we will attract, retain, develop and realise these capabilities. We will support our people to deliver an effective service.

We will increase the flexibility of the terms and conditions for both existing members and new roles with the organisation.

New threats and demands mean that we must create a sustainable and more diverse, multi-skilled and experienced workforce that can operate effectively in the public, private and virtual space.

Our focus for the future will be to ensure that we deploy this different mix of people and capabilities dynamically and flexibly.



DAY IN THE LIFE

Hi! I'm PC Sophie Robertson...



2016

I've been a Constable with Police Scotland for 3 years now, however I first joined the police as a Special Constable while I was at college. I love how much my job allows me to interact with the public and knowing I am helping lots of people on a daily basis is extremely rewarding, no two days are ever the same!

I get frustrated at work by how difficult it is to access multiple computer systems, especially as we have to go back to the office to do it. I also feel that we just react to what has happened when we could be better at helping and protecting victims.

Our technology is slow and outdated and I use my own phone a lot as it gives me maps and access to social media.

2026

I've been a Constable with Police Scotland for 13 years now however I first joined the police as a Special Constable while I was at college.

While I was a Special Constable I learned about the police and gained in life experience. I also gained a recognised policing qualification. I feel I am valued at work and have access to technology and equipment that allows me to be efficient and work smartly.

I love how much my job allows me to interact with the public and knowing I am helping lots of people on a daily basis is extremely rewarding, no two days are ever the same!

PC Sophie Robertson

2016

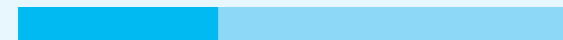
LOCATION

- Public Police Office, Scotland
- Foot patrol, office based for paperwork and systems updates.



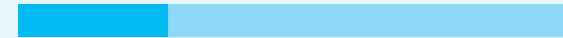
OPERATIONAL EXPERIENCE

Limited



CYBER KNOWLEDGE

Low



CONFIDENCE WITH TECHNOLOGY

Medium



KEY TASKS

- Community engagement, e.g. attending community meetings;
- Carry out follow up enquiries on recent cases;
- Targeted patrols in high crime areas;
- Responding to and investigating emerging calls;
- Responding to questions from the public submitted by email and letter;
- Keeping order at public events;
- Managing enquiries for current investigations.

CHALLENGES

- Limited technology and duplication of input leads to large amounts of paperwork at the end of shifts.

1345 – 1400: I arrive at the station, change into my uniform and collect my protective equipment.

1400 – 1415: I attend my team briefing delivered by my Sergeant. The Sergeant uses a PowerPoint presentation and printed notes from the previous shift. The information and intelligence provided is limited and some of it is out of date. The Sergeant tasks the team with actions, I have to attend a Community Council Meeting later in the day. The team informally discuss some of the problem areas and people of their respective beats.

1430 – 1530: My colleague and I need to find a computer that allows us access to police systems to collate the statistics for the Community Council Meeting later today. It is difficult to find one because early shift are finishing their paperwork.

1530 – 1830: My colleague and I leave the station on foot patrol and walk to the High Street to tackle a problem with speeding cars. We nearly get there when we are tasked by the Control Room to go to a call, as all our response colleagues are busy.

When we get there we see a man bleeding from his head, he says he has been assaulted by another man who he recognised from a local pub, but did not know his name. I give basic first aid and request an ambulance to ensure the man gets professional treatment. I think the man might be suffering from concussion because he appears confused. I write down the details of the incident in my notebook and the man is taken to hospital in the ambulance. I carry out some basic enquiries and try to find out what happened, no one wants to tell me so I start looking for CCTV.

1830 – 1845: I call the Local Council CCTV operator from my airwave terminal to check if they cover the place where the man was assaulted and they confirmed they do. CCTV need a form emailed over before they will provide me with a CCTV disc, which I will then need to travel across the city to collect. It will need to be done back at the office.

1845 – 1900: My neighbour and I walk to the Church hall for the Community Council Meeting buying a sandwich on the way knowing it is quick to eat, we definitely won't have a break now.

1900 – 2100: The meeting begins with me providing my crime statistics. I am asked questions regarding what the police are doing to tackle the local speeding issue, I say we were there earlier. Only a few people came to the meeting, the issues they raise are limited and not really representative of the whole community.

2100 – 0000: When I arrive at the station I update my Sergeant on the meeting and my incident. I wait 20 minutes to get on a computer to submit all of the, often duplicated, information for the assault. I try to call the hospital for a medical update on the complainer, but I am told to submit a paper form to reception during office hours. I try to contact the complainer to find out how he is, but the phone isn't answered.

The enquiry for the assault will continue for weeks as the processes are cumbersome, the victim cannot be contacted and the suspect is yet to be identified. I want to help people but feel frustrated.

PC Sophie Robertson

2026

LOCATION

- Public Hub, Scotland
- Foot patrol, mobile based for paperwork and systems updates.



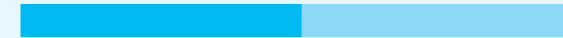
OPERATIONAL EXPERIENCE

High



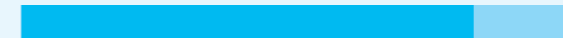
CYBER KNOWLEDGE

Medium



CONFIDENCE WITH TECHNOLOGY

High



KEY TASKS

- Community engagement, e.g. visiting schools to discuss various issues;
- Prevention – Carrying out follow up enquiries on recent cases to prevent it happening again;
- Targeted patrols focussed on harm prevention;
- Responding to and investigating emerging calls;
- Responding to questions from the public as they come in on my police social media account; and
- Working in partnership with local services and criminal justice agencies.

CHALLENGES

- There has been lots of change over the last ten years. We have had to integrate with all our partners, which has been tough and keeping up with technological changes and upgrades can be confusing.

1345 – 1400: I arrive at the local civic hub and change into my uniform, which includes my smart devices and embedded body-worn cameras. The system automatically registers me on duty.

1400 – 1415: I attend the briefing led by my Sergeant and Community Safety Team Leader which contains up to date information regarding current joint initiatives and accurate, actionable intelligence. I am shown a map of "hot spots" informed by accurate data collected by all partner areas and this is sent directly to each of the team's mobile devices.

1430 – 1440: I am patrolling with my regular colleague, a community warden with extensive local knowledge. We are attending a Community Council Meeting later, the warden lives in this area and knows many of the people attending. We plan on patrolling the hot spots shown on our device.

1440 – 1700: We leave the hub on foot patrol, we walk past the High Street, which used to have a speeding issue, until we worked with partners and collectively took a preventative approach to tackle the problem. Whilst on foot patrol we are the nearest unit to attend a call of a male with an injury to his head. He tells us he was assaulted by a man from a nearby pub.

I give first aid but ask for an ambulance as the bleeding does not stop and the man appears concussed. The paramedics attend and carry out a full street triage and treat the male on-board, stitching the wound.

The medical notes are sent by secure email direct by the ambulance to my device. We arrange for a member of the man's family to come and take him home, we record a video statement of him telling us what happened.

1700 – 1800: Whilst waiting for the family member, I create a report and automatically upload the injuries of the man from my body worn camera to the comprehensive crime reporting system which can be made available at any point for evidential purposes across Criminal Justice partners. I access the local Council CCTV app on my device and observe the assault has been captured. I download the footage I need. The suspect has been recognised by facial recognition software and I send out a live time briefing alert across the division, the Police National Computer system is updated automatically. The suspect is quickly arrested by another local team.

1800 – 1900: I am able to have some food and drink at a local café, talking with the customers inside.

1900 - 2100: The Community Council Meeting takes place at the Hub with people from all our partners present. The meeting is live streamed to improve accessibility and many attendees and watchers have questions, for which we are able to come up with creative joint solutions. Following the meeting a summary goes out to the community via social media.

2100 - 2130: I complete the abbreviated custody report for the arrested male, and link all the evidence which is available on the shared Criminal Justice computer system.

2130 - 0000: We go back out on foot patrol in the community, targeting our hot spots and priority high harm locations.

2.3.4

Investing in Our use of Information and Technology

KEY POINTS



- We will develop the national technology infrastructure and identify partnership opportunities for shared investment to improve services and enable our people to operate more effectively.
- We will introduce technology to enable workforce efficiency and use analytics, better data quality and wider sources to improve decision making, particularly on the front line.
- We will invest in connectivity and mobility for real time decisions and to enable this, we will shift the culture to create a technically enabled workforce.

Transforming the way in which we use, manage and source data both internally and externally will increase our ability to prevent crime and harm.

Using Technology

Becoming a digitally-enabled organisation will provide the public with a seamless, consistent first point of contact regardless of how they choose to engage with us.

We will provide an online community portal for a seamless two-way exchange of information between the police and communities, using the knowledge that we gain to provide live alerts and creating community resilience through access to a range of self-help guidance and automated support, where appropriate.

We will produce a highly connected workforce with front-line officers that will be intelligently deployed to meet needs and better support people. The workforce will have instant access to the information they require, using leading smart devices for accurate real time data capture and display. By enabling and supporting our workforce with the right technology, we will reduce duplication and internal demand through advances such as body worn video. Such advances will rely on close liaison with other public sector and justice partners to ensure the maximum benefit from effectively joined up services.

Technology will be key to enabling the workforce, but will also be used to improve training through virtual and augmented technology, the workforce will be exposed to advanced situational simulations from any location.

Using Data to Inform Evidence Based Decision Making

We will become an organisation driven by effective and efficient use of data, in an ethical way, in order to maximise the effect of our services.

Data will guide everything we do. We will treat all data ethically, maintain reputational integrity, reduce data inaccuracies and ensure public and officer safety through accurate information management practices. Transforming the way in which we use, manage and source data both internally and externally will increase our ability to prevent crime and harm.

We will improve our data quality, and integrate it with data from partners and open sources. We will gather more information from the public, using mechanisms such as crowd sourcing to support complex investigations and missing person cases.

Evidence will be used to support our workforce in making better risk based decisions as they will be more informed about different threats and vulnerabilities. Effective use of data will improve planning, as budgeting, resourcing and corporate services will be better informed.

Castle Shopping Centre

This scenario shows how we might respond to a series of shoplifting offences. With easier crime reporting, better evidence gathering and efficient processes, officers have more time to deliver excellent services. The front-line is highly connected and informed. There is better information sharing with partners.



1. Series of thefts committed by multiple suspects

3rd of March 2026, a series of thefts were reported in stores in the Castle Shopping Centre, Glasgow. A number of suspects were believed to be involved. The Centre's own security team have been at the scene and have spoken with staff.



2. Crime reported via online self-service portal

A security guard reviews the information gathered. He logs on to the police self-service portal on his smart device. He is able to quickly and easily report the thefts, without needing to call. The security guard adds detail on the location of the thefts, value of goods stolen and an eyewitness account. He securely uploads the evidence such as CCTV footage, editing the file online to focus on the crime's time frame.



6. Integrated response

A number of agencies respond to the 'hot spot' alert including police and community safety services. CCTV picks up the suspect and his associate leaving the centre and a community policing team who were patrolling the 'hot spot' trace those responsible. The suspects are found in possession of stolen property.



7. Evidence reviewed, offender cautioned and charged

There is sufficient evidence to charge the suspect. Custody in this case is unnecessary and they start criminal justice procedures at the scene. Their mobile device is connected to the central case management system with all evidence captured to date already available to the criminal justice partners through shared computer systems. Officers charge both suspects using body worn video to capture the process.



8. Digital evidence and criminal justice samples taken at scene

After officers capture images of the stolen property on their mobile device both suspects are arrested. Officers capture digital fingerprints and obtain DNA at scene. This is efficient and instant, removing any need to return to the station.



3. First point of contact with Police Scotland

Police Scotland staff review and assess the report. The incident is graded according to the prevailing risk and focussed on reducing harm. A risk assessment for this incident identifies there is no immediate threat and an acknowledgment and reference number is sent to the reporter as it is a commercial victim.



9. Reducing harm

A full needs assessment is carried out to identify any specific language, communication or health needs that may require to be met. The potential cause of offending is established indicating both offenders have housing and addiction needs. Measures are taken to prevent re-offending through information sharing with partner agencies.



4. Facial recognition identifies suspect

A crime and investigation log is automatically populated. Artificial intelligence (AI) scans the footage, identifying a main suspect via facial recognition however images of the accomplices are too blurry. An intelligence file is automatically populated with a suspect profile including associates attached to the log. The AI begins to build an evidence case.



10. Business and community resilience

As a 'hot spot' area the local 'prevention board', made up of local partners including businesses and community representatives develop a prevention plan. The plan focusses on collectively addressing drug misuse in the area and increasing prevention. Businesses are provided with prevention advice and encouraged to report minor anti-social behaviour to the community safety partners.



5. Integrated offender and location management

Once the crime and investigation log is created real time information and intelligence is digitally circulated to community police officers and community support officers. The information report highlights Castle Shopping Centre as an emerging 'hot spot' and identifies the suspect. Through effective partnership working an alert is also sent to local businesses in the shopping centre and surrounding area.



11. Delivering benefits

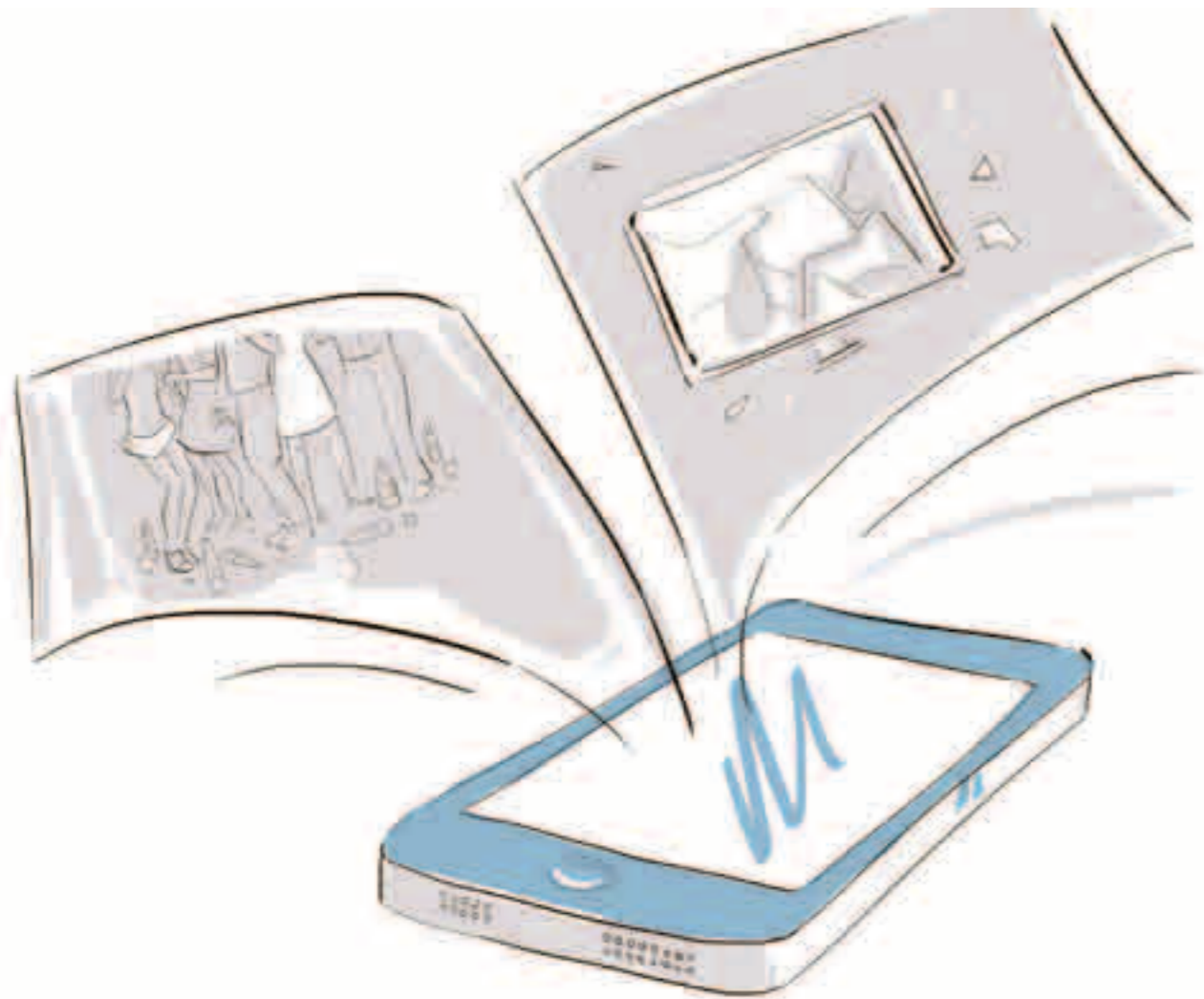
Over the coming months only one of the two offenders has re-offended and this was a minor public order offence. Incidents of anti-social behaviour and theft in the centre and surrounding area decrease with the number of customers and revenue increasing. Demand has reduced on criminal justice partners supporting additional prevention activity and problem solving in the wider area.

BENEFITS

- Repeat offenders brought to justice faster
- Deep rooted issues in society identified and addressed
- Businesses more resilient and profitable
- Community wellbeing enhanced

2.3.5

Enhancing Cyber and Forensics Capabilities



More science will be delivered at the scene using handheld or mobile devices that are linked to intelligence databases.

KEY POINTS

- We will scale our cyber capability and, by doing so, we will train our workforce to respond to emerging cyber related crimes.
- We will identify opportunities to collaborate with UK and international cyber capabilities and we will continue to invest in Scotland's forensic science capabilities.



Scale Our Cyber Capabilities

Transforming our cyber capability will provide our workforce with the skills needed to deal with cyber dependent issues and crimes as well as traditional crimes that are committed online.

This will enhance our investigation of sophisticated cyber enabled crimes and cyber dependent crimes, originating from Scotland and abroad, including the distribution of indecent images of children.

We will Continue to Invest in Scotland's Forensic Science Capabilities

Advances in science and technology will revolutionise the forensic services that will support policing. We will provide support for Forensic Services to ensure that more science will be delivered at the scene using handheld or mobile devices that are linked to intelligence databases (such as the National Biometric Database).

This will allow real time intelligence to be provided to officers to inform the investigative strategy and to increase the chance of obtaining other evidence before it can be destroyed, taking offenders off the streets before further offences can be committed.

Sue's Story

This scenario shows how we would be able to better respond to a cyber crime, disrupting serious and organised crime. We will have advanced cyber capabilities, with a different workforce mix that includes more specialists. We will work more effectively with international partners.



2. Bank reports crime online

The bank compensates Sue, and the bank reports the crime online through the dedicated Cyber Crime App. The details are directly uploaded to Police Scotland's incident and case reporting system.

1. Unauthorised payments occur

On the 25th October 2026, Sue, a 70 year-old widow notices a series of unauthorised payments. She reports the circumstances to her bank.



6. Centre of Excellence identify crime source

With support from the Cyber Centre, they identify the source. The team includes data scientists and network specialists. They link an IP address to a server in Bucharest, Romania.



7. Artificial intelligence used for pattern analysis

Artificial intelligence is used to conduct further pattern analysis based on the data gathered in this case and over fifty similar recent crimes in Scotland. Evidence is linked to a group called Trojan horse.



8. Critical evidence through proactive cyber investigation

Combining partner databases and using advanced capabilities, Trojan horse is compromised. Their illicit gains are mapped across numerous bank accounts and Bitcoin wallets. An evidence base is built.



3. Victim contacted by police

Sue is video called by a Police Investigator, her video messenger informs the investigator that Sue is deaf, but can lip read and read subtitles. The investigator activates the subtitle function on the video messenger and Sue is able to see them and read a transcript of the conversation. The investigator asks a series of questions to aid initial investigations. The Police computer system identifies that Sue has been a previous victim of cyber crime and the investigator offers her a face-to-face visit, but she prefers online, with subtitles.



4. Victim updated and safeguarded

Sue subscribes to automatic case updates. She is also provided with preventative support, including a password manager, 2 factor authentication and anti-virus software. She is connected with a charity that works with Criminal Justice Partners to provide impartial internet safety support to victims.



5. Forensics identify a 'phishing' attack

The Cyber Investigator conducts digital forensic analysis of Sue's tablet device. They are able to ascertain that her personal details were intercepted through a 'phishing' attack via a fraudulent bank email.



9. International law enforcement disrupts criminals

Through a coordinated International Policing Agency with support from local law enforcement the online crime group is disrupted. There are eight arrests across three continents with £81m recovered.



10. Victim is updated

Sue is still taking appropriate steps to remain safe online and is delighted to learn of the operation's success. She feels that by reporting the incident she made a difference and has helped others. She provides positive feedback about the service provided and being able to track the case online.



11. Preventative education campaign

Using the positive news, police continue to run education campaigns, in partnership with banks and local government. It helps protect communities from similar crimes. All intelligence has now been shared with relevant local and international agencies to underpin prevention and future investigations.

BENEFITS

- Repeat offenders brought to justice faster
- Businesses more resilient and profitable
- Community wellbeing enhanced

2.3.6

Transforming Corporate Support Services

KEY POINTS

- We will standardise and improve processes and systems capable of supporting and enabling a national service.
- Through the creation of an efficient single shared service, we will free up resources to reinvest in required capabilities.
- We will invest in technology streamlining processes through greater self-service and automation. Developing an innovation capability and environment, we will enable the workforce to generate ideas and identify leading edge technologies.



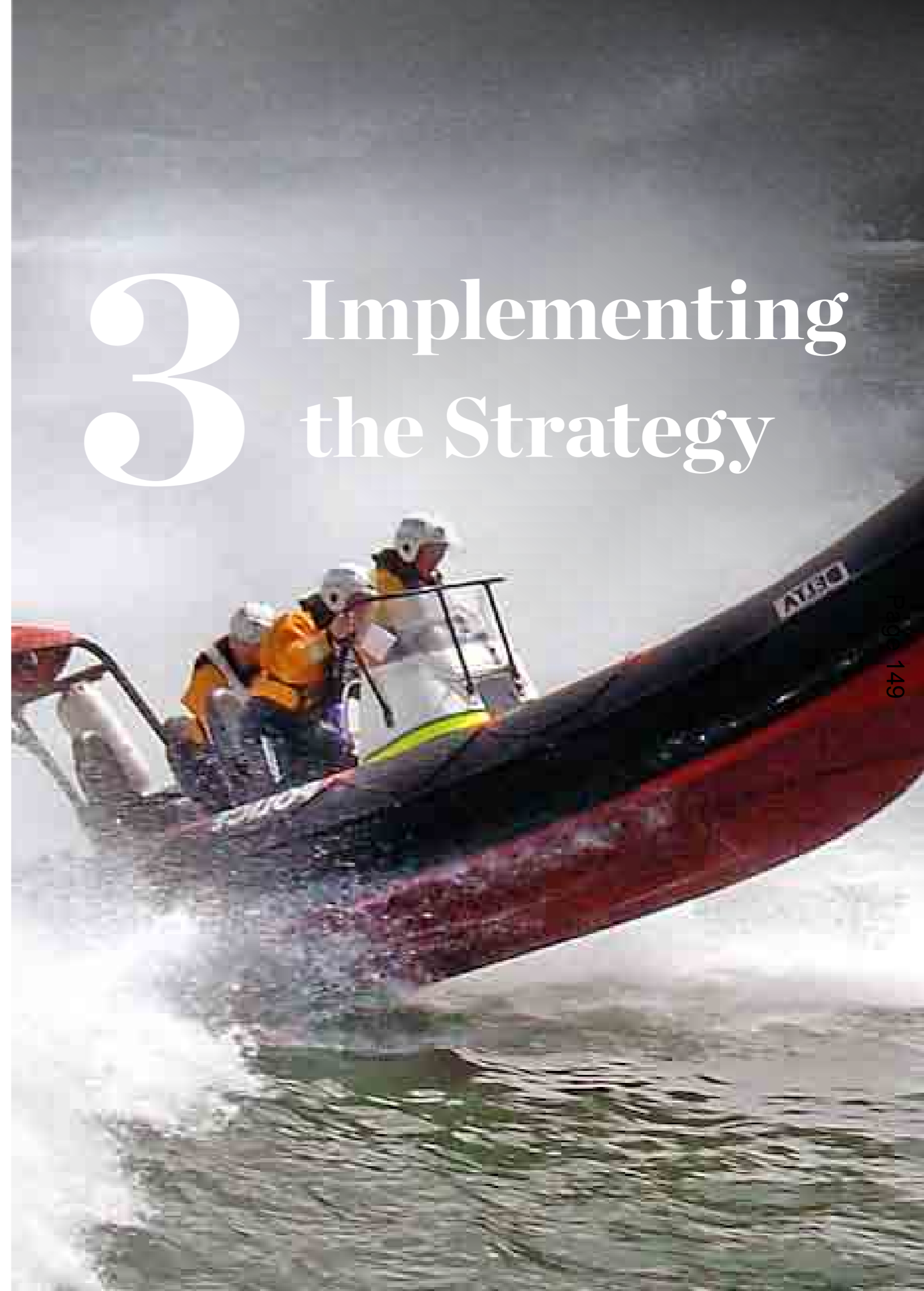
Stabilising and Improving Corporate Services, Creating an Efficient Shared Service and Developing an Innovation Capability

Transforming and reshaping our Corporate Support will prioritise our budget on frontline policing activities – our Corporate Support will be as efficient as possible.

To enhance delivery of policing services we will reduce and remove the frontline administrative burden associated with corporate processes and provide a standardised high quality service to our operational staff. Our workforce will receive the same consistency of support regardless of location. We will look to benefit from economies of scale by joining up services with other public sector agencies in order to pool capability and spending power.

We will manage change within our organisation, involving our people as our biggest asset and learning from what works in Scotland and elsewhere.

3 Implementing the Strategy



3.1

Long Term Financial Planning Approach

Financial Strategy Development

Alongside the development of the 2026 strategy, we have been developing a long term financial strategy which ensures that we can deliver the aims and objectives of the 2026 strategy while achieving financial sustainability. As consultation may impact our future costs, we will only finalise the draft 3 and 10 year financial plans after the conclusion of the consultation period.

Our current budget position

In common with all parts of the public sector, over recent years policing has faced budget constraints and rising demands for its services alongside calls for greater efficiency and the achievement of best value. We have seen cost pressures rising across policing and these have resulted in small revenue (operating cost) budget overruns. We have worked together to deliver savings which have largely met these pressures in previous years, but part of this has been through short term measures which are not sustainable in the longer term – for example by under spending the capital budget. We do not consider this to be a prudent or sustainable approach to managing our revenue budget shortfall in the future and we will therefore drive service wide transformation to bring our budget into balance in a sustainable way by the end of 2019/20.

Police Scotland's revenue expenditure for 2016/17 is currently forecast as £1,074m and after offsets from other underspent budgets will result in a projected final outturn deficit of £17.5m*. In 2017/18 Police Scotland's projected revenue expenditure will rise to £1,107m and would result in an operating deficit of £60m without the commencement of an effective transformation plan. The Scottish Government has yet to conduct a spending review beyond 17/18 but based on their indication that they would protect the police budget in real terms we believe that this level of deficit would be ongoing without fundamental change.

The Scottish Government has given a commitment to continued funding to support reform and change of £61 million in 2017-18 (split across Capital and Reform budgets). This will facilitate the commencement of the 2026 strategy and our transformation plan. This will reduce the projected deficit but will not eliminate it and a revenue budget deficit can be expected at the year end.

Our capital budget will allow us to begin to invest in increasing productivity and the reform budget will provide for a single Transformation Portfolio which will ensure high-level professional management of the change programme.

**As reported to SPA at its public board meeting in February 2017*

The 3 year horizon to 2020

Over the next three years we will begin to modernise the police workforce in a carefully managed way, ensuring that our operational and corporate productivity is improved and evolves to effectively meet the changing demands on policing. Our first priority will always be to continue to deliver a high-quality policing service to protect the public. Initially we will enhance our service by freeing up police resource from non- operational activity to increase productivity. Alongside this we will improve the effectiveness of our corporate services functions thereby reducing cost and we will seek to reduce non-pay costs significantly over the next three years. Further improvements in police productivity will free up resource over the next three years to deliver more operational policing and to invest in specialist resource such as cyber and vulnerability related demand.

Our changing workforce model to 2020

The most significant part of our cost base results from staff costs, both police officers and police staff. Our continuing priority will always be to maintain service levels and ensure operational policing is delivered to its usual high standards. We will ensure productivity gains are delivered and measured. We will invest in our infrastructure and adopt new approaches to deployment and call resolution to enhance officer productivity in communities, improving the impact and effectiveness of policing across Scotland. As we transform corporate services, we will free up more officers to deploy into operational policing roles. As the benefits of investment and transformation are delivered over the next three years, we can meet increasing operational demand by delivering an effective police service underpinned by efficiency, capacity creation and demand reduction. In 2017/18, we intend to maintain police officer numbers at their current levels. As productivity gains are delivered, we will seek to introduce new skills into the workforce to address the changing demands on the service. By the end of year three we will see a change in the overall balance and profile of the workforce.

Our clear view is that Police Scotland's non operational corporate and business support functions have never been effectively re-structured and transformed to reflect the move to a single service. It will be important to bring these areas down to an appropriate size and to reduce process duplication and inefficiency. Over recent years, cost saving initiatives have often focussed in these areas - but without the necessary change or investment in systems and processes, this has increased pressure on staff and service delivery.

The initial focus following reform was to ensure the service to the public was maintained and the merger of the 10 legacy organisations into a single service successfully delivered this objective. Initial and significant budgetary savings from reduced duplication were achieved and through the move to a single service, policing in Scotland is undoubtedly better prepared than the legacy forces to meet the operational challenges ahead. However our considered view is that further efficiencies can be made in the systems and processes within non-operational and business support functions.

A major focus of the transformation portfolio will be to rapidly address these areas and do so in a carefully managed way to ensure we continue to support operational policing in meeting its demands. Overall, we expect this will result in a reduction of staff and officers engaged in corporate and business support roles. As we develop our planning for this transformation, we will fully engage with staff associations and trade unions on an ongoing basis to ensure we develop the best outcomes possible, within the financial constraints that we and the rest of the public sector are operating in.

Our changing workforce model – the 10 year picture

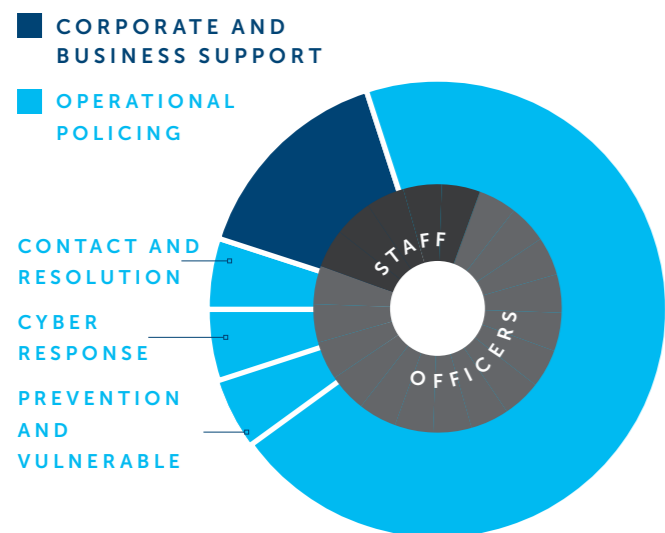
Our transformational plan will create capacity to generate 'policing hours' that are more productive for police officers by reducing administration and freeing their time to focus on operational matters such as effective prevention and partnership working. The changing makeup of the police workforce is represented in the diagrams below. The first two are indicative and represent the planned changing position between 2017 and 2020. We believe it is not possible or advisable to predict the appropriate skill mix that

will be necessary beyond a three-year horizon. It will be a matter for the Chief Constable to determine the required proportions of staff and officers based on his or her operational assessment at that time of threat, risk and harm as well as available budget.

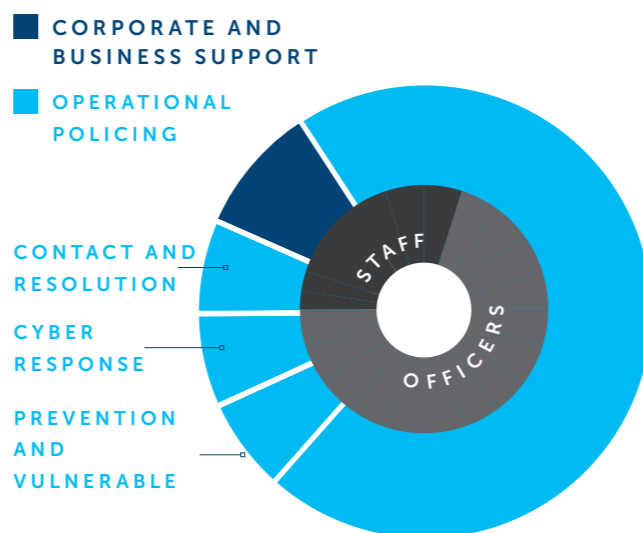
The final diagram is therefore illustrative to emphasise this flexibility and demonstrates that this will be assessed by the Chief Constable at the time when a more precise determination can be made.

OUR CHANGING WORKFORCE MIX: INDICATIVE AND ILLUSTRATIVE PROPORTIONS

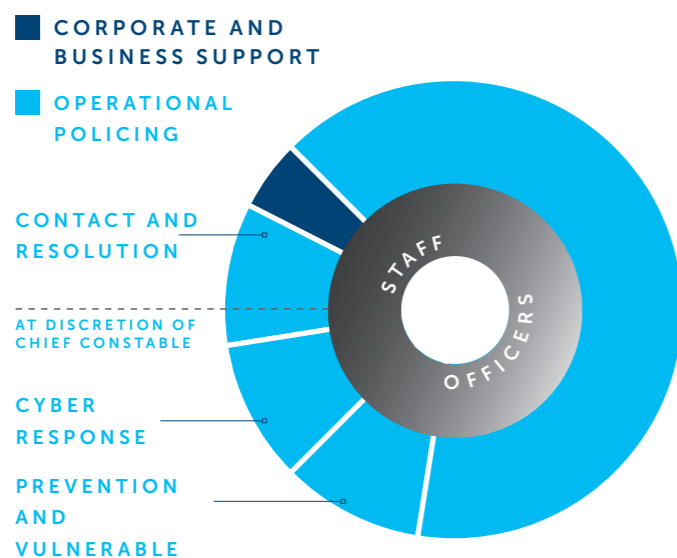
2016



2020



2026



Workforce descriptions relate to Police Scotland staff and officers.

Diagrams are not to scale and do not represent a fixed overall size of the police workforce over the coming decade. They are intended only to represent (i) the changing proportions of officers and staff across the workforce and (ii) the expected growth and shrinkage across certain functional areas over the coming decade.

The need for action

Without transformation and investment, it is projected that our revenue budget will face an operating deficit of £60m in 2017/18. Audit Scotland have confirmed this figure.

Therefore, we have developed an approach that enables Police Scotland to commence a portfolio of transformational change activity to improve the efficiency and effectiveness of our corporate and business support and to start delivery of the key improvements in policing capability, capacity and efficiency while also achieving a financially sustainable position by the end of 2019/20.

We expect that the early benefits of our proposed investments in 2017/18 will result in a reduction of the projected outturn deficit and will demonstrate real progress towards arriving at a financially sustainable position.

Summary

Our first priority will always be to deliver a high-quality policing service to protect the public.

To enable us to do this and to continuously improve and develop the service we will free up police resource from non- operational activity to increase productivity and impact, utilise police staff in more operational roles and improve the effectiveness of our corporate services and business support functions. We will also bring in new skills to address the changing demands being placed on the service.

Additionally, by introducing efficiencies into the delivery of our corporate and business support and by significantly reducing our non-pay costs we will, over the next three years, aim to bring our budget into a sustainable position.

Undertaking transformation offers the opportunity not only to improve the service we provide to the public but to bring our budget into balance in a sustainable way over the next three years without significantly reducing our operational capability and capacity.



3.2

**Implementation
Priorities**

**An Overview of the Six
Strategic Objectives and Key
Activities**


We will establish a transformation portfolio and robust governance structure to oversee delivery of our change programmes. We will invest in specialist capabilities to support us through this period of significant change.

The first three years of this strategy will be focused on addressing current challenges and establishing the foundations required for more innovative and visible transformation. Successful implementation will require careful planning and monitoring.

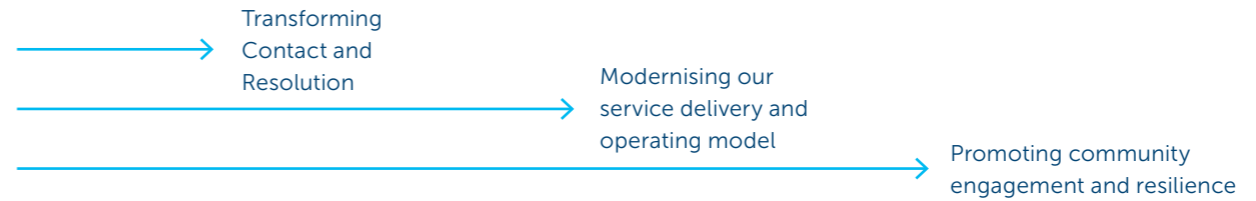
Our transformation portfolio and implementation priorities will be set out in the 3 year plan that will follow the finalisation of this strategy.

2026

**Sustained excellence
in service and protection**

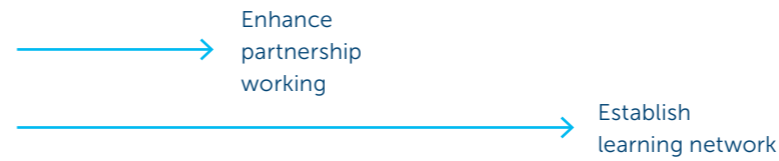
 **Improving public contact, engagement and service**

We will transform our contact and resolution model, enabling us to recognise and respond appropriately to the needs of individuals and communities, with a continued commitment to localism. We will modernise our operating model to ensure we achieve maximum impact with our available resources.



 **Strengthen effective partnerships**


We will strengthen partnership working identifying areas of shared improvement and opportunities to provide value for money services.



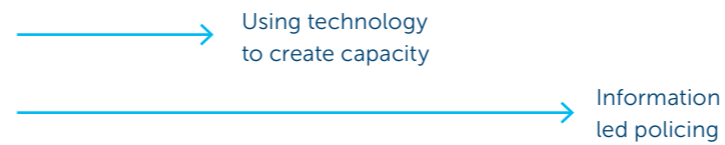
 **Empower and develop our people and culture**


We will continue to recognise and invest in the development and wellbeing of our workforce. We must strengthen the diversity of our whole workforce and change the mix of skills and experience to address evolving needs.



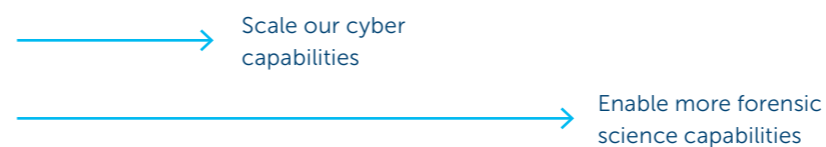
 **Invest in our use of information and technology**

We will introduce technology to enable workforce efficiency and operational effectiveness, using analytics, better quality data and wider sources to improve decision making.



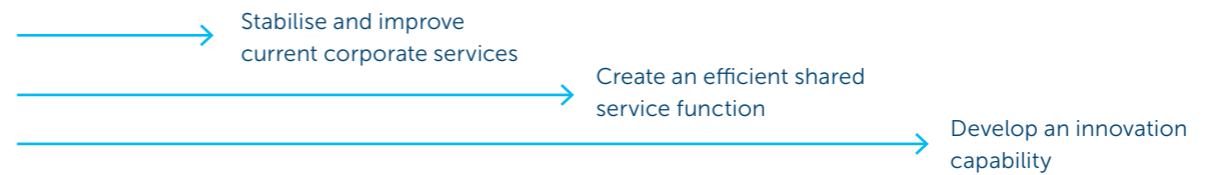
 **Enhance cyber and forensic capabilities**

We will scale our cyber capability to respond to emerging cyber related crimes and we will continue to invest in Scotland's forensic science capabilities.



 **Transform corporate support services**

We will transform our corporate services, improving processes and systems to support and enable a modern national service.



3.3

Our Collaborative Approach

Our 10 year Policing Strategy has been collaboratively developed by SPA and Police Scotland to align with the strategic planning framework described in the Police and Fire Reform (Scotland) Act 2012 (the Act).

This strategy fulfils the requirement set out in S.34 of the Act that a Strategic Police Plan is developed. This strategy will be jointly reviewed and refreshed by SPA and Police Scotland every 3 years.

Implementing and Governing

The following products will underpin the delivery of this 10 year Policing Strategy:

- a 3 year plan 2017 – 20
- Police Scotland’s Annual Police Plan 2017 – 18
- a 3 year Police Scotland performance framework 2017 – 20

The 3 year plan will set out how we will deliver this strategy across the service.

The Police Scotland Performance Framework will be based on the 3 year plan. SPA will hold Police Scotland to account for delivery against these strategic objectives using the agreed Performance Framework.

3 yearly planning will underpin the 10 year strategy, covering the periods:

- 2017 – 2020
- 2020 – 2023
- 2023 – 2026

Reviewing and Refreshing

Police Scotland and SPA will review and refresh this Strategy regularly in partnership (in line with statutory expectations set out in the Act).

- **Spring to Autumn 2019**
Joint review of 10 year Strategy to 2026
- **Winter 2019**
Public consultation on refreshed 10 year Strategy to 2029
- **Spring 2020**
Publication of Policing Strategy to 2029
- **Spring to Autumn 2022**
Joint review of 10 year Strategy to 2029
- **Winter 2022**
Public consultation on refreshed 10 year Strategy to 2032
- **Spring 2023**
Publication of 10 year Policing Strategy to 2032

How This Strategy will Fulfil the Strategic Police Priorities

PRIORITIES

ACTIVITIES – WHAT WE WILL DO

Localism

Ensure that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.

We will work to empower and support an increasingly diverse set of communities, of place, identity or those in the virtual space to increase their resilience and safety. Our commitment will also include listening more and responding to their diverse needs.

Inclusion

Ensure our police service is accessible and responsive to the needs of all people in Scotland.

We will respond to the diverse needs of individuals and communities. Key to this will be transforming our contact and resolution models and the creation of new ways of engagement. We will focus on improving trust and confidence and promoting community resilience. Creating a dynamic deployment model that reflects demand and need will be key as will developing new approaches to threat, harm and risk.

We recognise that valuing and promoting diversity in our own workforce improves confidence in diverse communities that we understand their needs.

Prevention

Ensure our police service works to protect people by preventing crime and reducing fear of crime through communication, education, innovation and partnership working.

We will further develop prevention driven approaches to address enduring issues facing communities. We will maintain a key role in supporting vulnerable individuals and communities. Working, planning and responding in an integrated way with partners, we will intervene with them at an early stage to address high impact issues such as domestic abuse, substance misuse and mental health.

Response

Focus policing on improving the wellbeing of individuals and communities by tackling crime and responding to and investigating incidents effectively and efficiently.

We will continue to drive improvement across our approaches to responding to the needs of communities, detecting crime, protecting vulnerable people, maintaining order and ensuring national security.

Collaborative Working

Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.

We believe we have a duty to share the knowledge we gain. We will build on our experience and use our information and insight to influence, inform and work with partners, government and the public to develop and improve collectively the services required to meet changing public needs.

We will share data, resources, training and ideas; we will adopt and promote best practice and we intend to build and integrate new shared services. We wish to build effective networks in order to improve outcomes and reduce cost. In recognition of the increased diversity in Scotland we will look to build partnerships for specific communities at a local and national level.

Accountability

Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.

To maintain our legitimacy and relevance, as well as meeting our statutory obligations, we will continue to work positively with external scrutiny partners at local and national levels. Whilst our approaches will mature and develop, our values of fairness, integrity and respect will remain constant and be the basis on which we deliver services. We will have a broader understanding of success, with public confidence as our central measure. We will focus our services on delivering public satisfaction at a local and national level and provide a more complete understanding of our impact.

This will include our impact on communities and enduring issues facing communities. We will maintain traditional measures of crime and police activity, so that we do not lose sight of our performance in delivering our core services. We will enable a cycle of continuous performance improvement, identifying the root causes of problems, implementing informed solutions, evaluating results and learning from best practice.

Adaptability

Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

As a learning organisation, we will constantly examine and evaluate the nature and effectiveness of our services while developing opportunities for innovation to flourish at all levels. Through establishing an innovation capability we will encourage and learn from tests of change at local level while identifying best practice nationally and internationally to enable us to design new services and prepare for the future.

3.4

What will Success Mean for the Public and Our Workforce?

I know that the police are actively working with other services to make my community safer and prevent harm.

I think that policing in my community is stronger and more effective than ever.

I am confident that the police know who is vulnerable in my area and are working with others to help them.

I am confident that the police are ahead of criminals and new types of crime.

The diversity of my community is represented and understood by the police.

I welcome the fact that the police have all of the tools and knowledge they need to stay ahead of crime and keep my community safe and strong.

I can contact the police in a way and at a time that suits me and they will work to help me quickly and effectively.

I know that if I'm a victim of crime, the police will help me in the most appropriate way and with the right people.

I welcome that the police are using their knowledge and experience to inform anybody's decisions that will impact on safety in my community.

I trust the police and am confident that they will use information about me wisely.

I work in policing and I feel valued and trusted by the organisation - my wellbeing is taken seriously and I feel happy in my career.



Publication Information

This Strategy is a draft version. We are seeking your views and input to help us shape the final publication.

We want to meaningfully involve our communities, our staff and our stakeholders in the future delivery of policing services.

To take part in the consultation please visit:

<https://consult.scotland.police.uk/consultation/2026>

Or submit written responses to us at:

Policing 2026 Consultation

Clyde Gateway

2 French Street

Dalmarnock

Glasgow

G40 4EH

If you have any queries about the strategy or the consultation please contact us:

Email: PoliceScotland2026Consultation@scotland.pnn.police.uk

Minicom Service - for the deaf, deafened, hard of hearing or speech impaired callers who can call us on 1 800 1101

This document will also be available in Gaelic upon request:

Please email us at: PoliceScotland2026Consultation@scotland.pnn.police.uk

Other languages, braille, large print, sign-language, audio or CD

Please contact us if you would like to receive a copy of this document in any of the above formats.

Equality Impact Assessment – The final strategy will be subject to an Equality Impact Assessment (EIA) in compliance with the Scottish Public Sector Equality Duty. A summary of the EIA results will be published alongside the final strategy on the Police Scotland website.

Twitter: [@policescotland](https://twitter.com/policescotland)

Facebook: www.facebook.com/policescotland

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Appendix 3 - Consultation Questions – Policing 2026 Draft Response Argyll and Bute Council

Risks

1. Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?

Yes ✓ No Not sure

We would welcome any view you have.

No further views

Focus

2. Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?

► More Information

✓ Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

Please tell us why you think these are the right or wrong areas of focus?

The areas of focus, which cover impact, improvements, resource efficiency, leadership, performance, knowledge and fairness are all aspects of organisational development that will contribute to efficiency and consistency of service.

Methods

3. Do you agree the methods proposed within this strategy are the right ones to deliver an improved policing service?

► More Information

✓ Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

Please tell us why you think this is the right or wrong approach?

In Argyll and Bute partnership working and engagement with communities is central to effective and efficient public service delivery. With 23 inhabited islands and remote, rural communities as well as town centres that face the same challenges as urban areas, this diversity is both a strength but also a challenge for service delivery. The local approach to policing in this area works well and it is essential that the priority need for this is recognised, despite our low levels of crime. Engaging with communities and working to the 'prevent' agenda are core to the success of policing in Argyll and Bute.

Performance

4. The Policing 2026 Strategy states that public confidence will be a key measure of success and the effectiveness of Police performance. Do you agree with this approach?

Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

We would welcome any views you have

Communities have greater levels of confidence in policing when it is a visible part of their lives. Engagement with communities, visibility in communities and media coverage all contribute to a sense of confidence in policing. This is a particular challenge in remote areas and we would support the premise that visibility increases confidence and that confidence can be used as a measure of effectiveness.

Workforce

5. The Policing 2026 strategy highlights that we will need to re-shape our organisation with a workforce focussed on having the right skills and capacity to meet future challenges. Do you agree with this approach?

Strongly agree Mostly agree Not sure Mostly disagree Strongly disagree

We would welcome any views you have.

Workforce planning, skills development and encouraging new entrants into the service are all essential . Police Scotland's future effectiveness will be built on preparing a workforce now to meet future challenges.

Clear & Understandable

6. Is the strategy presented in a clear and understandable way?

Yes No

We would welcome any views you have.

Other views

7. We would welcome any additional views you have on our strategy and how it will affect you, or any other person.

We would welcome any views you have.

ARGYLL AND BUTE COUNCIL**Council****Customer Services****20 April 2017**

REVIEW OF PPMF – INTRODUCING THE NEW PERFORMANCE AND IMPROVEMENT FRAMEWORK

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to present to Council the new Performance and Improvement Framework (PIF) as outlined at recent elected members' seminars. Previously known as the Planning and Performance Management Framework, the Performance Improvement Framework underpins the delivery of council services according to our agreed strategic outcomes within allocated budgets.
- 1.2 The Performance and Improvement Framework presents a simplified approach to planning, improvement and performance management and will support elected members to scrutinise the Council's strategic performance against our priority outcomes more effectively.
- 1.3 The approval of the PIF will ensure that the Council continues to meet its requirements for Best Value under the Local Government in Scotland Act 2003.
- 1.4 Members are asked to approve the Performance and Improvement Framework
- 1.5 There are no financial implications from this report.

ARGYLL AND BUTE COUNCIL

Council

Customer Services

20 April 2017

REVIEW OF PPMF – INTRODUCING THE NEW PERFORMANCE AND IMPROVEMENT FRAMEWORK

2.0 INTRODUCTION

- 2.1 The Council has a well-established Planning and Performance Management Framework (PPMF), which underpins the delivery of services according to strategic priority outcomes within allocated budgets.
- 2.2 The PPMF was developed in 2009 and had a significant impact on the council's approach to aligning service activities with strategic priorities, accounting for expenditure and embedding a performance management approach to organisational behaviour from the strategic to the individual. It also supports improvement, one of the core components of delivering best value.
- 2.3 Since it was established, the PPMF has developed to include outcome based budgeting in service plans. The plans and performance are presented to senior management and elected members in scorecard format for performance review and scrutiny on a regular basis.
- 2.4 The plans and scorecard content have, however, become more and more complex over the years, with changes being made on an annual basis and often including low level operational performance statistics. This has reduced the scope for elected members to scrutinise effectively performance against strategic priorities and outcomes and results in them repeating the performance review related role at multiple committees.
- 2.5 The Performance Review and Scrutiny Committee and the Chief Executive have requested that a review of the PPMF is undertaken to simplify the process, reduce duplication and that the focus must move from reporting on what we can count to report on what counts and which supports improved scrutiny.
- 2.6 This paper introduces the reviewed PPMF, which it is proposed that we call the Performance and Improvement Framework (PIF). This change in emphasis recognises that as an organisation we have a mature approach to performance management and now need to focus on improvements and strategic scrutiny.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Council approve the new Performance and Improvement Framework.

4.0 DETAIL

- 4.0.1 The council has had a Planning and Performance Management Framework (PPMF) in place for a number of years. From 2009 the development of scorecards and a structure of regular review of performance on these scorecards began to be embedded in a structured way from member scrutiny of the scorecards on a quarterly basis to annual PRDs, linked first to service measures and then to outcomes.
- 4.0.2 The scorecards were driven by the service planning process and developed in complexity over the years, to include, alongside the service performance, wider indicators on resources, audit, customer service and recovery planning, amongst other areas.
- 4.0.3 Service plans have also been accompanied by, over the years, a range of additional planning documents – customer improvement plans, service improvement plans, service communication plans, self-evaluation -- corporate PSIF, service PSIF and others. These plans also contain action plans producing confusion, duplication, lack of clarity on priorities and a focus on low level operational statistics. These additional plans have lacked consistency over time, with changes taking place in most years, which add to the overall complexity of the process and result in a loss of focus on what is important in delivering the services that the people of Argyll and Bute receive from the council.
- 4.0.4 In reviewing the PPMF, the focus has been on simplification and achieving a focus on what is important to the organisation and within a wider community planning context. The council now needs to move away from ‘what can be counted’ to ‘what counts’.
- 4.0.5 To move away from the concept of counting input activities and reporting, the proposed title of the new framework is the Performance and Improvement Framework or PIF. This retains the essential nature of ensuring we are accountable and report strategic performance, but also that our focus is on improvement and supports effective scrutiny.
- 4.0.6 In order to embed this into the council’s activities and begin to change mindsets, an initial change was made to the 2017/20 service planning process to introduce ‘Business Outcomes’ and reduce and replace the service outcomes. This was endorsed by the Policy Leads, then approved by the PRS Committee and was the subject of consideration at a Members’ Seminar in December 2016. These were then used as the basis for the approval of service plans when the Council’s budget was approved in February 2017.

4.1 Introducing the new Performance and Improvement Framework

4.1.1 The PIF is a more structured and less bureaucratic framework. In simple terms it sets out the framework for:

- Looking ahead – what we will do in the future
- Making it happen – what we deliver
- Monitoring and review – how we have delivered, and how we know how well we have done
- Implementing change – how we improve

4.1.2 All of this adds up to the Difference That We Make as an organisation to the people we deliver services to. A single plan will incorporate customer improvement, service improvement, service communication and self-evaluation activities thereby removing multiple plans and improving clarity on outcomes and priorities.

4.2 Looking Ahead

4.2.1 This section aligns all of our service activities with the Local Outcomes Improvement Plan (LOIP formerly SOA) outcomes for Argyll and Bute. It also recognises the role that support services have in enabling the organisation to meet its statutory requirements and to deliver improvements.

4.2.2 Early implementation of the first stage of simplifying the planning process has already been put in place with the approval by SMT, Policy Leads and PRS Committee to simplify the service outcomes, reduce their number and create a smaller number of business outcomes. This approach was applied to the service planning process for 2017/20 and approved by Council at the budget meeting in February 2017. The duration of plans will extend beyond the previous single year horizon to 3 year plans to provide consistency and improve the opportunity to deliver on key council outcomes and priorities. This approach will also reduce the bureaucracy associated with the current PPMF.

4.2.3 The PIF approach will lead to updated scorecards, which enable elected members to focus on high level and strategic, outcomes rather than low level activity measures. Officers will continue to monitor actions and measures and will continue to review operational performance and ensure that performance delivers on the priority outcomes.

4.2.4 The simplification of the service plans, aligned directly to the LOIP, and including service improvement actions will result in a reduction in the number of plans that are tracked across the organisation and a much greater clarity to highlighting the council's objectives and outcomes.

4.3 Making it Happen

4.3.1 Making it happen relates to the delivery of services. How and what services are

delivered are informed by the plans developed in Looking Ahead.

- 4.3.2 Plans are developed to illustrate the future delivery of Outcomes with agreed people and financial resources. These are supported by our detailed service planning guidance.

4.4 Monitoring and Review

- 4.4.1 Linked to the above Looking Ahead and Making it Happen sections, the delivery of the plans is dependent on the resource planning that each service puts in place – the people, the finance, the actions and timescales. The council has a well embedded approach to planning and performance review. The difference that we make, however, is not always clearly aligned to what we are doing. The most important element of this part of the PIF will be to identify outcome indicators that clearly show that the actions we take are making a difference and actively contributing to our strategic aims.
- 4.4.2 The implementation for this piece of the PIF is longer term, with active involvement by elected members and managers in the process. This is planned for later in the review process, but will be complete, approved and in place for the new Council in 2017.

4.5 Implementing Change

- 4.5.1 Continuous improvement is core to the organisation ensuring that it continues to meet the needs of services users and to respond to and plan for external change. Improvement is generated by a range of sources – audit, inspection, customer and employee feedback and self - evaluation.
- 4.5.2 A core element of the revised PIF is the review of self-evaluation, and the creation of an Argyll and Bute Improvement Framework. Detailed analysis of the PSIF framework, the Customer Service Excellence and other quality frameworks is underway, and a recommendation will be brought to adopt an approach to quality and improvement that is applicable to Argyll and Bute, that is proportionate in its approach and will deliver on improvements.
- 4.5.3 It will however feature a rolling programme of self-evaluation activity at service/ sub-service level which will facilitate improved scrutiny by elected members and committee. This process will be informed by benchmarking across a range of sources, including but not limited to the Local Government Benchmarking Framework. Part of this process will also include consideration of alternative delivery options for services, such as make or buy, volunteering and other approaches that are either innovative or have been proven to work in other local authorities.

4.6 The Difference We Make

Altogether, this highlights the difference that we make as an organisation, enabling the public, elected members, scrutiny bodies, partners and employees

to have a clear understanding of what we deliver. Simplifying our approach to Planning and Performance Management will ensure that:

- The organisation can focus on what counts rather than what can be counted
- Performance review is carried out by management and scrutiny is carried out by elected members
- Service planning and improvements will be simplified into a single plan, reducing bureaucracy and improving efficiency and represent a longer term – 3 years.
- Our self-evaluation will be proportionate and targeted – fit for purpose for Argyll and Bute.

5.0 CONCLUSION

5.1 The review of the PPMF is underway and making progress. The initial stage of service planning and the implementation of business outcomes is now underway. The draft PIF is attached for discussion.

6.0 IMPLICATIONS

6.1 Policy	The PIF sets out the Council's policy Framework for Performance and Improvement.
6.2 Financial	None
6.3 Legal	The PIF underpins the Council's compliance with the Duty of Best Value under the Local Government Scotland Act 2003.
6.4 HR	The PIF includes the Council's approach to people and performance through PRD, Team and Service Planning. It also sets out the HR resource available to the Council in the delivery of all services. The PIF is a core document to the People Strategy.
6.5 Equalities	There are no equality issues from the EQIA
6.6 Risk	The provision of an approved PIF reduces the risk to the council of a failure to deliver on Best Value.
6.7 Customer Service	None

Douglas Hendry - Executive Director of Customer Services

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Appendices

1 – Performance Improvement Framework with appendices

ARGYLL AND BUTE COUNCIL PERFORMANCE AND IMPROVEMENT FRAMEWORK

1. INTRODUCTION

- 1.1 This document sets out how Argyll and Bute Council approaches its performance and improvement functions to ensure that it meets its obligations to deliver best value to the people of Argyll and Bute.
- 1.2 The PIF is comprised of two parts: the framework document, itself, and a series of appendices that provide detailed guidance on the different elements of the framework.
- 1.3 The framework document is 'fixed' and has been designed to provide the context for the council's overall activities. The supplementary documentation, provided in the appendices, is designed to be updated and reviewed independently of the PIF, informed by and flexible to the future requirements of the council and its services.

2. WHY DO WE HAVE A PERFORMANCE AND IMPROVEMENT FRAMEWORK (PIF)?

- 2.1 The Performance Improvement Framework enables the Council to deliver its statutory duty 'to make arrangements to secure Best Value (continuous improvement in the performance of functions)', as required by the Local Government in Scotland Act 2003.
- 2.2 The PIF sets out the structure of Argyll and Bute Council's planning, performance and improvement functions, and shows how the functions are interlinked. The PIF provides a common language to enable everyone, from Elected Members and senior managers through to individual employees, to understand how they contribute to the delivery of these functions. The PIF sets out the roles and responsibilities of different groups in delivering these.

3. MAKING A DIFFERENCE

3.1 How Does The Council Make A Difference?

The PIF is founded on the principle that the council exists to make a positive difference to the people of Argyll and Bute through the delivery of public services. In order to make a difference, we have to identify the component parts of our framework.

The functions that contribute to performance and improvement activity

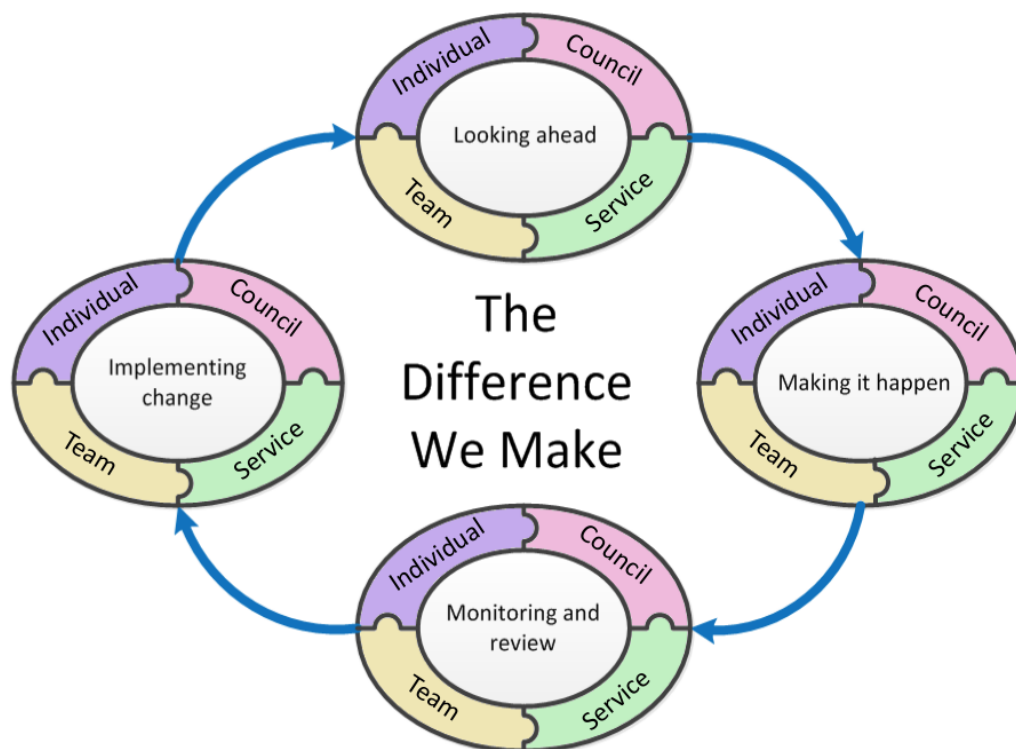
and that show how we make a difference can be thought of as a continuous circle of activity, summarised as:

- Looking Ahead – what we will do in the future
- Making It Happen – what we deliver
- Monitoring and review – how we have delivered
- Implementing change – how we improve

Each of these areas of activity is described in more detail, below.

The four areas of activity combine together to create The Difference We Make, which is the foundation of our PIF. See figure 1. The diagram shows that in each stage of the PIF, we all have a role to play.

Figure 1: The Difference We Make



3.1.1 Looking Ahead

Looking Ahead relates to planning of future activities and setting the direction for future service delivery.

At the highest levels of the organisation, Looking Ahead relates to the setting of outcomes and the development of organisational strategy for

the long-term. This is articulated through:

- The Local Outcomes Improvement Plan (LOIP)
- The Corporate Plan.

At the level of Departments and Services, forward planning is carried out over medium-term time horizons, and is articulated through:

- Service Plans
- Workforce plans

Team planning focusses on shorter-term tactical and operational activities.

Individual planning focusses primarily on the delivery of day-to-day operational activities. Planning is carried out through:

- PRDs and their associated development plans.

Plans at the different levels of the organisation are informed by the content of plans in the level(s) above. All plans are aligned to ensure the delivery of the council's strategic objectives.

Plans at all levels should include relevant performance measures and targets to enable progress and impact to be monitored and reviewed effectively.

3.1.2 Making It Happen

Making it happen relates to the delivery of services. How and what services are delivered are informed by the plans developed in Looking Ahead.

Plans are developed to illustrate the future delivery of Outcomes with agreed people and financial resources. These are supported by our detailed service planning guidance.

3.1.3 Monitoring and Review

Monitoring and Review includes activities relating to: performance management; benchmarking; evaluation activity; scrutiny. These activities combine to enable the identification of Areas for Improvement.

How and what is monitored and reviewed is influenced by the content of plans developed in Looking Ahead and the activities that take place in Making it Happen.

Performance Management includes:

- The monitoring of trends, targets and status of activities
- The reporting of performance information.

Monitoring and review takes place at all organisational levels, from the corporate level down to the individual level.

Reporting at corporate, service and team level is carried out using the council's Performance Management System (Pyramid). Performance of individuals is carried out through the PRD process.

Evaluation activity relates to:

- Internal self-evaluation
- External evaluations and inspections.

Areas for Improvement may be identified from the following sources:

- Self-evaluation activities
- Audit or inspection key recommendation
- Best Value Review
- Consultation and Engagement; Customer feedback (satisfaction surveys or complaints)
- Annual Performance Review
- Employee suggestions
- Scrutiny activity, including feedback from the Performance Review and Scrutiny Committee
- Performance Measurement and Management
- Benchmarking.

Managing improvement activity in a formalised way will enable effective scrutiny by elected Members and committees.

3.1.4 Implementing Change

Implementing Change relates to activities designed to embed quality and improvement across the Council. Activities are informed by the Areas for Improvement identified as part of the Monitoring and Review Process.

Change may be incremental, relating to continuous improvement, or transformational.

3.2 Who Makes A Difference?

Everyone in the Council, from Elected Members to frontline staff, contributes to the delivery council services and functions. What is expected from different groups varies according to levels of responsibility. See Table 1.

Table 1:

Time horizon	Who makes a difference?	How do we make a difference?			
		Looking Ahead	Making It Happen	Monitoring and Review	Implementing Change (Embedding Quality; Improvement)
Long-term strategic	Elected Members Senior Managers	Provide strategic direction for the organisation <ul style="list-style-type: none"> • Set outcomes / goals / targets • Corporate plan • Budget / resources • Policy setting 		<ul style="list-style-type: none"> • Review Performance Management • Scrutiny • Corporate self-evaluation • External inspections • Benchmarking 	<ul style="list-style-type: none"> • Develop transformational change agenda • Corporate improvement plan
Mid-term strategic	Heads of Service Third Tier Managers	Provide strategic direction for Services, in line with corporate direction <ul style="list-style-type: none"> • Service plans • Workforce planning 	<ul style="list-style-type: none"> • Develop Service plan • Oversee delivery of Service plans • Accountability for service delivery 	<ul style="list-style-type: none"> • Self-evaluation • External inspections • Benchmarking • Performance measurement and reporting 	<ul style="list-style-type: none"> • Continuous improvement • Transformational change
Short-term tactical / operational	Third Tier Managers Managers and Supervisors Teams	Provide direction in line with Service and Corporate plans <ul style="list-style-type: none"> • Team plans • Development of processes to deliver services 	<ul style="list-style-type: none"> • Develop Team plan • Oversee and deliver Team plan • Accountability for service delivery 	<ul style="list-style-type: none"> • Self-evaluation • Benchmarking • Performance monitoring and reporting 	<ul style="list-style-type: none"> • Continuous improvement • Transformational change
Day-to-day operational	Individuals (Managers and Supervisors; Non-managers)	Workplan, in line with team, Service and Corporate plans, via PRD process, including delivery plan for individuals.	Deliver services / tasks	<ul style="list-style-type: none"> • PRD • Monitoring of performance of individual 	<ul style="list-style-type: none"> • Continuous improvement

3.3 Bringing It All Together

The PIF is brought together with a series of operational guidance note appendices that will be subject to amendment over time. These appendices are:

- Glossary: Elements of the framework
- Planning and performance reporting cycles
- Information guide for Pyramid and scorecards
- Service Planning guidance and plan structure
- Information guide for the Service Annual Performance Reviews
- Information guide for the Local Government Benchmarking Framework (LGBF)
- Process guide for indicators required for the LGBF-SPI
- Public Performance Reporting guidance
- Role of Elected Members in delivering Argyll and Bute Council's Performance and Improvement Framework
- Where to go, and who to contact, for additional support.
- PRD Guidance (<http://intranet.argyll-bute.gov.uk/my-hr/performance>)
- Self-evaluation guidance (under development)
-

4. HOW DO WE KNOW THAT THE PIF IS MAKING A DIFFERENCE?

- 4.1 The effectiveness of the PIF will be demonstrated through evidence of continuous improvement, positive outcomes from external audits and inspections, and the impact of the Council's transformational activities.
- 4.2 The PIF is subject to review on a regular basis to ensure that it:
- Continues to be appropriate to the Council
 - Helps to achieve real improvement to Council services
 - Demonstrates Best Value.
- 4.3 The HROD team will take a lead on the scheduled review of this framework, and will report to the Strategic Management Team and the PRS Committee.

Glossary and Elements of Argyll and Bute Council's Performance and Improvement Framework

Glossary

Benchmarking

Benchmarking refers to the comparison of a business's processes and performance with those of other organisations in order to see how well it is doing in relation to others. In turn, benchmarking may be a learning tool, and can be used to identify areas for business improvement. Typical things to benchmark are quality, time and cost.

Benchmarking may be used to compare organisations that have similar characteristics (e.g. other rural authorities) or with 'best in class' organisations.

'Longitudinal benchmarking' may refer to the comparison of a single organisation's performance over time.

Best Value

The duty of Best Value, which was set out in the Local Government in Scotland Act (2003), requires that Public Services make arrangements to secure continuous improvement in performance whilst maintaining an appropriate balance between quality and cost. In making these arrangements and securing that balance, Public Services must have regard to economy, efficiency, the equal opportunities requirements, and to contribute to the achievement of sustainable development (<http://www.gov.scot/Topics/Government/Finance/spfm/BestValue#Key Points>).

Consultation

Consultation is the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of action (Consultation Institute).

Continuous Improvement

Continuous improvement is the improvement of products, services or processes through incremental and breakthrough improvements. Improvement should not be seen as a series of one-off activities that are completed and then forgotten; instead, improvement should be seen as being an ongoing process.

Corporate Plan

The Corporate Plan sets out the council's strategic priorities and how these relate to the council's corporate outcomes and mission as well as to the vision and outcomes we share with our community planning partners.

Engagement	Engagement involves an on-going mutually beneficial two-way partnership between the council and stakeholders. Decision-making may be shared between the parties. Engagement differs from consultation because the relationship between the parties is ongoing.
External evaluations	Some parts of the council are subject to external evaluations and inspections. These may lead to the identification of Areas for Improvement.
Inspections	Some parts of the council are subject to external evaluations and inspections. These may lead to the identification of Areas for Improvement.
Internal self-evaluation	As part of the PIF's monitoring and review activities, the council requires people at all levels to engage in self-evaluation. We need to reflect honestly on our activities and functions to help identify areas for improvement.
Local Government Benchmarking Framework	The Local Government Benchmarking Framework (LGBF) brings together a range of information about the performance of Scottish councils. The LGBF has published benchmarking data for a range of indicators annually since 2010-11. The LGBF indicators cover seven service areas that, together, account for over 60% of local government spending. These service areas are: children, corporate, adult social care, culture and leisure, environmental, housing and economic development.
Local Government in Scotland Act (2003)	The Local Government in Scotland Act (2003) placed a statutory duty of Best Value upon local authorities in the discharge of their functions. The Act also required local authorities to engage in, and demonstrate, continuous improvement.
Local Outcomes Improvement Plan	The Local Outcomes Improvement Plan is a joint statement from the Argyll and Bute Community Planning Partnership. It sets out the partnership's vision for achieving long term outcomes for communities in Argyll and Bute. It is supported by locality plans and delivery plans. The LOIP outcomes are the same as six of the seven corporate outcomes.
LOIP	See Local Outcomes Improvement Plan
Performance and Improvement Framework	The Performance and Improvement Framework sets out how the council approaches its performance and improvement functions to ensure that it meets its obligations to deliver Best Value to the people of Argyll and Bute.

Performance management	Performance management involves the assessment of an employee, process, equipment or other factor to gauge progress towards predetermined goals. On the basis of the observed performance, actions should be taken to make improvements as required.
Performance Management System (Pyramid)	The council uses a software programme called QPR to manage its performance information. Locally, this system is referred to as Pyramid.
Performance measures	Performance measures are quantifiable indicators that are used to assess how well the organisation is achieving its intended objectives or outcomes. The review of performance measures is an integral part of performance management, and enables managers to assess in an objective manner how their business is operating and whether improvement is required. To achieve this, measures should be SMART: Specific, Measureable, Agreed upon, Realistic and Time bound. Measures should be associated with targets and, where possible, benchmarks.
Performance Review and Development (PRD)	PRDs are annual appraisals carried out for individual members of staff. PRDs look at performance over the previous year and set out targets and development needs for the year ahead. Corporate and other training needs are identified and planned for, based on information submitted in an individual's PRD.
PIF	See Performance and Improvement Framework
Public Performance Reporting (PPR)	All performance that is reported to the public. Some performance reporting is carried out as a statutory activity. Most reporting is desirable. PPR is required as part of Best Value, and can reduce numbers of Freedom of Information Requests.
PPR Pyramid	See Public Performance Reporting. The council uses a software programme called QPR to manage its performance information. Locally, this system is referred to as Pyramid.
Scrutiny	Scrutiny requires assessing evidence (e.g. relating to performance indicators, benchmarking data and financial processes) to enable the examination of policies and procedures, and the formation of recommendations for improvement.

Self-evaluation	A lot of improvement activity starts with some form of self-evaluation. The key point of self-evaluation is that it is something we do ourselves, about ourselves. Self-evaluation can range from simple and informal activities (e.g. SWOT) through to more complicated, formal exercises (e.g. PSIF). All self-evaluation activities have in common the need for open and honest reflection. Self-evaluation may also be referred to as self-assessment in some places.
Single Outcome Agreement	Former name of the LOIP.
SOA	See Single Outcome Agreement

Elements

The key elements of the Performance and Improvement Framework are:

- Local Outcomes Improvement Plan (LOIP)
- Corporate Plan
- Service Plans (incorporating improvement plans)
- Team Plans
- Performance Review and Development Plan (PRD)

Together, these plans, set out the main activities that the council carries out in the delivery of its functions. The actions set out in these plans may be complemented by thematic plans, locality plans, and workforce plans.

Information Guide for the Planning and Performance Reporting Cycles



16 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information of the Planning and Performance Reporting Cycle.

Introduction

The Planning and Performance Reporting cycle reports performance on both an annual and quarterly basis. Scrutiny of performance is an essential tool for improvement and is carried out at all levels of the Council by Senior Officers, Managers and Elected Members. Reports are submitted to the various Strategic and Area Committees on a quarterly and annual basis.

Detail

Service Plans are aligned to the Corporate Plan and the SOA / LOIP. They are agreed on a 3 year cycle and clearly set the aims of the Council at Service level through agreed Outcomes. In each Service Plan the key challenges that each service will face are identified, as well as the success measures, targets, timelines and benchmarking. The budget for each Outcome is allocated and agreed by Council during February for the following financial year.

The Service Plans are built into Pyramid and displayed as Scorecards. Along with the performance information, information on resources, finance, improvements, sickness and PRDs.

Each quarter Departmental performance is initially scrutinised by the Chief Executive and Executive Directors. The Scorecards are extracted from Pyramid and supported with written reports that highlight the departmental successes, challenges and actions to support the challenges. Performance information at Service level is 'rolled up' to Departmental level and therefore is included in the quarterly performance reports. The performance reports are then submitted to the various Strategic and Area Committees on a quarterly basis to allow scrutiny from Elected Members.

Service level performance is scrutinised by Executive Directors, Heads of Service and Third Tier Managers on a quarterly basis.

Team level performance is reported and monitored at Executive Director, Head of Service and Third Tier Manager level on a quarterly basis.

Individual performance is monitored annually through the PRD where personal development to meet the needs of the Team, Service, Department and Council are identified and agreed.

Each Service completes an Annual Performance Review (APR) which summaries the Key Successes, Key Challenges and Key Improvement Actions to address the challenges. This is supported by Case Studies and a note of any consultations with the resulting improvement actions. This is completed at the end of each financial year and forms the basis for the Council Annual Report.

Finally, the Performance Review and Scrutiny Committee is where the

performance for both quarterly and annual periods is scrutinised prior to submitting publically on the Council's website.

Information Guide for Pyramid and Scorecards



16 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information on the performance management system and reporting tools.

The Council has a statutory duty under the Local Government Scotland Act 2003 to provide Best Value and a commitment to continuous improvement, as well as to report honestly and transparently on performance and achievements. This is called Public Performance Reporting (PPR).

Our performance management tool – Pyramid – is available for all council employees and councillors to freely access.

The information and data contained within Pyramid covers all aspects of council business. Performance information is presented on Scorecards. There are Scorecards at Council, Departmental and Service level. If required Scorecards are also available at Team level.

Council Scorecard

The Council Scorecard shows the council's performance of our Financial and Human Resources, Complaints, Customer Service, Efficiencies, Assets, Risks and Improvements.

The Council Scorecard is reported quarterly through the Performance Review and Scrutiny Committee following which it is published on the Council's website. Publishing the Scorecard forms part of our PPR duty.

Departmental Scorecard

The Departmental Scorecard has two 'views' or parts. One view shows the department's performance of its Financial and Human Resources, Complaints, Customer Service, Efficiencies, Assets, Risks and Improvements. This is the Scorecard View.

The other view shows the department's performance against its agreed Outcomes. This is the Outcome View. These are the Outcomes from each Service within the department and they are mapped against the Single Outcome Agreement (SOA / LOIP). Each outcome has a simple traffic light and trend arrow to indicate the level of performance for that particular outcome.

The Departmental Scorecards are reported quarterly through the Performance Review and Scrutiny Committee following which they published on the Council's website. Publishing the Scorecards form part of our PPR duty.

Service Scorecard

The Service Scorecard also has two 'views' or parts. Again, one view shows the service's performance of its Financial and Human Resources, Complaints, Customer Service, Efficiencies, Assets, Risks and Improvements. It also shows a summary of the Service's performance against its agreed Outcomes, illustrated

by a simple traffic light and trend arrow. This is the Scorecard View.

The other view, the Outcome View, shows all the Outcomes along with every success measure that underpins each Outcome. The agreed performance of each success measure is also visible. This typically includes the Target, Actual performance achieved and the Benchmark. The allocated budget of each Outcome is also shown here. These quarterly Scorecards are not published, they are intended for internal operational use. However, an annual Scorecard is published along with the Annual Performance Review for each Service.

Team Scorecard

Team Scorecards are used to record and monitor operational – team level performance and are used as required by different audiences. These Scorecards are not published, they are intended for internal operational use.

Area Scorecard

The four administrative Areas each have their own Scorecard showing information that is important to that particular area. This would typically be Success Measures' performance and target at a local level along with the overall Council performance for that period. The Area Scorecards are quarterly, with the latest quarter presented at the most appropriate meeting. By nature they are public Scorecards.

Thematic Scorecards

Sometimes it's helpful to group information together by theme, this allows performance of a particular subject to be scrutinised by council, department, service or theme. These Scorecards are made publically available as required.

Integrated Joint Board (IJB) and Health and Social Care Partnership (HSCP)

A Scorecard of the IJB's latest performance is available to view here. The Resources and Improvement for the HSCP is also available. The Resources and Improvements are shown at area level for Adult Care and as a whole for Children and Families. These Scorecards are publically available.

Plans, Strategies and Registers

The strategic Plans of the Council are shown in Pyramid. This includes Improvement Plans, Efficiency Savings Plans, Gaelic Language Plan, Equalities Action Plan, Strategic Risk Register and the Customer Charter. This information typically is for internal operational use.

Corporate Human Resource Information

All the HR information that is possible to display is available in this one location. Information is then referenced out for reporting at Council, Department, Service or Area level. These Scorecards are made publically available as required.

Audits, Health & Safety and Critical Activity Recovery Plans (CARPs)

The Council carries out an internal programme of audits. The results of the audits, any recommendations and delivery progress is reported and monitored here.

Likewise, Health & Safety audits and incident investigations are recorded here along with the progress of any actions arising from the audits or investigations.

The monitoring of the CARPs is included in this section and also shows how many are on track / off track / complete. This information typically is for internal operational use.

Service Planning Guidance



22 February 2017
Version 1.4

Contact: Jane Fowler
Head of Improvement and HR

Version 1.2	11 November 2016	Amended BO30
Version 1.3	16 November 2016	Combined BO19 and 20
Version 1.4	22 February 2017	Refreshed following approval of the PIF

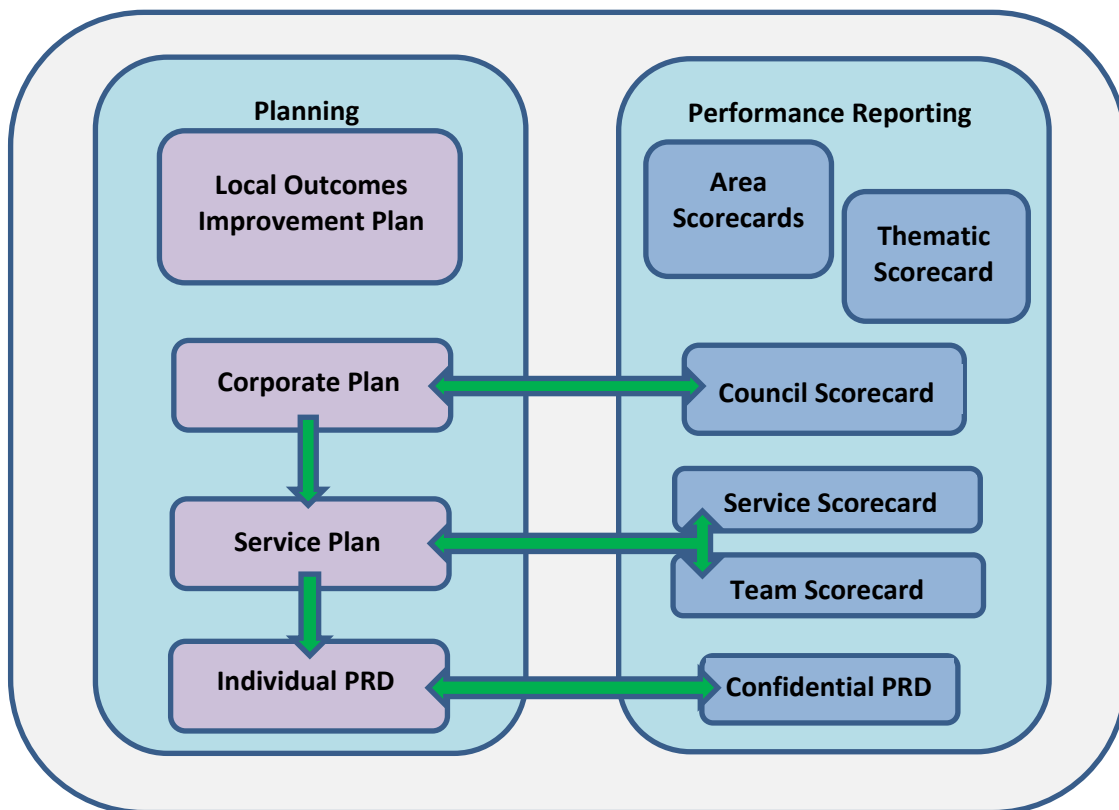
1. Introduction

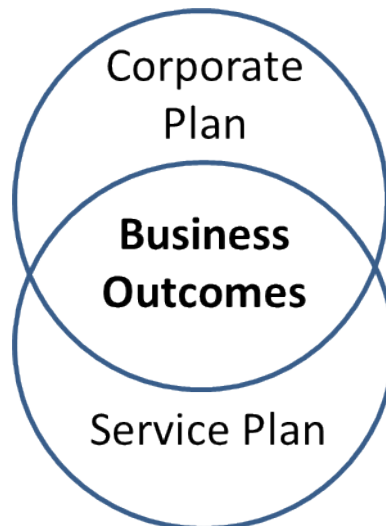
This document provides guidance for the completion of the Service Plans for 2017/20 in line with the Council’s Performance and Improvement Framework (PIF). The Service Plan is a three-year plan with the budget set for one year - 2017/18 and is split into two distinct sections – a Strategic Plan (locked down) and a Business Plan (flexible).

Service Plans have three key purposes –

- They allow Managers to illustrate how their services will contribute to the delivery of the Corporate Plan (CP) and the Local Outcomes Improvement Plan (LOIP) - previously the Single Outcome Agreement (SOA).
- They are the key tool for allocating the budget to agreed Outcomes.
- They are made public and therefore contribute to our statutory requirements for Public Performance Reporting (PPR).

The diagram below illustrates how the Service Plan links the Corporate Plan / LOIP to Team Plans and the individual PRD.





The Corporate Plan sets out our Vision, Values, Strategic Priorities and Corporate Outcomes.

Our Corporate Outcomes are delivered through the 32 Business Outcomes. The Business Outcomes are the key link between the Corporate Plan and service delivery.

Service delivery is monitored through the Success Measures with appropriate and realistic Targets, Timescales, and where possible Benchmarks to support a culture of continuous improvement.

Success Measures are delivered by Teams and reported through Team, Service and Departmental Scorecards. This illustrates the 'golden thread' and ensures that every Individual, Team, Service and Department is contributing to our Corporate Outcomes; The Corporate Plan and the LOIP

2. Service Plan Completion

Overview

Service Plans are recorded in an Access Database and Services are supported throughout the service planning process. The end result is a fully costed plan showing the Business Outcomes, supporting Outcome Success Measures, Targets, Timescales and Benchmarks written in plain language.

The following may be useful for completion:

- Annual Performance Review (APR) for your service for 2016-17
- The Service Plan for the current year (2017-20)
- The LOIP
- Data from the Local Government Benchmarking Framework and any other relevant benchmarking data e.g. SOCITM, APSE
- Service Choices – any anticipated changes will need to be incorporated.

Detailed Guidance

LOCKED-DOWN STRATEGIC SECTION OF THE SERVICE PLAN

Service Purpose

This is where the purpose of the Service is briefly explained.

This would typically be a short paragraph or 2-3 sentences.

The Difference We Make

This lists the Business Outcomes that your Service will contribute to along with the corresponding budget.

The software will automatically extract the information for this section from the detail entered in the Success Measures section.

Service Resources

A simple summary of People (counted in FTE) and Budget for the Service is noted here.

The FTE count for the period of the Service Plan should be entered here, Strategic Finance will supply the Budget figures.

Significant Challenges Facing The Service

Up to 6 Key Challenges that have been identified by the Service are listed here.

Operational Risks are linked to each Significant Challenge, these are monitored and reported on by the Head of Service.

FLEXIBLE BUSINESS PLAN SECTION OF THE SERVICE PLAN

This business plan section will be reviewed bi-annually as a part of continuous improvement.

How Will We Measure Our Contribution

This is the main section of the Service Plan and contains the details of the Business Outcomes, Outcome Success Measures, Targets, Timescales and Benchmarks.

The Business Outcomes are chosen from a drop-down list. This forms the Strategic Plan element and will be locked down for the life of the Service Plan.

To demonstrate delivery of the Business Outcomes the service identifies appropriate Outcome Success Measures, Targets, Timescales and where possible Benchmarks. This section of the Service Plan is live and forms the Business Plan. It is monitored by the Executive Director, Head of Service and Third Tier Managers. This operational section will be reviewed bi-annually as a part of continuous improvement.

- An Outcome describes the difference we will make through the work that we do.
- Each Business Outcome should be underpinned by at least 2 Outcome Success Measures, each having a Target, Timescales and where possible, a Benchmark.
- Ideally, measures should be something that can literally be measured; in which case they should be something you can count relatively easily.
- Consider measures that count – not just measures you can count.

- You must be able to set a target or forecast against each measure, if not then consider changing the measure.
- Include measures which describe the quality of your service and the impact on customers.
- If the Service delivers a measure is already incorporated into the LOIP wherever possible this should be included.
- The Local Government Benchmarking Framework (LGBF) includes measures which should be considered for inclusion.
- Project plan dates and actions should be avoided where possible.

Key Service Improvements

Key Improvements identified from a variety of sources are listed here. Customer Service improvements should be included here.

A Reference number will be auto-allocated.

This operational section will be reviewed bi-annually as a part of continuous improvement.

3. Elements No Longer Included

The following elements are no longer included in Service Plans:

Assets - The Council maintains an asset register. Work is underway to identify and provide a corporate overview of our assets.

Risks - Operational Risks will be linked to the Challenges. They will be developed and maintained using the Council's Risk Management Framework. Whilst linked to the Service Plan, they do not form a part thereof.

Equalities - The Council has an Equalities Action Plan which is delivered by Services and monitored in Pyramid.

Significant Strengths - These are set out in the Annual Performance Review and do not need replicating in the Service Plan.

Appendix 4: Service Planning Guidance

ILLUSTRATION SERVICE PLAN 2017-20**Improvement and Human Resources****The principal purpose of the Service is to:**

This is where the purpose of the Service is briefly explained.

This would typically be a short paragraph or 2-3 sentences.

The Service employs FTE

The Service faces the following significant challenges:

Up to 6 Key Challenges that have been identified by the Service are listed here.

Operational Risks are linked to each Significant Challenge, these are monitored and reported on by the Head of Service.

The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO05	Information and support are available for everyone	£0
BO11	There is no place for discrimination and inequality	£0
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,164,515
BO29	Health and safety is managed effectively	£287,355
BO30	We engage with our customers, staff and partners	£246,853
BO31	We have a culture of continuous improvement	£818,593
BO32	Our workforce is supported to realise its potential	£576,738
	Central Management Costs	£131,799
		£3,225,853

Appendix 4: Service Planning Guidance

Improvement and HR Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
BO05	Information and support are available for everyone			
IHR05_01	Maintain the number of positive press releases that are issued.	300	Per annum	2015/16: 301
IHR05_02	Support Services to simplify and improve their performance data through improvement meetings.	8	Per annum	No benchmark
IHR05_03	Issue Gaelic press releases to promote the language	2	Monthly	2
BO11	There is no place for discrimination and inequality			
IHR11_01	Publish an Equalities Mainstreaming report.	Published	FQ1 2017 FQ1 2019	No benchmark
IHR11_02	Equalities training is available to all employees.	100%	Quarterly	No benchmark

Improvement and HR Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
BO28	Our processes and business procedures are efficient, cost effective and compliant			
	Reconfigure pay and grading model to accommodate Living Wage.	March 2019	Other	Legislative change.
	Implement and develop changes associated with the redesign of the Planning and Performance Management Framework (PPMF)	March 2018	Other	Service redesign; customer engagement.
	HROD service redesign: develop and implement a cost effective and value adding HROD service model.	March 2018	Other	Service Choices: service redesign.
	Pilot an investigation service provided by HROD team for disciplinary matters. This replaces an investigating officer being appointed within Services.	March 2018	Other	Business Case.

Improvement Source Codes

APR	Annual Performance Review
PSI	Public Service Improvement Framework or
F	other self-assessment
	Audit or Inspection key recommendation
AI	Customer Service Action Plan
CS	Employee Suggestion
ES	Best Value Review
BVR	Digital Action Plan
DAP	Other – Please specify
O	

Business Outcomes_All	
BORef	Business Outcome
BO01	The health of our people is protected through effective partnership working
BO02	Lifelong participation in sport and physical activity are increased
BO03	Prevention and support reduces homelessness
BO04	Benefits are paid promptly and accurately
BO05	Information and support are available for everyone
BO06	Quality culture, archives, libraries and museums are provided to promote wellbeing
BO07	Our communities benefit from the development of renewables
BO08	The third sector has increased capacity to support sustainable communities
BO09	Our assets are safe, efficient and fit for purpose
BO10	Quality of life is improved by managing risk
BO11	There is no place for discrimination and inequality
BO12	High standards of Public health and health protection are promoted
BO13	Our built environment is safe and improved
BO14	Our transport infrastructure is safe and fit for purpose
BO15	Argyll and Bute is open for business
BO16	We wholly embrace our Corporate Parenting responsibilities
BO17	The support needs of children and their families are met
BO18	Improved lifestyle choices are enabled
BO19	All children and young people are supported to realise their potential.
BO20	<i>No longer used – incorporated into BO19</i>
BO21	Our young people participate in post-16 learning, training or work
BO22	Adults are supported to realise their potential.
BO23	Economic growth is supported
BO24	Waste is disposed of sustainably
BO25	Access to and enjoyment of the natural and built environments is improved
BO26	People have a choice of suitable housing options
BO27	Infrastructure and assets are fit for purpose
BO28	Our processes and business procedures are efficient, cost effective and compliant
BO29	Health and safety is managed effectively
BO30	We engage with our customers, staff and partners
BO31	We have a culture of continuous improvement
BO32	Our workforce is supported to realise its potential
BO33	Information and support are available for our communities

Ref	Item	Date
01	SMT agrees approach with Business Outcomes	Mid Sept
02	Service Planning detailed guidance agreed by the SMT	Early Oct
03	Support workshops offered to Heads of Services. Support offered to admin/performance staff in Services	Between Early Oct and Mid Nov (6 weeks development period)
04	Draft Service Plans reviewed and agreed by DMTs (no finance)	Mid Nov
05	Services revise Service Plans in light of DMT discussions	Mid Nov
06	Final draft Service Plans reviewed by the SMT (no finance)	End Nov
07	Community Services Service Plans reviewed by Community Services Committee (no finance)	Early Dec
08	Planning and Regulatory Services Service Plan reviewed by PPSL Committee (no finance)	Mid Dec
09	Customer Services and Strategic Finance Service Plans reviewed by Policy & Resources Committee (no finance)	Mid Dec
10	Economic Development & Strategic Transportation and Roads & Amenity Service Plans reviewed by Environmental, Development and Infrastructure Committee (no finance)	Mid Jan
11	Strategic Finance add draft Budget data to draft Service Plans	Mid Jan
12	Final draft Service Plans included in Budget Pack	Feb

Information Guide for the Service Annual Performance Reviews



22 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information on the Service Annual Performance Review (APR).

Introduction

The Service APR is undertaken at the end of each financial year and is an opportunity for the Head of Service to summarise and review the Key Successes, Challenges and Improvement Actions to address the Challenges. This is supported by Case Studies and a note of any consultations with the resulting improvement actions.

Within the Key Successes are the improvements listed from the previous year's review. Performance against these improvements is noted.

The Service Plan and Scorecard are key to the review as it will enable stakeholders to track the delivery of the agreed Business Outcomes, and with the delivery of the Corporate Plan and SOA / LOIP. It will also form the basis of key improvements for the future.

APRs are first approved by the Executive Director before being reported to SMT and then to the Performance, Review and Scrutiny Committee (PRSC).

The Service APR also forms the basis for the Council Annual Report, is published on the council website and forms part of our Public Performance Reporting duties.

Detail

The Service APR has four sections for completion.

Key Successes

This should include the Key Improvements identified from the previous years' APR along with the progress made as well as Improvements identified during the year and noted in the Service Plan.

There is an opportunity to detail the positive contribution made to our communities in the form of Case Studies.

Key Challenges

Any Key Improvements not completed within the agreed timescale and any additional challenges that have been identified should be noted here.

Key Improvement Actions

The Key Improvement actions to redress the Challenges are noted here.

Consultation and Engagement

Details of any Consultations that have been undertaken, a summary of customer responses and the improvement actions undertaken in response to consultation

are detailed here. This in itself is part of our Public Performance Reporting duties – You Said / We Did.

Service Annual Performance Review Template

Annual Performance Review 20...-20....

<Name of Service>

Key successes
Key Improvements from previous year's annual performance review
1
2
Other
1
2
3
Case Studies illustrating the positive contribution to our communities

Appendix 5: Information Guide for the Service Annual Performance Reviews

Key challenges	Key improvement actions to address challenges
Key improvements from previous year's APR not completed	Actions to redress previous year's incomplete improvements
1	1
2	2
Other	
1	1
2	2
3	3

Consultation and Engagement		
We asked (focus of consultation)	You said (customer response)	We did (improvement actions)

<Name of Head of Service and date>

Attach Service Scorecard to this report...(provided by HR & OD)

Timeline

Date – 2017	Event	Lead
May	APR template and guidance agreed by the SMT and sent to Heads of Service for completion.	Jane Fowler
Late July	APR approved by Executive Director	Heads of Service
Early Aug	APR submitted to performance@argyll-bute.gov.uk and smtadmin@argyll-bute.gov.uk	Heads of Service
Early Aug	APRs reviewed by SMT	SMT
Late Aug	APRs reported to PRSC then published on website	Jane Fowler
Mid Oct	Content of approved APRs extracted into the Council's Annual Report – reviewed by SMT	Jane Jarvie
Mid Nov	Council Annual report presented to PRSC then published on website	Jane Fowler

Information Guide for the Local Government Benchmarking Framework



16 March 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	16 March 2017	Refreshed following approval of the PIF

This document provides information of the Local Government Benchmarking Framework (LGBF).

Introduction

The Accounts Commission defines the performance information that Councils must publish locally in the following financial year. Publishing performance information is a statutory duty and is called Public Performance Reporting – PPR.

Detail

It is essential for Councils to have performance information which helps them agree their priorities and then report effectively and clearly to their communities. Performance information needs to be easily accessible and easily understood by our communities and citizens. This will allow the council's performance to be assessed and compared. Furthermore, good performance information is an essential tool for all councillors.

Councils have been encouraged by the Accounts Commission to develop their performance reporting and performance measures. To further support this the Local Government Benchmarking Framework was established in 2012.

Since its conception the LGBF has and will continue to develop.

The LGBF annually collates defined performance measures from each of the 32 Scottish local councils. The performance measures meet the Best Value principles and the characteristics of each performance measure are clearly defined and met. This is to ensure that 'what' is being measured is comparable as much as possible between all 32 councils.

The ability to compare performance across all 32 councils is Benchmarking. Benchmarking is a valuable tool for identifying improvements and supports all councils to improve services by learning and working together. Trend data is also identified and assists with noting commonalities between councils.

The 32 councils all differ in terms of geography, population and areas of deprivation. These differences should be taken into account when comparing our performance with other councils. To help make these comparisons more meaningful and share good practice we are part of a 'family group' of eight other councils with similar characteristics, including population and deprivation.

There are two sets of Family Groups - People's Services and Corporate Services.

- Within People's Services we are part of Group 2 along with Angus; East Lothian; Highland; Midlothian; Moray; Scottish Borders and Stirling.
- Within Corporate Services we are part of Group 1 along with Aberdeenshire; Dumfries and Galloway; Eilean Siar; Highland; Orkney Islands; Scottish Borders and Stirling.

Further information on the LGBF can be found by clicking this [link](#), with further information on 'family groups' can be found [here](#).

Process Guide for indicators required for the LGBF-SPI



27 February 2017
Version 1.0

Contact: Jane Fowler
Head of Improvement and HR

Version 1.0	27 February 2017	Refreshed following approval of the PIF

Introduction

1. This document provides guidance for the completion of the annual Statutory Performance Indicators (SPIs) as part of the Local Government Benchmarking Framework (LGBF).
2. The Improvement Service (IS) issues a formatted pro-forma, detailed guidance, definitions and any other directions from statutory bodies to HR Organisational Development (HROD). The formatted pro-forma is normally received in late March / early April and is required to be fully completed and returned to the IS by the 31st August each year.
3. HROD liaises with the IS and a member of staff identified by each relevant Head of Service (HoS), known as the SPI Co-ordinator. HROD issues the documentation and information, ensures that the pro-forma is fully completed and returned within the deadline and deals with any queries from SPI Co-ordinators.
4. HROD collates and submits the completed pro-formas from the SPI Co-ordinators to Internal Audit (IA) who audit selected SPIs.
5. Each SPI Co-ordinator completes their own section and returns to HROD.

Detail

1. The SPI Co-ordinator is responsible for ensuring that all data and explanations are checked and endorsed by the relevant HoS then submitted to HROD by Mid-May. Evidence of compliance may be asked for by HROD or IA.
2. The SPI Co-ordinator must retain details of data source and calculations for audit purposes. If relevant, reports must be generated from source systems as explained in the detailed guidance and retained. Particular attention must be paid to capturing data for the specified time period(s).
3. The pro-forma highlights the scale of any changes between the current year and last year's figure. Where the change is greater than 10% a box will appear in the 'reason for change' column. Narrative outlining the reasons for the scale of change must be noted here.
4. HROD will update the SMT if there are any pressure points concerning the return.
5. There may be delays caused by year-end accounting, these are inevitable and HROD will communicate this to IA.
6. The IS may issue amended guidance or pro-formas. HROD will also check the IS web site in June to ensure no communications have been missed. HROD will co-ordinate the circulation and response.

7. HROD consolidates the pro-forma responses and any variance explanations from Services to IA. Timing to be agreed with regard to any delayed SPIs.
8. Each year IA select a selection of SPIs for auditing, HROD informs the SPI Co-ordinators of this decision.
9. IA works with the SPI Co-ordinators to ensure that the data is supportable. [The IS Website FAQ's \(No 18\)](#) says *The data for each indicator is drawn from a wide range of existing and previously audited and quality assured data from bodies such as the Scottish Government, Audit Scotland and the General Registrar for Scotland.*
10. IA may meet with our external auditor to agree the final position. This is an opportunity for the auditors to comment on the process regards positive and difficult aspects. The comments are passed to the relevant SPI Co-ordinators as appropriate.
11. IA reports the findings of their audit to the SMT and Audit Committee entitled: *Review of LGBF Indicators 2017-18.*
12. HROD submit the audited and completed pro-forma to the IS by 31 August.
13. The data is consolidated by the IS and published on the [LGBF Website](#).
14. HROD ensures that a reference to this website is included in the Council's Public Performance Reporting with the link included on the Council's Website and elsewhere as appropriate.

Timeline responsibilities

Ref	Item	Date
01	HROD receives the formatted pro-forma from IS	Late March / early April
02	Local SPI Co-ordinators submits completed pro-forma to HROD	Mid May
03	HROD check IS website for amended guidance	Early June
04	HROD passes consolidated pro-forma to IA for auditing	Late June
05	IA may meet with external auditor to agree final position and comment on any aspects	Late August
06	HROD submit the completed pro-forma to IS	31 August

Public Performance Reporting Guidance (PIF Appendix)

Introduction

The Council has a statutory duty under the Local Government Scotland Act 2003 to provide Best Value and a commitment to continuous improvement, as well as to report honestly and transparently on performance and achievements. This is called Public Performance Reporting (PPR).

All items of information that relate to PPR are posted on the Council Website, but they are also available in other forms. Some items of information are automatically available in hard copy such as Council Tax Leaflet, all are available in hard copy if requested. Listed below are the items of information publication, all items are expected to be published within 1 month of approval. Additionally, service specific reports, plans and reviews are published by each Service.

Plans

- LOIP – Local Outcomes Improvement Plan
- Corporate Plan
- Service Plans
- Corporate Improvement Plan
- Argyll and Bute Local Development Plan
-

Reports and Information

- Quarterly Performance Reports
- Council Annual Report
- Service Annual Performance Reviews
- Education Standards and Quality Annual Reports
- LOIP (SOA) Annual Report
- Annual Financial Accounts
- Staffing Watch figures for HR information
- Biodiversity Duty Report
- Climate Change Report
- LGBF – Local Government Benchmarking Framework
- Annual and Quarterly Complaint Figures
- Asset Management Scorecard
- Procurement Contracts Awarded

Committee Reports

- Performance Review and Scrutiny Committee

The role of Elected Members in delivering Argyll and Bute Council's Performance and Improvement Framework

The role of the Elected Members in delivering the functions of the council's Performance and Improvement Framework is a crucial one, with some of their role being required by statute.

Elected Members make a difference to the people and communities of Argyll and Bute by concentrating on the delivery of the long-term strategic aims of the council. Elected Members contribute directly to three of the four parts of the Performance and Improvement Framework. These parts are:

- Looking Ahead
- Monitoring and Review
- Implementing Change.

Looking Ahead:

As part of looking ahead, Elected Members provide the strategic direction for the organisation. They do this by:

- Setting outcomes, goals and targets
- Setting the council's budget and allocating resources
- Agreeing the council's Corporate Plan and Service Plans
- Approving the Community Planning Partnership's Local Outcomes Improvement Plan on behalf of the council
- Making policies.

Monitoring and Review:

As part of Monitoring and Review, Elected Members:

- Review the council's performance
- Carry out scrutiny of the council's functions and performance
- Carry out corporate self-evaluation exercises to enable continuous improvement
- Participate in external inspections and audits as required
- Benchmark activities and performance of the council with other organisations.

Implementing Change:

As part of Implementing Change, Elected Members:

- Develop and drive the council's transformational change agenda
- Develop and drive the council's corporate improvement agenda

The activities outlined above are managed via different Council committees, as set out in the table below.

Who is involved?	What is done?
<ul style="list-style-type: none"> • Full council 	<ul style="list-style-type: none"> • Sets outcomes, goals and targets • Agrees the Corporate Plan • Sets the budget through the approval of Service Plans • Sets policy
<ul style="list-style-type: none"> • Policy and Resources 	These committees have delegated powers

<p>Committee</p> <ul style="list-style-type: none"> • Community Services Committee • Economy, Development and Infrastructure Committee • Planning, Protective Services and Licensing Committee 	<p>as committees of the council.</p> <ul style="list-style-type: none"> • They scrutinise performance through scorecards and reporting in line with their remits and responsibilities.
<ul style="list-style-type: none"> • Performance Review and Scrutiny Committee 	<p>This committee has delegated powers as a committee of the council. The committee:</p> <ul style="list-style-type: none"> • Monitors strategic performance through the council scorecard • Scrutinises service performance through the departmental scorecards • Scrutinises the council's activities • Reports findings and makes recommendations to Council
<ul style="list-style-type: none"> • Audit Committee 	<p>This committee has delegated powers as a committee of the council. The committee:</p> <ul style="list-style-type: none"> • Promote good internal control, financial management, risk, governance and performance management, in order to provide reasonable assurance of effective and efficient operation, and compliance with laws and regulations.
<ul style="list-style-type: none"> • Area Committees 	<ul style="list-style-type: none"> • Set and scrutinise Area Scorecards • Work with the Area Community Planning Groups (ACPGs) to ensure that policy objectives are being met
<ul style="list-style-type: none"> • Policy Lead Councillors 	<p>Policy Leads have a role in setting the policy direction for the Service Plans that fall within their portfolio</p>

Where to go, and who to contact, for additional support relating to Argyll and Bute Council's Performance and Improvement Framework

If you have any queries about the Performance and Improvement Framework, contact either the HR&OD Business Partner (Performance and Improvement) or the key officer for one of the council departments.

Contact details are given below.

HR&OD Business Partner (Performance and Improvement)	Lisa.Bond@argyll-bute.gov.uk
Community Services	Morag.Brown@argyll-bute.gov.uk Thomas.Welch3@argyll-bute.gov.uk
Community Planning	Samantha.Somers@argyll-bute.gov.uk
Customer Services	Fiona.Ferguson@argyll-bute.gov.uk
Development & Infrastructure Services	Lesley.Sweetman@argyll-bute.gov.uk

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ARGYLL AND BUTE COUNCIL

Council

Customer Services

20 April 2017

Equality Mainstreaming Report

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to present the Equalities Mainstreaming Report and progress on delivery of our Equality Outcomes 2013-2017
- 1.2 As part of the Council's Public Sector Equality Duty under the Equality Act 2010, there is a statutory duty to publish this report by April 2017.
- 1.3 There are no financial implications from this report.

ARGYLL AND BUTE COUNCIL

Council

Customer Services

20 April 2017

Equality Mainstreaming Report

2.0 INTRODUCTION

- 2.1 The purpose of this report is to present the Equalities Mainstreaming Report and Equality Outcomes 2013-2017
- 2.2 As part of the Council's Public Sector Equality Duty under the Equality Act 2010, there is a statutory duty to publish this report by April 2017.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Council:
- i) Notes the Equalities Mainstreaming Report
 - ii) Notes the progress on the Equality Outcomes 2013-2017
 - iii) Notes the positive trend in closing the gender pay gap
 - iv) Agrees that the Council's Equality Outcomes remain fit for purpose
 - v) Agrees that the report is now published as part of the Council's Public Sector Equality Duty

4.0 DETAIL

- 4.1 The Equalities Mainstreaming Report and Equality Outcomes 2013-2017 presents information as required under the Equality Act 2010. It includes progress on the Council's previously agreed Equality Outcomes, presents progress on achieving our outcomes and seeks approval that the outcomes remain fit for purpose. The report provides detailed employee data relating to the appropriate protected characteristics and sets out the Council's position in terms of the gender pay gap. It is positive to note that this highlights progress and improvement. Engagement with Heads of Service has been undertaken in the preparation of the report.
- 4.2 There are no significant Equality issues highlighted in the report and good progress has been made on the previously agreed outcomes.
- 4.3 The workforce shows some positive trends, with the the age profile showing some increase in the 16 to 24 age profile. This is largely influenced by the employment of modern apprenticeships resulting from the Council's commitment

to a strategy of encouraging the use and development of modern apprenticeships. This is important in terms of the future resilience of the workforce, as our age profile of employees overall in the Council is aging. The Council's gender pay gap has shown a positive trend from 2014 to 2016 decreasing from over 9% to 7.57%.

5.0 CONCLUSION

5.1 The Equality Mainstreaming Report fulfils the Council's statutory requirements as set out in the Equality Act 2010 and in our Public Sector Equality Duty.

6.0 IMPLICATIONS

6.1 Policy	This report will inform Equality Policy development.
6.2 Financial	None
6.3 Legal	Duty to Publish under the Equality Act 2010 and Public Sector Equality Duty
6.4 HR	None
6.5 Equalities	Relating to Legal implication above
6.6 Risk	Not publishing would risk negative publicity and legal challenge.
6.7 Customer Service	None

Executive Director of Customer Services, Douglas Hendry

For further information contact: Jane Fowler, Head of Improvement and HR,
01546 604466

Policy Lead – Dick Walsh

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Argyll and Bute Council Equalities Mainstreaming Report and Equality Outcomes 2017



April 2017

Author: Jane Fowler, Head of Improvement and HR

Department: Customer Services

Date Approved:

Date Amended: 11/03/17

Version: 1.0

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1. Foreword

Argyll and Bute Council is forward looking and ambitious, continuously improving our relationship with our partners, customers and employees to ensure that we deliver the right services, by the best people, in the best way to our communities.

Our vision, along with our Community Planning Partners is that Argyll and Bute's economic success is built on a growing population. Essential to achieving this are our 6 strategic outcomes:

- The economy is diverse and thriving
- We have infrastructure that supports sustainable growth
- Education, skills and training maximises opportunities for all
- Children and young people have the best possible start
- People live active, healthier and independent lives
- People live in safer and stronger communities

As a Council, our mission is to make Argyll and Bute a place people choose to live, learn, work and do business. Equality is at the heart of our vision and our mission for the future of Argyll and Bute. We believe that the Council has made progress on promoting equality for some groups and individuals, but we also recognise that there remains plenty to be done to ensure that we live in a place which is fair for all people.

As one of the biggest employers in Argyll and Bute, we continue to take a lead role in eliminating discrimination, harassment and victimisation; advancing equality of opportunity between people who share a relevant protected characteristic and those who do not; and fostering good relations between people who share a protected characteristic and those who do not.

We have continued to progress the Equality Outcomes which we set in 2013 for a 4 year period in order to reduce the inequalities which we consider are the most significant in Argyll and Bute.

We remain committed to addressing inequalities faced by our staff, Elected Members and our customers.

The mainstreaming actions which have been undertaken by Argyll and Bute Council demonstrate how we recognise that individuals and groups have different needs, and we continue to assess and develop our services and the way we deliver them to ensure that there is no unlawful discrimination.

Councillor Dick Walsh
Council Leader
Argyll and Bute Council

Cleland Sneddon
Chief Executive
Argyll and Bute Council

2. Legal Context

2.1 The Equality Act 2010 and the General Equality Duty

The Act came into force in 2010 providing a modern and single legal framework to tackle disadvantage and discrimination more effectively.

The Act brought together the 9 protected characteristics of race, disability, gender, age, sexual orientation, religion and belief, gender reassignment, marriage and civil partnership and pregnancy and maternity.

The Council, in the exercise of its functions, must:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The General Equality Duty allows the Council to:

- Take effective action on equality issues
- Make the right decision, first time round
- Develop better policies and practices, based on evidence
- Be more transparent, accessible and accountable
- Improve outcomes for all

2.2 Specific Equality Duties

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 came into force on May 2012. These specific duties were designed to help public sector organisations meet the general duty effectively.

The key duties are that the Council must:

- Report on mainstreaming equality
- Publish equality outcomes and report on progress
- Assess and review policies and practices
- Gather and use employment information
- Publish gender pay gap information
- Publish statements on equal pay
- Consider award criteria and conditions in relation to public procurement

2.3 Gender Pay Gap Reporting

The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 come into force on 6 April 2017. They will require all private and voluntary-sector employers with 250 or more employees to publish prescribed information about their gender pay gap results.

The draft Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 confirm that reporting requirements for public-sector employers will largely mirror the private-sector regime.

Argyll and Bute Council reported on workforce, gender and pay information in its Equality Mainstream Report of 2015, and this 2017 Equality Mainstream Report seeks to update and build on that information.

In accordance with the Regulations, data will be collected from 5 April 2016 for the first reporting period, covering the April 2017 pay period. We will publish the results of the gender pay gap analysis on our website by 4 April 2018. A signed statement that the information is accurate will accompany the results and the results will remain on the website for at least three years. We will also upload the gender pay gap analysis results onto the Government's reporting website.

Although commentary on the gender pay gap results is not required, we will consider adding a narrative to help employees and the public understand the results, particularly in cases where gender pay gaps seem significant, or where commentary can help highlight our strong performance relative to our competitors in particular areas. We will consider creating an action plan to address gender pay gaps - although not required, this is encouraged by the Government in pursuit of gender equality in the workplace.

3. Why Mainstreaming is important

Mainstreaming equality simply means integrating equality into the day-to-day working of the council. This means taking equality into account in the way the council goes about its business when acting as an employer, or planning and providing services.

Mainstreaming the equality duty has a number of benefits including:

- Equality becomes part of the structures, behaviours and culture of the council
- The council knows and can demonstrate how, in carrying out its functions, it is promoting equality
- Mainstreaming equality contributes to continuous improvement and better performance

Equality outcomes aim to result in improvements to people's lives, creating a fairer and more inclusive society.

As one of the biggest employers in Argyll and Bute, the Council aims to ensure that the make-up of our workforce reflects the diversity of the local population.

The Council's Education Service is covered separately by the specific duties and is therefore required to prepare and publish outcomes, report on mainstreaming within the service and to gather and use employment information. For the benefits of reporting purposes, the information for education has been included in this report.

3.1 Mainstreaming Equality within the Local Authority

It is vital that all employees and staff are aware of the general equality duty and that it is considered in the day-to-day work of delivering services to our customers. To ensure that equalities is considered by all staff, the Council takes the following steps:

- Promote our commitment to equality in the Corporate Plan
- Inclusion of "Promoting Equality" in the Service Planning Guidance
- Inclusion of an "Equalities" section within the Service Planning Template
- Conduct an employee Equality Forum
- Carry out Equality Impact Assessments on new policies and functions
- Mandatory Equalities Training for all managers and staff
- Inclusion of an Equalities module as part of the Elected Member Development Programme
- Review and update our Equality Policy regularly
- Progress various initiatives related to protected characteristics

3.2 Equality and Diversity in Argyll and Bute

The Council has built their commitment to equality and diversity into their Corporate Plan. This sets out our key principles that:

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

This is directly supported by the corporate outcome “We work with our partners to tackle discrimination” and is key to the approach taken by services in delivering their outcomes.

Services focus on promoting equality in every aspect of their work and this is reflected in their service plans.

3.3 Alignment with Key Documents

The concept of equality underpins the Council’s Corporate Plan 2015-17. It is recognised that as we continue to transform the Council we have to continue to deliver services which meet the needs of our customers.

Our Priorities are clear. We are committed to
Making Argyll and Bute a place people choose to live
Making Argyll and Bute a place people choose to learn
Making Argyll and Bute a place people choose to work and do business

We will make all of this happen by

- Ensuring our culture, structure and systems make our Council a high performing and improving organisation that people choose to work for
- Managing our resources robustly and sharing resources, buildings and facilities where appropriate
- Ensuring our workforce has the skills, knowledge and behaviours that support our vision
- Growing excellent leaders in our officers and elected members

- Having systems and processes in place that support and enhance customer focused service delivery
- Providing excellent communications, customer service, consultation and engagement
- Continually looking at how we can improve and deliver quality services

3.4 Strategic Management Team

The Strategic Management Team (SMT) monitor processes and improvements in legal equalities responsibilities across the Council.

The identified areas that we have been focusing on include:

- improved content, broader range and increased accessibility of equalities training and guidance for staff and elected members,
- revision of existing Equalities policies and procedures, developing outcomes in line with the Public Sector Equality Duty and The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012,
- improved accountability and quality in Equality Impact Assessments amongst managers, with assessments completed to support both routine business processed and to support business process re-engineering and transformational change.

3.5 Public Service Improvement Framework

The Council adopted the Public Service Improvement Framework (PSIF) as an evidence-based tool to help the Council and services understand performance, and to identify examples of best practice and areas for improvement. Our approach to self assessment is currently being reviewed as part of the Performance and Improvement Framework, but we will continue to ensure that equalities is an integral part of the refreshed approach.

Through undertaking self-assessments at a corporate and service level, the Council has been able to identify strengths in the past and areas of improvement in our approach to tackling equality issues.

3.6 Equality Policy

In December 2012, Argyll and Bute Council approved a new policy which applies to all employees. The overall intention is to create a working environment where all forms of discrimination or oppressive behaviour are unacceptable. While the original policy is deemed still fit for purpose, it is currently being reviewed.

The 'protected characteristics' covered in this policy are

- Age

- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or belief
- Sex
- Sexual Orientation

The policy promotes equality and improved customer service, to make sure that no one is disadvantaged because of their 'protected characteristics'. We are committed to involving people in the decisions that affect them and to not making assumptions about their needs.

The policy aims to ensure equity and fairness for all employees in our employment. We are committed to ensuring that no employee suffers discrimination because of their 'protected characteristics'.

The Council endeavours to ensure that no employees are disadvantaged in any way by the imposition of conditions or requirements which cannot be shown to be justifiable.

We ensure that all Elected Members, employees, customers and service users are treated equally and fairly, with respect, and without victimisation, prejudice or discrimination, to ensure that no individual receives less favourable treatment than any other individual on the grounds of their 'protected characteristics'.

All employees are helped and encouraged to develop their full potential and the talents and resources of the workforce are fully utilised to maximise the efficiency of the organisation.

If any employee or customer considers that he/she is suffering or has suffered unequal treatment on the grounds stated above, he/she can make a complaint which will be dealt with in accordance with the agreed procedures.

Responsibility of the Authority as an Employer

All elected members, senior managers, line managers and employees share the responsibility to create an environment where we can make measurable progress on equality and diversity and where we genuinely respect each individual's differences.

Council Commitment

To ensure the Equality Policy is effective, the Council made the following commitments:

- To make equality a part of everyday working practice
- To promote the objectives of the policy for the benefit of all employees and line managers to ensure an understanding of their responsibilities under the law and the benefits of equality and diversity under the Council's Equality Policy.
- To monitor, on a regular basis, the composition of the workforce and the characteristics of job applicants, in order to evaluate the progress of the policy.
- To monitor, on a regular basis, customer satisfaction including perceptions, satisfaction and complaints, in order to evaluate the progress of the policy.
- To examine and regularly review procedures and criteria, and make appropriate changes where they are found to be actually, or potentially, discriminating.

Individual Responsibilities

Each individual has a responsibility for this commitment when engaging with Elected Members, employees and service users. Individual roles are outlined:

Elected Members and all employees of the Council are responsible for:

- being familiar with the content of the policy and its procedures and ensuring that they behave in accordance with this policy
- treating each other with dignity and respect
- not harassing, victimising, or intimidating colleagues, other employees and job applicants on any grounds
- challenging any discriminatory behaviour
- not inducing, or attempting to induce, other employees or unions or management to practice discrimination, for example, by refusing to work with a person who has a disability or has undergone gender reassignment
- ensuring the principles of equality and diversity are applied in all dealings with members of the public
- participating in learning and development associated with this policy
- participating in Equality Impact Assessments to minimise or eliminate negative impacts on people
- co-operating with measures introduced by management to ensure there is equal opportunity and non-discrimination including providing personal information in regard to their 'protected characteristics'.

The Council expects its employees to help ensure equality, to assist in preventing discrimination and to help to protect themselves and the Council from allegations of discrimination. All employees should understand that any discriminatory behaviour is likely to be regarded as serious misconduct which will normally result in disciplinary action being taken.

Elected Members, the Chief Executive, Executive Directors and Heads of Service are also responsible for:

- answering to the public for what the Council does and achieves in terms of equality and diversity
- providing leadership direction and support to ensure that the council's Equality Policy is fully implemented by managers and employees through service planning
- ensuring all managers and staff participate in learning and development on how to operate the policy
- ensuring that Equality Impact Assessments are completed for all new and revised policies and functions to minimise or eliminate negative impacts on people
- working with partners to help deliver the policy
- involving the local community in the decision-making process
- providing a scrutiny role to ensure compliance with the Equality Policy.

Line Managers are also responsible for:

- ensuring all staff are made aware of the policy
- ensuring all staff participate in learning and development on how to implement the policy
- promoting the aims of the policy
- ensuring their own working practices reflect the principles of the policy
- taking prompt action to stop any discriminatory behaviour
- not discriminating, for example, as line managers, or as persons responsible for selection decisions in recruitment, promotion, redeployment, redundancy or training, or when deciding the outcome of Disciplinary/Grievance hearings
- completing Equality Impact Assessments for all new and revised policies and functions to minimise or eliminate negative impacts on people
- working with partners to help deliver the policy, for example by planning joint training events
- ensuring the principles of equality and diversity are applied in all dealings with members of the public
- gathering and using employee and customer information, as appropriate, to ensure that the policy is complied with and any necessary improvements made.

3.7 Learning and Development

The Council has provided a face-to-face introduction course to Equality for staff. In

In addition to this, an e-learning module for the previous Equality Impact Assessment Toolkit (EqIA) Toolkit has been made available for staff to assist with carrying out EqIA's. A revised EqIA Guidance and Form was developed and approved by Council in December 2012, taking into account all of the protected characteristics.

The Council has reviewed the approach to learning and development for Equality and Diversity, providing e-learning modules for staff, and Equality and Diversity forming part of the Induction training for all new staff. This means that employees can access learning at their own location and at their own convenience, making it more accessible and flexible.

3.8 Mainstreaming Equality within the Education Authority

The Education Authority has continued to make significant progress in mainstreaming equalities within the service.

Equality Training

All Head Teachers and all Education staff were trained in Equality by June 2015.

Bullying

All establishments have updated anti-bullying statements, quality assured by the Health and Wellbeing Group, to promote good behaviour and prevent bullying. They have been communicated to the extent that young people are understanding and respectful of protected characteristics and have an enhanced understanding of what bullying is. There was an initial increase in the number of bullying incidents reported, but this has reduced and there has been a decrease in the number of young people experiencing discrimination, harassment and victimisation in our establishments, with pupils feeling safer in schools, such that there has been a 20% improvement in the number of young people in our establishments who say that their school is good at dealing with bullying. All schools undertake training of all staff in the Respect Me methodology which emphasizes all protected characteristics.

All Head Teachers are knowledgeable of protected characteristics and the impact of bullying, and there is an enhanced understanding amongst staff of protected characteristics and the impact of bullying.

Self-Evaluation

There is ongoing progress in embedding the range of protected characteristics in self-evaluation activities:

In every establishment, there is a Pupil Council that is representative of the young people in the establishment.

All partners are able to access information from Education, using a range of communication media, including social, web-based and graphic media.

There is ongoing work to make information available in a range of formats and languages.

ASN Pupils

There has been an improvement in ASN Transitions procedures followed for all ASN pupils, with:

An improvement in full-time school attendance

A reduction in exclusions

An improvement in the percentage of ASN pupils who have a Single Agency or Child's Plan

An increase in ASN pupils achieving qualifications

An improvement in the quality of handover of planning and support arrangements continuing into adulthood.

100% of young people looked after have a Single Agency or Child's Plan, which is shared with all who support or work with them.

Looked After Children

100% of young people looked after have a Single Agency or Child's Plan, which is shared with all who support or work with them. There has been an improvement in the attainment of LAC pupils, with valid annual discussions taking place with partnership Education Officers.

Young Carers

Work is continuing on identifying Young Carers on the Educational Risk Matrix and on ensuring that they have a plan which supports their learning and achievement, with this reflected in wider achievement in their P7 and S3 profiles.

Ongoing work is in progress with services which support help young people and their families to achieve positive outcomes, with transitions procedures being followed and an increase in sustained positive destinations, eg. education, training or employment, with an increased number of activity agreements.

3.8.1 Partnership Working

A service level agreement with CALL (Communication, Access, Literacy and Learning) Scotland has resulted in training courses for primary and secondary staff to support pupils with communication difficulties.

This has involved training in SQA digital exams and visits to 8 different schools to observe and assess pupils' communication skills and to advise and train staff in the use of ICT to support our children and young people.

3.8.2 Resources

Argyll and Bute Council has shared resources with partners such as NHS and charities to fund expensive items of specialist equipment for individual children and young people e.g. augmentative communication aids, powered buggies to ensure children's and young people's needs are met within and outwith school.

4. Equality Outcomes

Outcomes are the changes that result for individuals, communities, organisations or society as a consequence of the action the Council has taken. Outcomes can include short-term benefits such as changes in awareness, knowledge, skills and attitudes, and longer-term benefits such as changes in behaviours, decision-making and environmental conditions.

By focusing on outcomes rather than objectives, this specific duty aims to bring practical improvements in the life chances of those who experience discrimination and disadvantage.

4.1 Argyll and Bute Council's Equality Outcomes 2013 – 2017

The Equality Outcomes that the Council identified cover all of the protected characteristics. Through a programme of service self-assessments and improvement planning, the Council has continued to identify initiatives to support and mainstream equality further within the organisation. Further improvements have been reported in Council publications and in performance reporting.

The outcomes have influenced the priorities for four years and the monitoring of progress towards achieving these outcomes has been continuous over this period.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 placed separate requirements on the Local Authority and the Education Authority.

For reporting purposes, the list of outcomes consists of all equality outcomes for Argyll and Bute Council, for both the Local Authority and the Education Authority.

As part of the specific duties, the Council is required to publish a progress report by 30th April 2017 and every two years thereafter.

The Equality Outcomes have been monitored through the Council's performance management system.

Achievements in support of the outcomes for the period 2015 – 2017 are detailed below.

The Council has reviewed the Outcomes and is content that they continue to be fit for purpose. As a result of the implementation of the Argyll and Bute Health and Social Care Partnership, the Equality Outcomes for our social work services have been reviewed and are incorporated in the HSCP Equality Outcomes.

Equality Outcome 1 - More people are actively engaged in local decision making

Duty – Advance equality of opportunity; Foster good relations

Protected Characteristic – Age, Gender, Race, Religion and Belief, Sexual Orientation, Gender reassignment

Contributing services

- Governance and Law,
- Community and Culture,
- IHR/Community Planning.

Argyll and Bute Council are pleased to report the following achievements:

Governance and Law

- The Election Team Communication Plan has always sought to contact hard to reach groups and to promote equality of access to Election processes. The focus recently has been on promoting registration and voting amongst 16/17 year olds but previous campaigns have been targeted at other hard to reach groups.
- The Election Team keep the suitability of all polling stations under ongoing scrutiny and conduct an annual review to identify any improvements that can be achieved including moving polling places to more modern buildings where this can improve accessibility.
- The last few years have seen many by-elections for Community Councils and at present the membership take up is 83.4 %. 78.2% of Community Councils have more than 70% membership. There are very few contested by elections (2 by elections contested out of 32 Participating) (6.25%), and the next review of the scheme in summer 2017 will contemplate what can be done to address this. 88.2% turnout.

IHR/Community Planning

The membership of the Council's Equality Forum is being redesigned in early 2017. In addition to welcoming membership from across the Council's employee base, representatives from each Directorate are being recruited to better facilitate the two-way flow of information between the Forum and the Directorate. The representatives will be tasked with taking messages back to the Directorate's services and ensuring equalities' considerations are incorporated into activities, and with reporting back to the Forum on progress. The Forum is also recruiting a Modern Apprentice representative and a Young Person's representative from the Council's workforce.

Equality Outcome 2 – Our service delivery is sensitive to the needs of all users

Duty – Advance equality of opportunity; Eliminate discrimination; Foster good relations

Protected Characteristic Age, Gender, Disability, Race, Religion and Belief, Sexual Orientation, Gender reassignment

Contributing Services

- Education
- All Services

Argyll and Bute Council are pleased to report the following achievements:

Education

- Equality briefings on the application of equality principles have been delivered to all Head Teachers.
- All Head Teachers and all Education staff were trained in Equality by June 2015
- Education has been working to increase the % of ASN pupils achieving qualifications and increase % of qualifications attained. An evaluation of Examination results expected in August 2017 will be subject to review by members of the Education Management Team
- Increasingly effective Transitions procedures are in place to support the needs of all ASN pupils.
- There has been an improvement in the quality of handover of planning and support arrangements continuing into adulthood.
- The percentage of young people with Additional Support Needs not in school full time is reduced.
- Pupils identified as having additional or complex needs are required to have a single agency or child's in place.

Governance and Law

- 32% of Elected Members have completed equalities training.
- 37% of Central Committees have had Video-conferencing introduced for central committee meetings.

Strategic Finance

- Strategic Finance have confirmed that they have undertaken a review of instructional guidance and procedures to align with the needs of equality groups and that this will be 100% completed by April 2017.

Facilities

- Facilities still ensure that all children with medically prescribed special dietary needs are catered for and that those with other non-medically prescribed diets are accommodated wherever possible. This is managed through the Special Diets Procedure which was issued to all Head Teachers and Catering Managers in August of 2016.
- 100% of school transport is adapted to fit the needs of pupils with Additional Support Needs.
- In respect of Necessary Design Arrangements for ASN Pupils, 100% of requests 'are' fulfilled rather than 'have been' as there is ongoing demand and some cases are generally at the planning stage.
- In respect of Council Buildings, 100% of Council owned buildings, with public access classification, are accessible.
- 100% of strategic change projects involve consultation with building users.

Economic Development

- The Council is committed to ensuring full accessibility to the Rothesay-Wemyss Bay ferry, and has taken measures to ensure the effective operation of both lifts. In January 2017, Argyll and Bute Council commissioned its maintenance contractor Stannah Lift Service Ltd to carry out improvements to the lifts at Rothesay Pier. These works got underway on Monday 13th February and were scheduled to take three days. The improvements are significant and include the installation of new internal ram seals, as well as replacement electrical junction boxes.

Customer and Support Services

- Argyll and Bute has successfully supported same sex marriages, and has updated its website and marriage brochure with details of these. Registration statistics have been updated to include the numbers of same sex marriages, with 31 being recorded last year. Not all of these were conducted by Council registration staff as other celebrants are also authorised to do so - 14 of these were conducted in the Helensburgh area by Humanist Celebrants or by other non-Council registration staff. As well as these, we also conducted 3 conversions from Civil Partnerships to Marriages, and recorded 2 Civil Partnerships. Out of a total of 525 ceremonies, 35 involved same sex couples.

Planning and Regulatory Services

- As a result of interaction with the Oban and Lorn disability group, Building Standards have produced a planning protocol for engagement with access panels. This protocol is published on our webpages: https://www.argyll-bute.gov.uk/sites/default/files/planning-and-environment/building_standards_planning_protocol_0.pdf
- In respect of Development Policy, Planning have been actively using social

media to promote the activities of, and engagement with, the Planning Service for over 12 months.

- There is a permanent online customer satisfaction survey in place.
- Planning are now hosting an online LDP with new interactive Apps which allow the LDP to be viewed by phone or mobile device.
- There is an online footpath website which is receiving 1000 hits per quarter.
- The Scottish Government Place Standard Tool is being utilized to undertake consultation for the Main Issues Report for LDP2.

Community and Culture

- The e-book service has been successfully promoted to assist housebound clients and rural communities. 1,506 e-books were issued in 2015/16.
- Inclusive & extensive consultation was carried out in 2015/16 on the next local housing strategy and a degree of co-production achieved. This was recognised in the positive feedback from the Scottish Government Peer Review process on the final LHS. A full EqIA was completed for the LHS and the equalities peer review criteria also positively approved.
- The Council has monitored and encouraged regular engagement with equalities groups, including with Gypsy/Travellers, to inform housing service improvement. Focus groups have been held and a Baseline Satisfaction Survey has been established in 2017 (Gypsy/Traveller satisfaction is being monitored via an ACHA annual survey). Detailed evidence and analysis was presented in the HNDA which was formally approved as “robust & credible” by the CHMA in 2016. Subsequently, the results of the Gypsy/Traveller engagement fed into the finalised LHS.
- We have engaged with over 30 clients who are affected by learning disabilities, including consulting with parents, carers and support workers utilizing focus groups. The results of the engagement with this client group was highlighted in the approved HNDA in 2016 and informed the finalised LHS. Work is ongoing to inform the SHIP process.
 - We have rolled out a Community Sports Hubs Programme across Argyll and Bute, with local delivery plans based on the needs of communities. Currently, there are 4 active hubs, with 2 more planned in 2017-2018.
 - We have utilised feedback from parent surveys to shape future football provision, with the programme amended based on demand.

Equality Outcome 3 - The needs of individuals who provide unpaid care and support are recognised including young carers

Duty - Advance equality of opportunity; Foster good relations

Protected Characteristic - Age, Gender, Disability

Contributing Services

- Adult Care
- Children and Families

- Community and Culture
- Education.

Education

- Active schools, youth work, social work and the third sector participation figures show an increase in participation levels of young carers.
- There has been an increase in opportunities for young carers to develop skills for learning, life and work, and to improve their life chances.
- Young carers are recording wider achievement in their P7 and S3 profiles.
- Ongoing work is in progress in accurately identifying young carers on the Educational Risk Matrix.
- Ongoing work is in progress in supporting the attainment of young carers, by ensuring that they have a plan that supports their learning and achievement. There is an expectation now that progress of looked after children towards their education outcomes is now included as part of regular tracking and monitoring dialogue between class teachers and schools senior management.
- Specific actions have now been identified by Education Services to further improve the educational outcomes of looked after children.
- Young carers have a plan that supports their learning and achievement.
- Ongoing work is in progress with services which support help young people and their families to achieve positive outcomes, with transitions procedures being followed and an increase in sustained positive destinations.
- There has been an improvement in the number of young carers leaving school and moving into a sustained place in education, training or employment, with an increased number of activity agreements, and positive and sustained destinations reported.

Equality Outcome 4 - The individual needs of all recipients of care are recognised

Duty - Advance equality of opportunity; Foster good relations

Protected Characteristic - Age, Gender, Disability, Religion and Belief

Contributing Services

- Education
- Children and Families
- Adult Services
- Community and Culture
- Facility Services.

Education

- 100% of young people looked after have a Single Agency or Child's Plan, which is shared with all who support or work with them.

Equality Outcome 5 - The gap in educational attainment between protected characteristics has been reduced

Duty - Advance equality of opportunity

Protected Characteristic - Age, Disability, Gender, Race

Contributing Services

- Education

Education

- Education has been working to increase the % of ASN pupils achieving qualifications and increase % of qualifications attained. An evaluation of Examination results expected in August 2017 will be subject to review by members of the Education Management Team
- 100% of establishments now routinely discuss and report specifically on the attainment of boys and pupils who are looked after.

Equality Outcome 6 - Bullying of young people in schools is reduced

Duty - Foster good relations

Protected Characteristic - Disability, Gender, Race, Religion or Belief, Sexual Orientation

Contributing Services

- Education

Education

- There is a 20% improvement in the number of young people in our establishments who say that their school is good at dealing with bullying.
- All establishments have updated anti-bullying statements, quality assured by Health and Wellbeing Group, to promote good behaviour and prevent bullying. They have been communicated to the extent that young people are understanding and respectful of protected characteristics and have an enhanced understanding of what bullying is.
- There was an initial increase in the number of bullying incidents reported, but this has reduced and there has been a decrease in the number of young people experiencing discrimination, harassment and victimisation in our establishments, with pupils feeling safer in schools

- All schools have undertaken training of all staff in the Respect Me methodology which emphasises all protected characteristics.
- All Head Teachers are knowledgeable of protected characteristics and the impact of bullying, and there is an enhanced understanding amongst staff of protected characteristics and the impact of bullying.

Equality Outcome 7 - We have improved engagement with protected groups

Duty - Foster good relations

Protected Characteristic - All

Contributing Services

- Education
- All Services

Education

- There is ongoing progress in ensuring in each establishment the range of protected characteristics are represented in self-evaluation activities.
- In every establishment, there is a Pupil Council that is representative of the young people in the establishment.
- All partners are able to access information from Education, using a range of communication media, including social, web-based and graphic media. There is ongoing work to make information available in a range of formats and languages.
- There is an ongoing increase in the uptake of CLD support in literacy and numeracy.

Facilities Management

- Pupil Focus Groups remain a key component in the development of each school menu cycle and are monitored via the service's Quality Management System.
- Rural transport users are consulted regarding their needs, with 100% of rural transport meetings attended.

Economic Development

- Marine and Airport staff have been appropriately Disclosure and PVG checked to ensure service-user safety.

Customer and Support Services

- Universal Credit delivery went live in March 2016. We are now planning for the launch of the full Universal Credit service in May 2018.
- Rural schools wi-fi project was completed as planned.

HR and OD

- The Dignity at Work Policy has been updated to become the Bullying and Harassment Policy, and now includes guidance on bullying/harassment by clients; contractors. Our policy reflects the policy used by the NHS, who is our integrated partner for health and social care services.
- Disability Confident Accreditation. The Council has successfully migrated its recruitment and disability employment practices from the outgoing 'Positive about disability accreditation to the new 'Disability Confident Employer' accreditation. The Council is now working to become an accredited 'Disability Confident Leader' in the Argyll and Bute area.

Dyslexia work

- Support for dyslexia within Argyll and Bute Council has developed beyond its traditional 'home' within Education, and is now a major, and developing, feature of work within all aspects of Argyll and Bute Council's working practices. Argyll and Bute Council aims to become the first local authority in Scotland to achieve the British Dyslexia Friendly 'Quality Mark'. The Quality Mark is only granted after a rigorous, evidenced set of criteria has been met. This includes
 - Council Policy
 - Meeting the needs and service delivery for customers
 - Ensuring communication, including style and the use of plain English, is 'user friendly'
 - Training is dyslexia friendly
 - Recruitment procedures conform to best dyslexia practice.

The process started some time ago, with dyslexia briefings taking place, including a presentation to the Joint Trade Union Committee. A leaflet was also developed and distributed for front line staff offering practical tips on dealing with customers who show possible signs of dyslexia.

Although there is a long way to go, and it will be no easy task, there is a determination and commitment to achieving the Quality Mark, recognising that good practice in one area will lead to good practice being developed across the board.

- Women in Public Sector Leadership. This initiative is being supported by the Improvement Service and SOLACE and provides a cross-sector network which aims to support women in leadership positions.

4.2 Monitoring and Continuous Improvement

The Equality Outcomes have been monitored through the Council's performance management system, and scrutiny provided by senior officers and Elected Members.

Through a programme of self-assessments and improvement planning, the Council has continued to identify improvements and actions to successfully deliver the Equality outcomes that were set for 2013 – 2017.

The Equality Forum has additionally helped to monitor progress and identify improvements for service delivery.

5 Appendix 1 Employment Data

5.1 Workforce Profile

The Council aims to have a workforce which reflects the community the Council serves, recognising the benefits of having a diverse workforce that is broadly representative of the local population in that the Council is seen as an employer of choice, and an employer who provides fair employment opportunities for all individuals.

The employee headcount has decreased slightly from 5,866 in 2015 to 5,757 in 2016, this is reflective of reductions in staff numbers due to local government budgetary pressures.

The data in this section is gathered from employees. Some data such as gender and age is provided by all employees, other equality data is optional for job applicants, successful candidates and a questionnaire was sent to all employees in 2014. We have also made available through the HR/Expenses system the option for employees to update their own equality information.

Workforce Profile - Race

Ethnic Origin	2011/12	2012/13	2013/14	2014/15	2015/16	2015/16 adjusted*	2011 Census
African - Other	0.02%	0.02%	0.05%	0.05%	0.03%	0.04%	0.00%
African - (inc. Scottish/British)	0.00%	0.02%	0.05%	0.05%	0.05%	0.07%	0.01%
Asian - Chinese (inc. Scot/Brit)	0.02%	0.04%	0.02%	0.02%	0.02%	0.03%	0.17%
Asian - Indian (inc. Scot/Brit)	0.02%	0.02%	0.04%	0.05%	0.03%	0.04%	0.13%
Asian - Other (inc. Scot/Brit)	0.02%	0.04%	0.04%	0.05%	0.03%	0.04%	0.18%
Asian, Asian Scottish, Asian British	0.07%	0.07%	0.05%	0.08%	0.05%	0.07%	0.12%
Black (inc. Scottish/British)	0.09%	0.04%	0.02%	0.04%	0.02%	0.03%	0.01%
Mixed or Multiple Race	0.20%	0.20%	0.19%	0.19%	0.17%	0.24%	0.31%
Other Ethnic Background	0.09%	0.09%	0.02%	0.19%	0.18%	0.26%	0.07%
Other White Ethnic Group	0.28%	0.35%	0.54%	0.55%	0.47%	0.67%	0.04%
Total Ethnic Minor	0.81%	0.89%	1.02%	1.27%	1.05%	1.50%	1.25%
White	60.32%	54.93%	37.97%	37.13%	34.78%	49.61%	
White - Eastern European	0.07%	0.07%	0.07%	0.09%	0.09%	0.13%	0.58%
White - Irish	0.15%	0.20%	0.25%	0.31%	0.33%	0.47%	0.82%
White - Other British	2.19%	2.93%	4.87%	5.32%	5.14%	7.33%	16.64%
White - Scottish	13.70%	16.65%	28.88%	29.71%	28.71%	40.96%	78.83%
Total White	76.43%	74.78%	72.03%	72.56%	69.05%	98.50%	98.75%
Prefer Not to Answer	0.11%	0.15%	0.18%	0.17%	0.17%		
Unknown	22.65%	24.19%	26.14%	25.86%	29.44%		

* = Unknowns removed

The proportion of Black and Ethnic Minority employees has decreased slightly from 1.27% in 2014-15 to 1.05% in 2015/16, this is still an overall improvement on the

1.02% reported in 2014 and is higher than the local population, where Census data indicates a 1.25% Black minority ethnic population compared to 1.5% of employees when the unknowns are removed.

Workforce Profile – Gender

	Male	Female
2014/15	27.55%	72.45%
2015/16	26.68%	73.32%

The workforce gender trend has remained relatively static and the Council workforce remains predominantly female. The percentage of female workers is in keeping with the trend in the public sector where the majority of the workforce is female (72.2%, according to the Annual Population Survey and The Joint Staffing Watch Survey for the Scottish Government). In the local Argyll and Bute population, there is an approximate 49% male and 51% female split, a split which is replicated Scotland and UK wide (source Nomis Labour Market Profile, Argyll and Bute, 2015).

Workforce Profile - Disability

Disabilities	2014/15	2015/16
Yes	1.50%	1.41%
No	52.17%	49.99%
Unknown	46.33%	48.60%

There has been a slight decrease in those declaring a disability, while the figure of 1.41% remains low compared with the current Scottish Government estimate that 19% of people of working age in Scotland are disabled. It is recognised that 1.41% may not be a true reflection of the workforce disability profile as many staff have chosen not to answer this option, and the number of 'unknowns' has remained static. This may be due to employees that don't consider themselves to be disabled even when their condition could be categorised as a disability.

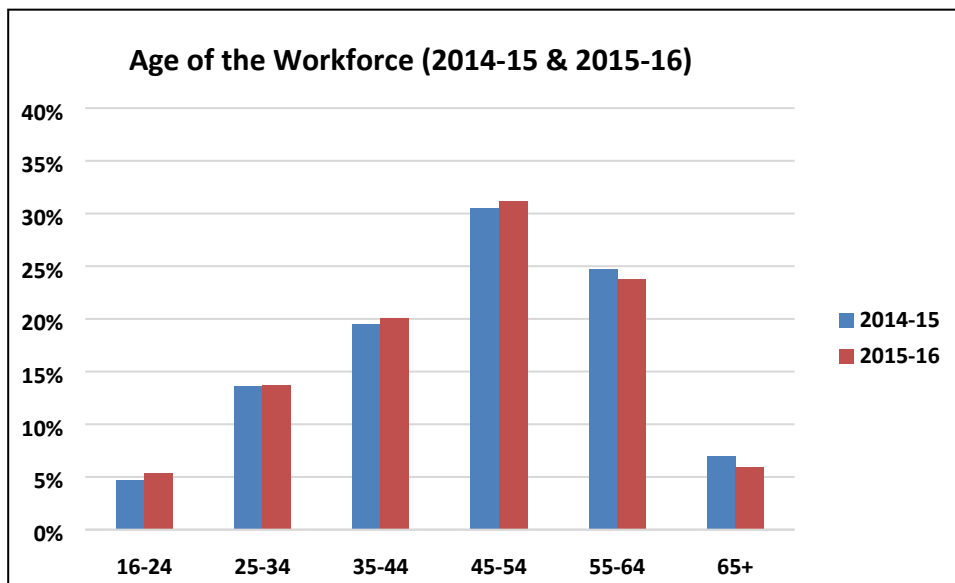
Workforce Profile - Age

Age	2014/15	2015/16
16-24	4.67%	5.38%
25-34	13.65%	13.69%
35-44	19.54%	20.10%
45-54	30.51%	31.20%
55-64	24.68%	23.75%
65+	6.94%	5.89%

The Council's age profile for 2014 - 2016 highlights a slight increase in the 16-24 age band which reflects the work done by the Council to increase the number of younger people joining the Council, including success with developing Modern Apprenticeships, this is a positive trend that is addressing a failing in previous years. This is still significantly under the Scottish average of 18.5% of 18-24 year olds (source Nomis Labour Market Profile, Argyll and Bute, 2015). The age profile is reflective of the older, retired population in Argyll and Bute and the fact that many young people leave the

area for further and higher education and work.

There has been a slight decrease in the number of 55 – 64 year olds, and those aged 65+, within the Council workforce, which likely reflects the numbers taking Voluntary Retirement and Early Retirement. However, the figures within the Council workforce are not reflective of the Argyll and Bute population as a whole, which has a significantly higher number of residents of age 65 and above, 24.5%, compared to the Scottish average of 18.3% and the UK average of 17.9%, though many in this age bracket will not actively be seeking employment.



Workforce Profile - Sexual Orientation

Sexual Orientation	2014/15	2015/16
Bisexual	0.07%	0.09%
Gay	0.15%	0.16%
Heterosexual/Straight	26.92%	26.33%
Lesbian	0.12%	0.19%
Prefer Not to Answer	0.97%	0.89%
Unknown	71.77%	72.35%

There has been a slight increase in those declaring themselves as gay and bisexual across the two year period.

Of the total 2015/16 responses, 0.44 % of employees identified themselves as lesbian, gay or bisexual. This would appear under-representative of the UK population in which 1.7% of the population identified themselves as lesbian, gay or bisexual (LGB) in 2015 (Integrated Household Survey, 2016).

The survey continues to say that in 2015, the majority (93.7%) of the UK population identified themselves as heterosexual or straight, with 1.7% identifying as LGB, the

remainder either identifying as “other”, “don’t know” or refusing to respond. Young adults (16 to 24 year olds) are more likely to identify as LGB compared with older age groups (3.3%), and a higher proportion of males (2.0%) identify as LGB than females (1.5%). The population who identified as LGB in 2015 were most likely to be single, never married or civil partnered, at 68.2%.

Workforce Profile - Marital Status

Marital Status data for employees is moving towards the 2011 Census figures, though Divorced/Separated seems underrepresented.

Marital Status	2013/14	2014/15	2015/16	2011 Census
Divorced/Separated	2.40%	5.42%	4.37%	11.67%
Living with partner	4.25%	11.03%	10.16%	
Married/Civil Partnership	61.07%	55.17%	50.46%	50.10%
Prefer not to answer		3.83%	13.33%	
Single	31.06%	24.55%	21.69%	38.24%

Workforce Profile - Religion and Belief

Comparison is not available on the local population but national data is available. The highest percentage of applicants identified as Church of Scotland (45.26%) which is relatively high compared to the national population, (2011 census), with 40.04% identified as Church of Scotland. Applicants identifying as no religion at 26.1% are a slightly lower representation compared to the national population which states the no religion at 32.04%. Jewish applicants are not representative of the national figure of 0.13%, though the census identifies some religions have a geographical concentration: nearly half the Jewish people in Scotland live in East Renfrewshire. All other groups are relatively representative of the national population.

Religion and Belief	2014/15	2015/16	2015/16 adjusted*	2011 Census
Buddhist	0.10%	0.10%	0.36%	0.24%
Church of Scotland	12.79%	12.59%	45.26%	40.04%
Hindu	0.07%	0.05%	0.18%	0.06%
Humanist	0.31%	0.33%	1.19%	
Jewish	0.02%	0.00%	0.00%	0.05%
Muslim	0.07%	0.02%	0.07%	0.21%
None	7.21%	7.26%	26.10%	32.04%
Other Christian	2.42%	2.34%	8.41%	7.69%
Other Religion or Belief	0.56%	0.61%	2.19%	0.36%
Pagan	0.05%	0.09%	0.32%	
Prefer not to answer	1.36%	1.30%	4.67%	8.00%
Roman Catholic	3.22%	3.11%	11.18%	11.30%
Sikh	0.02%	0.02%	0.07%	0.01%
Unknown	71.80%	72.17%		

* = Unknowns removed

5.2 Applications for Employment

The Council aims to ensure that there are no barriers to individuals seeking employment and that it is an employer of choice.

The Council manages the bulk of its recruitment through the COSLA Myjobscotland electronic system, which is now used by most Councils and public sector organisations. Most Councils now use the same electronic application form format and the same Equal Opportunities form, which allows for better collection by Myjobscotland of equality data, however, completion of the form is not mandatory with sections containing a 'Do not wish to answer' option, therefore data collected and published can never be regarded as complete. Myjobscotland provides a monthly report to each Council on its previous month's data, which constitutes the data commented upon in this report. Limited data is available from the 'old system' run from 2008-14. More comprehensive data is available from the new system run from January 2015.

Myjobscotland offers a variation in font size, and meets the requirements of the AA Accessibility Guide, however it does not currently offer any additional facilities, for example, targeted adjustments for dyslexic applicants, although it is open to suggestions for improvement. It would currently expect applicants with specialized requirements to contact the advertising employer directly.

Applications for Employment – Race

Race	2014/15	2015/16
African	0.54%	0.59%
Any Mixed	0.50%	0.88%
Asian	0.92%	1.26%
Black	0.06%	0.17%
Caribbean	0.15%	0.36%
Other Ethnic Group	0.44%	0.24%
Black Minority Ethnic Total	2.62%	3.49%
White British	15.05%	13.36%
White Irish	1.08%	0.71%
White British	74.80%	69.43%
White Other	3.84%	3.61%
White Total	94.77%	87.12%
Prefer not to answer	1.23%	1.71%
Unknown	1.39%	7.68%

There has been a noticeable increase in the number of applications from Ethnic Minority applicants across 2015-16, and a reduction in applications from White ethnic groups. The census data on Black Minority groups indicates a local population of 1.25%, so the applicants for posts is significantly higher.

Applications for Employment - Nationality

Nationality	2014/15	2015/16
British	22.72%	20.63%
English	5.00%	4.33%
Irish	0.00%	0.02%
Northern Irish	0.47%	0.31%
Scottish	63.31%	60.21%
Welsh	0.36%	0.33%
Welsh/Scots	0.00%	0.02%
Other	0.41%	4.83%
None	0.00%	0.02%
Prefer not to answer	0.77%	0.90%
Unknown	6.95%	8.39%

Applicants identify their national identity within the equalities monitoring section of the recruitment portal. The highest percentage of employees identify as Scottish. The 2011 Scottish census data indicated that 78% of the population of Argyll and Bute was born in Scotland, with a clear second significant group born in England at over 17%, but these groups appear underrepresented in job applications, most likely because they are representative of the large retired population in Argyll and Bute, with over one third of the population currently aged 55 and over. The increase in

'Other' reflects the increase in applications from ethnic minorities.

Applications for Employment - Marital Status

Marital Status	2015/16
Divorced	4.66%
Living with partner	12.88%
Married/Civil Partnership	31.71%
Prefer not to answer	1.47%
Separated	3.00%
Single	37.87%
Unknown	7.58%
Widowed	0.83%

Single has continued to be the most significant group, though this is representative of census statistics, it is perhaps indicative of younger people and people who are more mobile to move to the area.

Applications for Employment – Religion and Belief

Religion and Belief	2014/15	2015/16	2015/16 adjusted*	2011 Census
Buddhist	0.46%	0.38%	0.42%	0.24%
Church of England	0.01%	0.12%	0.13%	
Church of Scotland	24.35%	22.80%	24.98%	40.04%
Hindu	0.18%	0.26%	0.28%	0.06%
Humanist	0.38%	0.31%	0.34%	
Jewish	0.08%	0.05%	0.05%	0.05%
Muslim	0.45%	0.36%	0.39%	0.21%
Pagan	0.27%	0.00%	0.00%	
Roman Catholic	12.76%	10.96%	12.01%	11.3%
Sikh	0.04%	0.12%	0.13%	0.01%
Other	2.44%	1.24%	1.36%	0.36%
Other Christian	9.30%	8.75%	9.58%	7.69%
None	38.38%	38.10%	41.74%	32.04%
Prefer not to answer	8.18%	7.84%		
Unknown	2.71%	8.72%		

* = Unknowns removed

The Church of Scotland percentages is significantly below the census results whereas no religion is significantly higher than the census results.

Applications for Employment - Sexual Orientation

Sexual Orientation	2014/15	2015/16
Bisexual	0.77%	0.40%
Gay	0.94%	0.62%
Heterosexual/Straight	91.62%	86.24%
Lesbian	0.37%	0.67%
Other	0.32%	0.10%
Prefer Not to Answer	4.16%	4.14%
Unknown	1.82%	7.84%

There has been an increase in declarations from lesbians and those declaring themselves unknowns - all other categories have decreased. This is more in accord with the UK population in which 1.7% of the population identified themselves as lesbian, gay or bisexual (LGB) in 2015 (Integrated Household Survey, 2016).

Applications for Employment - Gender

	Male	Female	Prefer not to answer	Unknown
2014/15	38.06%	60.67%	0.44%	0.83%
2015/16	35.37%	56.91%	0.59%	7.13%

The slight decrease in female applications does not mirror the slight increase in the female population of the workforce, although the data suggests more females have made more successful applications, reflective of the fact that females are performing well in schools and further and higher education.

In Local Government, generally 72.2% of employees are female (source, The Annual Population Survey and The Joint Staffing Watch Survey for the Scottish Government), so the workforce gender split is not typical, but the gender split is closer to the local Argyll and Bute population, where there is an approximate 49% male and 51% female split, a split which is replicated Scotland and UK wide (source Nomis Labour Market Profile, Argyll and Bute, 2015).

Applications for Employment - Disability

Disability	2014/15	2015/16
No	92.55%	87.45%
Yes	4.99%	3.71%
Prefer not to answer	1.03%	1.43%
Unknown	1.44%	7.42%

The Council successfully migrated its "disability symbol" accreditation from the 'Two Ticks' accreditation to the 'Disability Confident Employer' accreditation at the end of

2016. This accreditation, which is awarded by The Department for Work and Pensions, demonstrates the Council's commitment to support positive action for disabled applicants and to employ, keep and develop the abilities of disabled people. As part of this commitment, the Council operates a guaranteed interview scheme for disabled applicants who meet the essential criteria for a vacant post. Argyll and Bute Council is now working towards becoming a 'Disability Confident Leader' which will set the standards within the community and assist other organisations to achieve 'Disability Confident Employer' status. The slight drop in applicants declaring a disability will be reviewed to ensure that this is not a trend.

Applications for Employment – Age

Age Group	2014/15	2015/16
16 - 24	20.17%	18.49%
25 - 34	27.44%	25.15%
35 - 44	18.95%	18.49%
45 - 54	22.16%	19.73%
55 - 64	9.02%	9.29%
65+	0.22%	0.24%
Unknown	2.05%	8.60%

The Council has received an increase in the number of applications from individuals in the 55 – 64 and 65+ age brackets, despite declining workforce numbers, which probably reflects an increasing ability and desire to work for longer. The figures do not reflect the increased number of younger members of the workforce in the 16-24 age bracket.

Applications for Employment - Pregnancy/Maternity

A very small amount of data was recorded on this in 2014/15, up to December 2014, and no data was recorded in 2015/16, therefore no comments can be made

Applications for Employment - Marriage/Civil Partnership

Marital Status	2014/15	2015/16
Divorced/Separated	7.95%	7.66%
Living with partner	14.15%	12.88%
Married/Civil Partnership	31.60%	31.71%
Single	42.99%	37.87%
Widowed	0.67%	0.83%
Prefer not to answer	1.14%	1.47%
Unknown	1.50%	7.58%

The highest percentage of applicants continue to identify as single, this is higher than for the 2011 local census data.

Applications for Employment - Religion and Belief

Religion and Belief	2014/15	2015/16	2015/16 adjusted*	2011 Census
Buddhist	0.46%	0.38%	0.42%	0.24%
Church of England	0.01%	0.12%	0.13%	
Church of Scotland	24.35%	22.80%	24.98%	40.04%
Hindu	0.18%	0.26%	0.28%	0.06%
Humanist	0.38%	0.31%	0.34%	
Jewish	0.08%	0.05%	0.05%	0.05%
Muslim	0.45%	0.36%	0.39%	0.21%
Pagan	0.27%	0.00%	0.00%	
Roman Catholic	12.76%	10.96%	12.01%	11.30%
Sikh	0.04%	0.12%	0.13%	0.01%
Other	2.44%	1.24%	1.36%	0.36%
Other Christian	9.30%	8.75%	9.58%	7.69%
None	38.38%	38.10%	41.74%	32.04%
Prefer not to answer	8.18%	7.84%		
Unknown	2.71%	8.72%		

* = Unknowns removed

It is noted No religion features significantly higher than the 2011 census results, with the majority of this increase represented by a corresponding decrease in those identifying themselves as Church of Scotland.

5.3 Applications for Promotion

The Council aims to have a diverse and skilled workforce and offer a wide range of opportunities for staff development. The myjobscotland recruitment portal system is used for monitoring applications for promotions in certain roles.

Information was not recorded prior to January 2015.

Applications for Promotion - Race

Ethnic Group	2013/14	2015/16
African	0.53%	0.29%
Any Mixed	1.05%	0.87%
Other South Asian	0.88%	0.58%
Black Minority Ethnic Total	3.34%	1.75%
White British	14.41%	12.83%
White Irish	0.88%	1.17%
White Scottish	78.03%	81.63%
Other White	2.11%	0.87%
White Total	95.43%	97.38%
Not Disclosed	1.23%	0.87%

There has been a slight reduction in applications for promoted posts amongst Black minority ethnic employees though it is still higher than their proportion in the workforce.

Applications for Promotion – National identity

National Identity	2013/14	2015/16
British	22.67%	24.49%
English	4.75%	2.33%
Northern Irish	0.70%	0.58%
Other	3.16%	2.33%
Scottish	67.14%	68.80%
Prefer not to answer	0.70%	0.87%
Unknown	0.88%	0.58%

The national identity of applicants for promoted posts closely mirrors that of the workforce as whole.

Applications for Promotion - Gender

Year	Male	Female
2013/14	32.63%	67.37%
2015/16	27.11%	72.59%

The gender of applications for promotion is almost identical to that of the split of the workforce.

Applications for Promotion - Disability

Disabilities	2013/14	2015/16
Yes	4.22%	2.62%
No	94.20%	95.92%
Prefer not to answer/ and Unknown	1.58%	0.00%

There has been a reduction in those achieving promotion who identify themselves as disabled, although the number declaring remains higher than the statistics for disabled individuals in the workforce as a whole. This is a disappointing trend, though as highlighted previously it is felt that many staff with disabilities do not identify themselves as disabled.

Applications for Promotion - Age

Age	2013/14	2015/16
16-24	13.19%	10.79%
25-34	26.83%	27.11%
35-44	20.09%	22.74%
45-54	29.33%	24.78%
55-64	9.73%	13.41%
65+	0.83%	1.17%

There has been a slight decrease in young people (16-24) applying for promotion, with the 25-34 age group continuing to apply for the most promotions. There has been an increase in all age groups applying for promotions, activity linked to the Council's Personal Development Plan Process ensuring staff receive relevant training and development.

Applications for Promotion - Pregnancy / Maternity

Data not recorded after December 2014

Applications for Promotion - Marriage / Civil Partnership

A higher proportion of staff applying for promoted posts are married or living with a partner than those applying for jobs. This will be explained in part by the age profile reflecting established career development. No significant trends are observed.

Marital Status	2013/14	2015/16
Divorced/separated	7.21%	9.04%
Living with partner	18.28%	14.29%
Married/Civil Partnership	42.53%	44.31%
Single	29.53%	30.32%
Widowed	0.00%	1.46%
Prefer not to answer	1.58%	0.58%

Applications for Promotion - Religion and Belief

This group broadly mirrors the data for employees as a whole and is very much aligned to the census data

Religion and Belief	2014-15	2015-16	2015/16 adjusted*	2011 Census
Agnostic		0.29%	0.32%	
Church Of England		0.58%	0.64%	
Church of Scotland	32.69%	35.86%	39.81%	40.04%
Episcopal		0.29%	0.32%	
None	34.97%	32.65%	36.25%	32.04%
Orthodox		0.87%	0.97%	
Other Christian	9.84%	6.71%	7.45%	7.69%
Other Religion or Belief	1.41%	1.17%	1.30%	0.36%
Roman Catholic	12.65%	11.37%	12.62%	11.30%
Sikh	0	0.29%	0.32%	0.01%
Prefer not to answer	7.38%	9.33%		
Unknown	0.70%	0.58%		

* = Unknowns removed

Applications for Promotion - Sexual Orientation

Sexual Orientation	2013/14	2015/16
Bisexual	0.53%	0.29%
Gay	2.64%	1.46%
Heterosexual/Straight	89.96%	92.42%
Lesbian	0.00%	0.87%
Prefer not to answer	6.87%	4.37%
Unknown	0.00%	0.58%

A far greater number of applicants for promotion have declared their sexual

orientation as 'Heterosexual/Straight' than is recorded in workforce statistics, but this is probably simply because historical information on record is incomplete in this respect. The statistics accord with applications for employment.

5.4 Applications for training

Applications for training are recorded for many staff through our Personal Development Review, though this only applies to former APT and C staff, so formal manual workers are not recorded. External or mandatory training, conferences or seminars are not recorded.

Applications for training - Race

Ethnic Group	2014/15	2015/16
African (Inc Scottish/British)	0.13%	0.12%
Asian - Indian (Inc Scottish/British)	0.04%	0.04%
Asian - Other (Inc Scottish/British)	0.08%	0.08%
Asian, Asian Scottish, Asian British	0.04%	0.04%
Black (Inc Scottish/British)	0.04%	0.04%
Mixed or Multiple - Any mixed or multiple	0.30%	0.32%
Other Ethnic Background	0.04%	0.04%
Other White Ethnic Group	0.34%	0.36%
Black Minority Ethnic Total	1.02%	1.05%
White	51.70%	48.26%
White - Any other	0.08%	0.08%
White - Eastern European (eg Polish)	0.13%	0.20%
White - English/Welsh/Scottish/N Irish	0.08%	0.20%
White - Irish	0.34%	0.48%
White - Other British	3.95%	4.52%
White - Scottish	27.04%	28.61%
White Total	83.32%	82.36%
Prefer not to answer	0.25%	0.28%
Unknown	15.41%	16.30%

Applications for training from Total White candidates are recorded as approximately 10% more than the number of Total White individuals in the workforce.

Applications for Training - National Identity

National Identity	2014/15	2015/16
British	6.62%	7.18%
English	1.70%	1.90%
European Economic Area	0.04%	0.04%
Northern Irish	0.13%	0.20%
Other	1.19%	1.41%
Prefer not to answer	0.17%	0.16%
Scottish	23.43%	24.33%
UK Default	66.64%	64.73%
Welsh	0.08%	0.04%

The figures for applications for training are in line with the workforce profile.

Applications for Training - Gender

	Male	Female
2014/15	22.28%	77.72%
2015/16	22.80%	77.20%

The majority of applications for training continue to be from female employees which is consistent with the workforce profile.

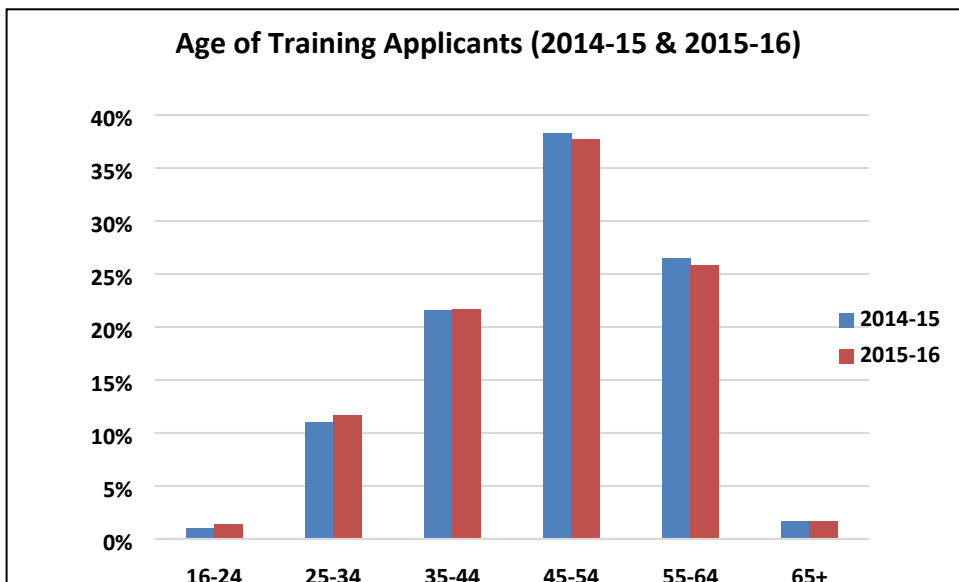
Applications for Training - Disability

Disabilities	2014/15	2015/16
Yes	1.99%	1.94%
No	62.44%	60.69%
Unknown	35.57%	37.37%

Applications from disabled employees are higher than that of the workforce profile, currently 1.41%. This is encouraging that a high proportion of disabled employees are given training.

Applications for Training - Age

Age	2014/15	2015/16
16-24	0.98%	1.41%
25-34	11.04%	11.66%
35-44	21.56%	21.67%
45-54	38.29%	37.73%
55-64	26.44%	25.83%
65+	1.70%	1.69%



The increase in applications for training from young persons accords with the increase in young persons within the workforce, whereas a disproportionately higher percentage of 35-44 year olds and 45-54 year olds are applying for training, possibly to assist them in maintaining employment during restructuring and to support working for longer.

5.5 Employees who are involved in disciplinary procedures

The Council strives to ensure that no equality groups are detrimentally impacted by the application of disciplinary procedures. The Council’s aim is to ensure that disciplinary policies and procedures are applied consistently across the Council.

Race

The percentage of disciplinary procedures involving BME employees was significantly higher than the workforce profile in 2011/12, however in 2012/13 no BME employees were involved in disciplinary procedures. HR professionals are involved in disciplinary proceedings and would ensure that the policies are being followed to avoid discrimination.

Gender

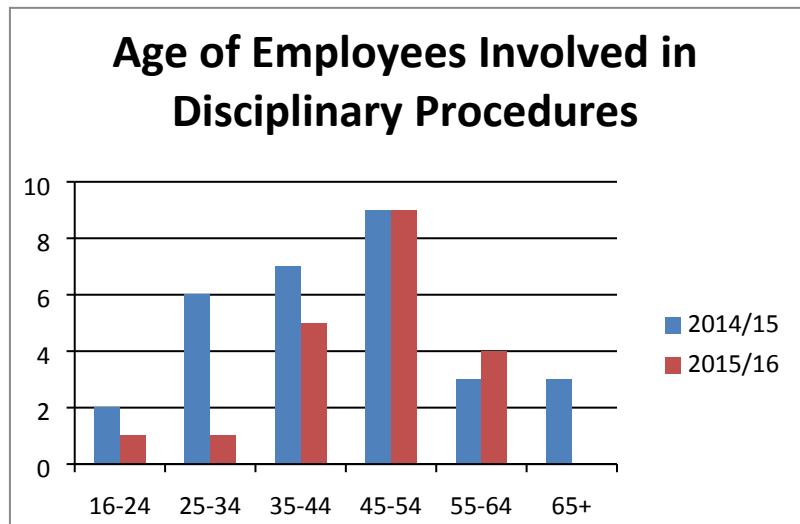
	Male	Female
2014/15	46.6%	53.3%
2015/16	55%	45%

The gender split is not comparable with the workforce profile with the majority of employees that are involved in disciplinary procedures being male despite making up only 27% of the workforce. We believe this figure follows a trend documented in academic papers of male manual workers having the highest incidence of disciplinary issues.

Age

	Age	
	2014/15	2015/16
16-24	6.6%	5%
25-34	20%	5%
35-44	23.3%	25%
45-54	30%	45%
55-64	10%	20%
65+	10%	0%

The age profile of those involved in disciplinary procedures is consistent with the workforce profile, except there is a higher proportion in the 35-44 and 45-54 age groups, which may reflect the pressures on middle management from restructuring.



Disability

	2014/15	2015/16
Yes	0%	0%
No	40%	75%
Unknown	60%	25%

The disability profile for those involved in disciplinary procedures is not representative of the workforce profile which is 1.41%, nor is it representative of the

current Scottish Government estimate that 19% of people in Scotland are disabled.

5.6 Employees who are involved in grievance procedures

The Council aims to ensure that employees have a route to raise concerns in the course of their employment. The Council must also ensure that grievance policies and procedures are applied consistently across the Council and as such the grievance profile should be reflective of the workforce.

Grievances - Race

No grievance procedures involved BME groups with 100% of grievance cases involving White employees in 2014/15 and 2015/16. This reflects the make-up of the workforce, with approximately 70% of employees being White and 30% Unknown, with a small percentage of Ethnic Minorities.

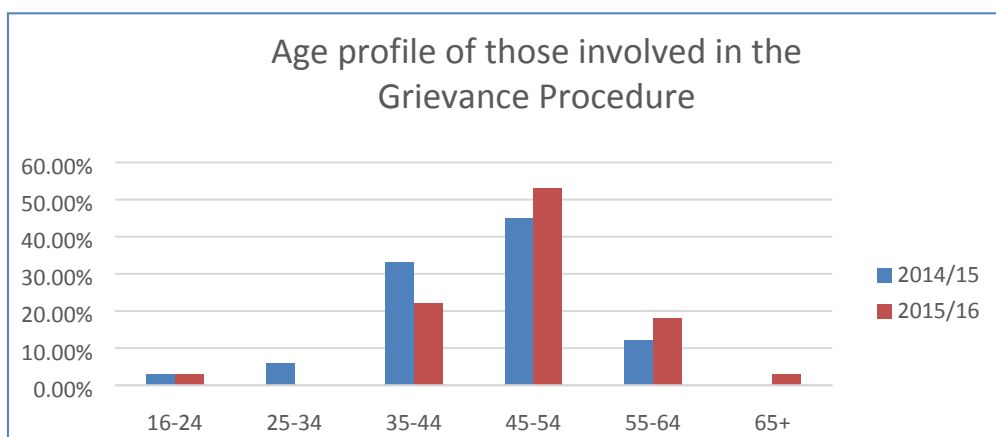
Grievances - Gender

	Male	Female
2014/2015	36%	64%
2015/2016	50%	50%

There are a disproportionate number of males involved in Grievances, compared to the 73:27 split in favour of females in the workforce. The percentage of Grievances amongst Males has risen, though the low number of grievances makes identifying trends difficult.

Grievances - Age

The age profile is consistent with the workforce profile with the highest percentage of those involved in grievance procedures being in the age group 45-54 where there is the most staff.



Grievances - Disability

Disabilities	2014/15	2015/16
Yes	3.03%	0%
No	57.57%	40.63%
Unknown	39.39%	59.37%

The disability profile for those involved in grievance procedures is not representative of the workforce profile which is 1.41%, nor is it representative of the current Scottish Government estimate that 19% of people in Scotland are disabled. Though the small number of staff involved in grievances will reduce the probability of low occurrence equality characteristics being identified.

5.7 Employees Leaving the Council**Employees Leaving the Council - Race**

RACE	2014/15	2015/16
African - Other	0.19%	0.15%
African (Inc Scottish/British)	0.19%	0.00%
Asian - Chinese (Inc Scottish/British)	0.19%	0.00%
Asian - Indian (Inc Scottish/British)	0.00%	0.15%
Asian - Pakistani (inc	0.00%	0.15%
ASIAN, ASIAN SCOTTISH, ASIAN	0.00%	0.29%
Caribbean or Black (Other)	0.00%	0.15%
Black (Inc Scottish/British)	0.19%	0.00%
Mixed or Multiple - Any mixed or	0.19%	0.15%
Other Ethnic Background	0.00%	0.15%
Other white ethnic group	1.50%	1.02%
Black Minority Ethnic Total	2.44%	2.19%
WHITE	25.14%	24.96%
White - Any other	0.19%	0.15%
White - Eastern European (eg Polish)	0.38%	0.15%
White - English/Welsh/Scottish/N	0.19%	0.29%
White - Irish	0.38%	0.00%
White - Other British	6.57%	6.42%
White - Scottish	32.46%	33.14%
White Count	65.29%	65.11%
Prefer not to answer	0.00%	0.15%
Unknown Count	32.27%	32.55%

There are a greater percentage of White - Eastern European (eg Polish) leaving the workforce than are present in the workforce, which may reflect the effects of Brexit.

Employees Leaving the Council - Gender

	Male	Female
2014/15	30.02%	69.98%
2015/16	34.45%	65.55%

There has been a drop in the proportion of females leaving the workforce, and a corresponding increase in the proportion of males leaving the workforce. This is the opposite trend from the workforce composition.

Employees Leaving the Council - Disabilities

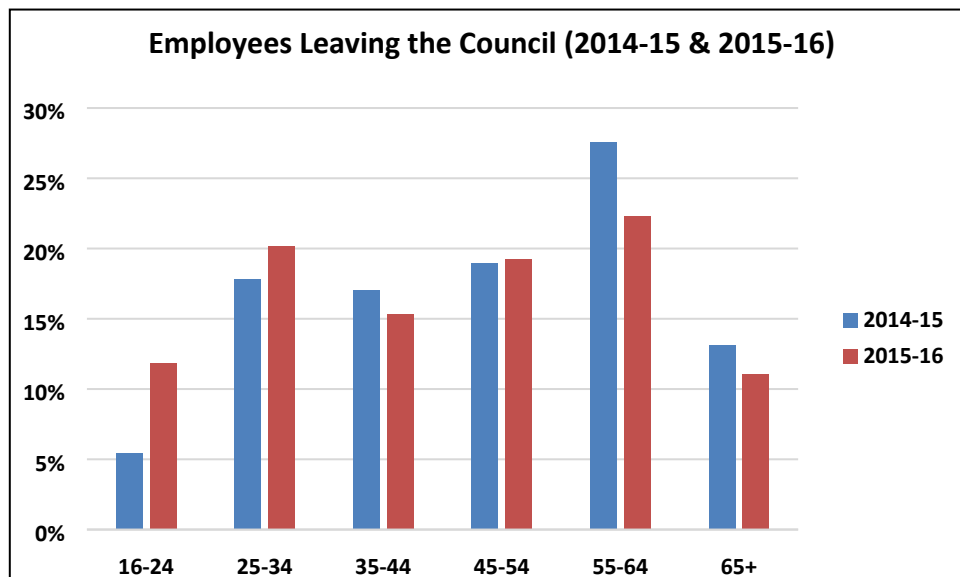
Disabilities	2014/15	2015/16
Yes	2.06%	1.75%
No	42.21%	42.77%
Unknown	55.72%	55.47%

More Leavers are declaring disabilities than are recorded in the workforce.

Employees Leaving the Council - Age

Age	2014/15	2015/16
16-24	5.44%	11.82%
25-34	17.82%	20.15%
35-44	17.07%	15.33%
45-54	18.95%	19.27%
55-64	27.58%	22.34%
65+	13.13%	11.09%

There is a significant increase in young people leaving the Council - both in the 16-24 and 25-34 age groups, and this is a trend which may be worth investigating.



Through monitoring the equalities profile of leavers the Council can use this information to influence workforce planning strategies on employee retention and any failings in encouraging equality.

5.8 Gender Pay Gap

As per the specific duties of the Equality Act 2010, the gender pay gap is evidenced in the tables below and includes the most up-to-date information available on the Council's workforce.

This audit identified that the 2015/16 average hourly rate for a Council male employee is £13.75 and the average hourly rate for female employees is £12.71 resulting in a gender pay gap of 7.57%. This figure has been calculated based on all posts held by each employee.

Previous Years figures are as shown below:

Year	% Difference
2013/14	9.23%
2014/15	7.83%
2015/16	7.57%

The above table indicates that the overall gender pay gap has been reducing, which is a positive trend.

In the assessment of equal pay risk, the Equalities and Human Rights Commission (EHRC) advise that any gender pay gap within a defined 'equal pay work set' of greater than 5% is of concern and action be taken to address this gap. A pay gap of between 3-5% is cautionary and the reasons for this should be investigated. Any pay gap is a concern, but EHRC shall focus on any significant or cautionary pay gap.

EHRC advise that elements of pay and associated terms and conditions need to be examined individually for a full analysis of the pay gap to be presented. Argyll & Bute Council operate a positive pay environment for pay equality.

The application of the Scottish Joint Consultative Job Evaluation Scheme can be declared as a valid descriptor for Equal Pay by using grades as the 'equal pay work group'.

The detailed analysis of occupational segregation is presented in the following tables.

2015/16 Segregation By Grade

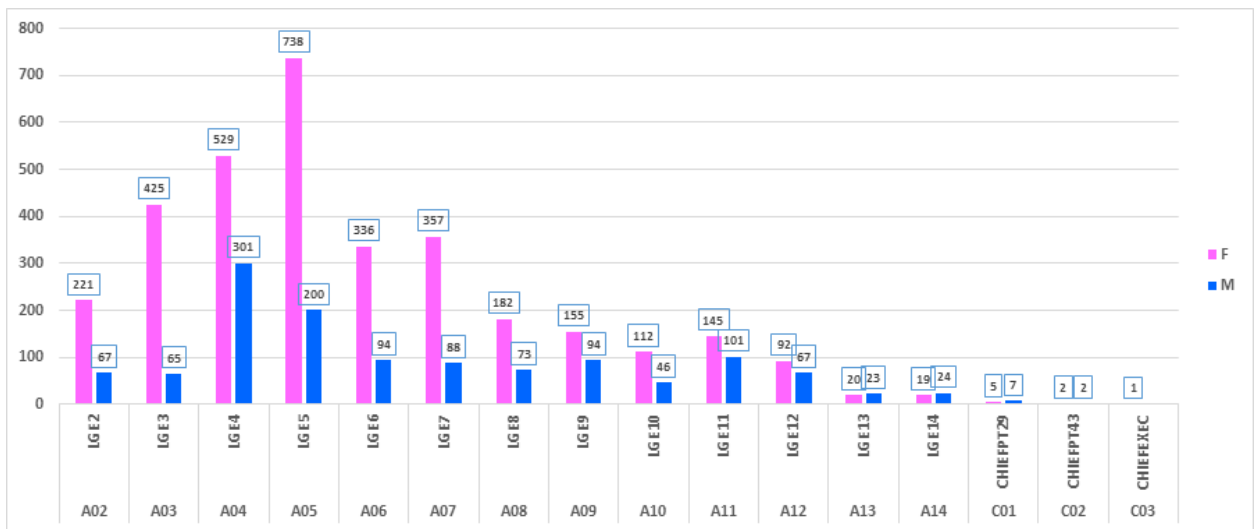


Table2: Occupational Segregation by Gender by Role:

Roles which are female dominant (greater than 70% occupation and with greater than 10 employees) are summarised as follows:

Post Title	Female		Male		Total
TEACHER	491	78.56%	134	21.44%	625
ADDITIONAL SUPPORT NEEDS ASSISTANT	302	94.97%	16	5.03%	318
CATERING ASSISTANT	269	97.46%	7	2.54%	276
CLERICAL ASSISTANT	205	97.62%	5	2.38%	210
HOME CARER	197	98.99%	2	1.01%	199
CLEANER	182	83.49%	36	16.51%	218
CHILDCARE & EDUCATION WORKER	156	96.89%	5	3.11%	161
CLASSROOM ASSISTANT	154	92.77%	12	7.23%	166
TEACHER (SUPPLY)	133	81.10%	31	18.90%	164
SOCIAL CARE WORKER	109	80.15%	27	19.85%	136
ASSISTANT SOCIAL CARE WORKER	80	96.39%	3	3.61%	83
CATERING MANAGER	78	97.50%	2	2.50%	80
SOCIAL WORKER	63	79.75%	16	20.25%	79
HEADTEACHER	58	85.29%	10	14.71%	68
ADMINISTRATIVE ASSISTANT	48	92.31%	4	7.69%	52
ADMINISTRATIVE SUPPORT WORKER	39	90.70%	4	9.30%	43
LIBRARY ASSISTANT	37	90.24%	4	9.76%	41
SENIOR CLERICAL ASSISTANT	34	91.89%	3	8.11%	37
PUPIL SUPPORT ASSISTANT	32	100.00%		0.00%	32
SENIOR SOCIAL CARE WORKER	31	86.11%	5	13.89%	36
CUSTOMER SERVICES CENTRE AGENT	29	96.67%	1	3.33%	30
DOMESTIC ASSISTANT	29	93.55%	2	6.45%	31
ASSISTANT COOK	28	100.00%		0.00%	28
PUPIL ESCORT	27	96.43%	1	3.57%	28
ADULT LEARNING TUTOR (Tier 2)	26	76.47%	8	23.53%	34
SUPPORT WORKER	26	89.66%	3	10.34%	29
ASSISTANT DEVELOPMENT WORKER	25	73.53%	9	26.47%	34
BENEFITS ASSESSOR	22	91.67%	2	8.33%	24
CLEANER IN CHARGE	22	88.00%	3	12.00%	25
ASSISTANT COMMUNITY SUPPORT WORKER	18	90.00%	2	10.00%	20
HOUSEPARENT	17	80.95%	4	19.05%	21
INTENSIVE HOME CARE OUTREACH WORKER	17	100.00%		0.00%	17
ADMINISTRATIVE OFFICER	15	100.00%		0.00%	15
COMMUNITY CARE ASSISTANT	14	93.33%	1	6.67%	15
LOCAL TAX ASSISTANT	13	100.00%		0.00%	13
UNIT MANAGER	13	92.86%	1	7.14%	14
RECEPTIONIST -LEISURE	12	100.00%		0.00%	12
TEAM LEADER	12	80.00%	3	20.00%	15
ACTIVE SCHOOLS CO-ORDINATOR	10	71.43%	4	28.57%	14
SENIOR ADMIN SUPPORT WORKER	10	100.00%		0.00%	10

Roles noted as male dominant (greater than 70% occupation with greater than 10 employees) are noted as follows:

Post Title	Female		Male		Total
DRIVER/PUPIL ESCORT	23	25.27%	68	74.73%	91
JANITOR/CARETAKER	13	22.81%	44	77.19%	57
REFUSE COLLECTOR		0.00%	42	100.00%	42
DRIVER 2	1	2.50%	39	97.50%	40
ROADWORKER 2 (SEMI SKILLED)		0.00%	31	100.00%	31
ROADWORKER 3 (SKILLED)		0.00%	31	100.00%	31
LOCAL ENVIRONMENT TEAM OPERATIVE	1	3.57%	27	96.43%	28
PIER OPERATIVE		0.00%	23	100.00%	23
ROADSWEEPER	1	5.88%	16	94.12%	17
GARDENER3/GRAVEDIGGER		0.00%	13	100.00%	13
SENIOR IT ENGINEER	3	18.75%	13	81.25%	16
LOCAL ENVIRONMENT TEAM CHARGEHAND		0.00%	11	100.00%	11
IT ENGINEER	2	16.67%	10	83.33%	12

The above tables highlight gender dominant roles. These roles reflect the broader occupational segregation experienced across the Local Government sector. There is strong gender based segregation noted in traditional 'female' roles of Teaching, Caring and Catering and for 'male' roles in former manual worker categories such as Roadworker, Drivers and Refuse Collection.

9.2 Disability: The average hourly rate for a Council non-disabled employee is £13.99 and the average hourly rate for disabled employees is £12.25 resulting in a disability pay gap in favour of non-disabled employees of 12.4% on the basis of the percentage difference between average total hourly rate pay (excluding overtime) between non-disabled and disabled employees.

In analysing the proposals in relation to Disability relatively few employees have a declared disability. From the data we can analyse however, the reported pay gap issues relates to the placement of a number of the disabled employee lower on the pay band relative to non-disabled colleagues. The pay gaps will mostly be removed with application of pay progression. The comments relating to the gender pay implications of potential future challenges for pay progression also apply here and care must be taken in any future revisions to reward strategies.

9.3 Ethnicity: The average hourly rate for a Council ethnic minority employee is £13.06 and the average hourly rate for ethnic majority (white) employees is £13.76 resulting in a ethnicity pay gap in favour of white employees of 5.09% on the basis of the percentage difference between average total hourly rate pay (excluding overtime) between White and ethnic minority employees.

The majority of Argyll & Bute Council employees are declared within the 'White' or 'White-Scottish' ethnic groups. The reported pay gaps in two grades will be resolved

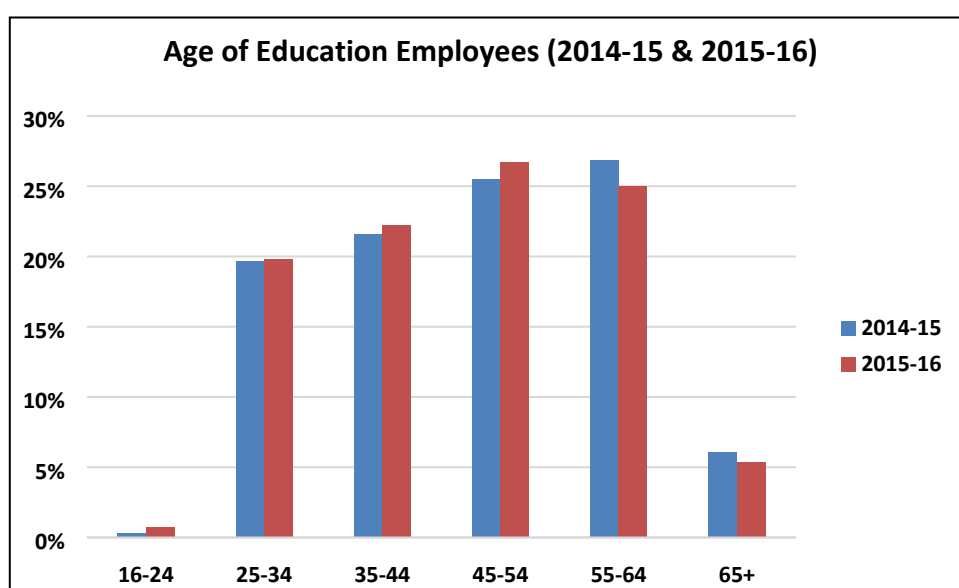
with the application of incremental progression within the grade structure.

5.9 Education: Equalities Monitoring Data on Teaching Staff

Specific equalities information on teaching staff is presented below:-

Age

Age	2014/15	2015/16
16-24	0.33%	0.78%
25-34	19.65%	19.84%
35-44	21.57%	22.27%
45-54	25.48%	26.69%
55-64	26.89%	25.04%
65+	6.08%	5.37%



The age profile of teaching staff is significantly different from that of the Council overall, with a greater proportion in the 25-34 and 35-44 age bands; also a greater number in the 55 – 64 age band which reflects national concerns about the number of teachers who can choose to retire soon.

Sex

Gender	2014/15	2015/16
Male	25.56%	23.92%
Female	74.44%	76.08%

The increase in female teachers is slightly higher than the increase in female workers in the Council generally. This is typical of the pattern nationally, where it is recognised that it would be desirable to have more male teachers, especially in primary schools.

Ethnicity

RACE	2014/15	2015/16
Asian - Indian (Inc Scottish/British)	0.08%	0.00%
ASIAN, ASIAN SCOTTISH, ASIAN	0.08%	0.00%
Black Minority Ethnic	0.00%	1.13%
Mixed or Multiple - Any mixed or	0.08%	0.00%
Other white ethnic group	1.08%	0.00%
Black Minority Ethnic Total	1.33%	1.13%
WHITE	50.71%	47.23%
White - Any other	0.08%	0.26%
White - Eastern European (eg Polish)	0.08%	0.09%
White - English/Welsh/Scottish/N	0.50%	0.61%
White - Irish	0.33%	0.43%
White - Other British	5.16%	4.51%
White - Scottish	27.81%	26.26%
White Total	84.68%	79.38%
Prefer not to answer	0.17%	0.17%
Unknown	13.82%	19.32%

There are very few teachers from non-white backgrounds and the figures accord with local workforce statistics. The requirement to hold a Scottish Teaching qualification may be a factor in limiting applicants from non-white ethnicities, although it would also affect those from England wanting to teach in Scotland, and work is underway nationally to ease these restrictions to increase numbers and diversity in the Scottish teaching workforce.

Disability

Disabilities	2014/15	2015/16
Yes	0.75%	0.52%
No	60.53%	57.63%
Unknown	38.72%	41.85%

A very small number of teachers identified as disabled, less than the 1.75% of the local workforce. There is a significant under representation of disabled people in teaching, with the current Scottish government estimating that 19% of people of working age in Scotland are disabled.

Marital Status

Marital Status	2013/14	2015/16	2011 Census
Divorced/Separated	1.46%	1.97%	11.67%
Living with partner	2.65%	2.55%	
Married/Civil Partnership	58.68%	59.46%	50.10%
Prefer not to answer	1.06%	0.91%	
Single	36.15%	35.11%	38.24%

The marital status statistics are broadly in line with the Council workforce overall.

Religion and Belief

Religion and Belief	2013/14	2015/16	2015/16 adjusted*	2011 Census
Buddhist	0.00%	0.10%	0.43%	0.24%
Church of Scotland	9.79%	9.23%	40.15%	40.04%
Hindu	0.00%	0.05%	0.22%	0.06%
Humanist	0.90%	1.03%	4.48%	
Jewish	0.00%	0.00%	0.00%	0.05%
Muslim	0.00%	0.00%	0.00%	0.21%
None	4.64%	6.03%	26.23%	32.04%
Other Christian	3.01%	2.34%	10.18%	7.69%
Other Religion or Belief	0.00%	0.61%	2.65%	0.36%
Pagan	0.00%	0.00%	0.00%	
Prefer not to answer	0.86%	0.93%	4.05%	8.00%
Roman Catholic	2.15%	2.67%	11.61%	11.30%
Sikh	0.00%	0.00%	0.00%	0.01%
Unknown	79.12%	77.01%		

* = Unknowns removed

The religion and belief categories are broadly in line with the 2011 Census results, though a high proportion have not declared.

Sexual Orientation

Sexual Orientation	2013/14	2015/16
Bisexual	0.75%	0.77%
Gay	0.40%	0.50%
Heterosexual/Straight	96.21%	96.13%
Lesbian	0.40%	0.47%
Prefer Not to Answer	2.29%	2.13%

Marginal increases in teaching staff declaring LGB.

Teachers: Other Protected Characteristics

The Council started collecting data on all relevant protected characteristics in terms of training attendance in April 2012, and as required by law from May 2012 in terms of applications for employment and recruitment.

6 Equal Pay Statement

Argyll and Bute Council is committed to the principle of equal opportunities in employment to ensure that employees are not discriminated against irrespective of their age, race, disability, sexual orientation, gender, gender re-assignment, marriage/civil partnership, pregnancy, maternity, religion or belief.

Argyll and Bute Council is committed to ensuring that that all staff, irrespective of gender should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

The Council's equal pay objectives are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay;
- Take appropriate action to address these accordingly;
- Regularly monitor and review the application of policies and procedures and;
- Conduct an equal pay review to monitor existing pay practices in line with the Equality and Human Rights Commission's Equal Pay Statutory Code of Practice.

In order to achieve equal pay for employees, the Council will operate a pay system which is transparent, based on clear criteria and free from unlawful bias through the application of the nationally agreed job evaluation scheme and relevant legislation. For Teachers the Council will comply with nationally agreed pay and conditions of service.

Argyll and Bute Council is committed to ensuring equal pay structures for all its employees and will:

- Conduct regular audits to monitor the impact of its pay structure.
- Provide training and guidance for those involved in determining pay
- Respond to grievances on equal pay in accordance with the council's Grievance Policy
- Work in partnership with recognised trade unions to ensure that the Council provides equal pay
- Review progress every 4 years

ARGYLL AND BUTE COUNCIL**COUNCIL****CUSTOMER SERVICES****20 APRIL 2017**

WORLD WAR ONE COMMEMORATION

1.0 EXECUTIVE SUMMARY

- 1.1 This report updates Members on progress with the planning for the event and invites the Council to release the funding of £25k to the Museum of Islay Life sub group.

1.2 RECOMMENDATIONS

It is recommended that the Council:-

- (a) Note the outline programme as attached at Appendix 1 for 2018.
- (b) Recommend to the new Council that it establish an informal Officer Working Group Chaired by the Executive Director of Development and Infrastructure to identify what the Council will require to provide, by way of assistance in kind to support the events.
- (c) Note the indicative budget attached as Appendix 2 and to release now the £25k funding to the Museum of Islay Life to resource that budget requirement.
- (d) Note that a liaison group will be established to work with the local community group later in the year and to recognise the need for the involvement of the new Provost in respect of the Council role in the commemoration events.
- (e) Note the significant work of the World War One Steering Group under the Chairmanship of the Lord Lieutenant, Patrick Stewart, the Armed Forces Champion and the local organising group, chaired by Jenni Minto in developing the proposals .

ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

20 APRIL 2017

WORLD WAR ONE COMMEMORATION

2.0 INTRODUCTION

This report updates Members on progress with the planning for the event and invites the Council to release the funding of £25k to the Museum of Islay Life sub group.

3.0 RECOMMENDATIONS

It is recommended that the Council:-

- (a) Note the outline programme as attached at Appendix 1 for 2018.
- (b) Recommend to the new Council that it establish an informal Officer Working Group Chaired by the Executive Director of Development and Infrastructure to identify what the Council will require to provide, by way of assistance in kind, to support the events.
- (c) Note the indicative budget attached as Appendix 2 and to release now the £25k funding to the Museum of Islay Life to resource that budget requirement.
- (d) Note that a liaison group will be established to work with the local community group later in the year and to recognise the need for the involvement of the new Provost in respect of the Council role in the commemoration.
- (e) Note the significant work of the World War One Steering Group under the Chairmanship of the Lord Lieutenant, Patrick Stewart, the Armed Forces Champion and the local organising group chaired by Jenni Minto in developing the proposals.

4.0 DETAIL

- 4.1 The national commemoration event was reported to Members in September 2015 when a range of recommendations were agreed, including the provision of the sum of £25k towards the costs of organising local events.
- 4.2 The emerging programme envisages a range of events with the most high profile event being a commemoration service at the Oa, in May 2018 with a video link back to Port Ellen followed thereafter by a public event with representatives laying wreaths at the Port Ellen War Memorial.
- 4.3 The event would also include a parade from The Ramsay Hall, commemoration events at sea involving UK/US Naval forces.
- 4.4 The Port Ellen war memorial was taken under the maintenance of the Islay District Council in 1934 but there appears to be no title in favour of any proprietor. There will be a necessity to improve the appearance of this monument and others across the Island and possibly for a section of railing to be temporarily removed to facilitate the wreath laying at the Port Ellen event. There may be grant funding available to assist with this programme of improvement.
- 4.5 The Ramsay Hall will be a focal point for the commemoration in May 2018 and there will also be a requirement for Council staff to contribute to the following:
- Event planning assistance
 - Street closures
 - Transport and road infrastructure issues
 - Logistics on the day to support event
 - Civic input from the Provost and other senior Councillors

The Council will want to maximize the opportunity this national commemoration event provides to promote the area to international tourism interests and to showcase the vibrancy of island life and produce.

5.0 CONCLUSION

- 5.1 This event will showcase Islay and Argyll and Bute on the international stage and will provide a fitting tribute to those who gave their lives in World War 1
- 5.2 The Programme of events has a number of elements which involves commemoration events during the period across the most significant sites on the Island and seeks to provide a legacy that will heighten awareness of the sacrifice made by so many in World War 1.

6.0 IMPLICATIONS

6.1	Policy	None
6.2	Financial	£25K budget and in released now with more in kind support nearer the event
6.3	Legal	None
6.4	HR	None
6.5	Equalities	None
6.6	Risk	Risk will be factored into event planning
6.7	Customer Service	None

**Douglas Hendry
Executive Director – Customer Services**

Policy Lead Councillor Dick Walsh

Date : 23rd March 2017

For further information contact:

Charles Reppke, Head of Governance and Law



WW100 Islay 2018

Islay's determination to commemorate the loss of the troopships *Tuscania* and *Otranto* in 1918 one hundred years on was made clear at three lively meetings, the first in December 2015 and two further ones in January 2016, following which the WW100 Islay group was formed. The Museum of Islay Life had invited individuals and organisations across Islay to take part in "blue sky" thinking as to how the island might mark the centenary. It was agreed that the *Tuscania* and *Otranto* commemoration should be part of a wider commemoration of the island's own losses in World War 1. The WW100 Islay group meets every six weeks working together to support the commemorations.

The plan is to construct a programme of Commemorative Events in 2018, from 5th February to 11th November, which would be drawn together into a lasting legacy which could be revisited by individuals and the community in the future. The overriding themes should be remembrance, reflection and reconciliation.

The centre piece will be a Day of Commemoration, part of WW100 Scotland's commemorations, on the 4th of May 2018 where we hope to welcome a member of the Royal Family as well as dignitaries from Scotland, the wider-UK, America and Europe. This will be wrapped by services at each of the locations of the cemeteries where men were buried, both remaining and temporary. Various events and exhibitions will be created throughout the island from February to November. The Armistice Day service at Kilchoman will draw the commemorations to a fitting close.

As well as the planned events the group is speaking to the Scottish Woodlands Trust to establish a native woodland planted to remember all the Islay and Jura men who went to war and the American servicemen who were buried on Islay - it will be a native woodland interspersed with some US State trees.

Also a WW100 Trail is being created - this will identify and mark significant Great War sites across Islay with discreet WW100 Islay plaques supported by a website and printed brochure. Incorporated into this is a collaboration with the RSPB to improve the interpretation panels around the American Monument, at the Mull of Oa, by including more information about the loss of the two troopships and also some of the personal stories from both American servicemen and Islay people. Discussions are also being held with the War Memorials Trust to ensure that all the Islay war memorials are well presented for 2018.

There are also many other community groups involved planning associated events: The Islay Quilters are recreating the Stars & Stripes sewn the night before the first of the *Tuscania* funerals, the original is now in the Smithsonian Museum, Washington DC; The Islay Book Festival is planning a WW1 theme for 2018; the Community Garden is building a raised bed which will be planted with the State Flowers of those who lost men in the *Tuscania* and *Otranto* tragedies.

The WW100 Commemorations will involve the whole island - the schools, guides and scouts will be involved in the sewing of flags, adopting buildings that will form part of the WW100 Trail, taking part in the 4th May event and planting trees. Already presentations have been given to lunch clubs across the island and more are planned. A parade of the voluntary and emergency services in Bowmore is being planned - showing how these skills which played such an important role 100 years ago are still central to island life.

"In chosen ground on Islay's shore those gallant men are laid
And by the kindly Highland folk their lonely graves were made.
When tales are told of other days and sorrows that have been
May we then tell theirs and keep their memory green."

(Anon)



Proposed Allocation of Argyll & Bute Council Contribution

Description	Notes	£
4th May Event	infrastructure and logistics	10,000
American Monument	collaboration with RSPB to improve interpretation panels at American Monument	5,000
WW100 Trail	contribution to plaques, guidebook, website	3,000
War Memorials	working with the War Memorials Trust in improving the external War Memorials on Islay - the WMT will fund up to 75% of the work required	5,000
Misc Costs	travel costs, merchandise	2,000
		25,000

The Museum of Islay Life is applying to various national organisations and foundations for funding, for example Museums Galleries Scotland, Heritage Lottery Fund, War Memorials Trust, the Shroder Foundation and MacTaggart Third Fund. The indication of funding and support from Argyll & Bute Council has been helpful in these bids.

Key Dates:

Date	Commemoration	Description
5th February	Tuscania Memorial Services	Services at Killyean, Kilnaughton and Port Mor (the temporary grave yards). Soup and sandwiches in Port Mor afterwards.
4th May	WW100 Scotland Commemoration	Service at American Monument, Port Ellen War Memorial and exhibition at Ramsay Hall. VVIP event.
26th August	VC Plaque	David MacIntyre Lowe, VC - service at Portnahaven.
6th October	Otranto Memorial Service	Service at Kilchoman. Followed by soup and sandwiches at Kilchoman Distillery (tbc)
11th November	Armistice Day	Services across the island.

ARGYLL AND BUTE COUNCIL**COUNCIL****DEVELOPMENT AND INFRASTRUCTURE
SERVICES****20 APRIL 2017**

Summary of work of Argyll Islands Taskforce

1.0 EXECUTIVE SUMMARY

- 1.1 On the 23 January 2014, the Council agreed to the setting up of a short life working group to investigate the issues affecting our islands. This was against a background of falling populations on many of our islands and awareness of the Our Islands Our Future campaign. At its meeting on 20 March 2017, the Argyll Islands Taskforce noted the work undertaken and recommended a continued focus on the work commenced by the Argyll Islands Taskforce by the new Council in May 2017.
- 1.2 Following the establishment of the Taskforce in January 2014, a list of 12 actions to be undertaken by the Taskforce was agreed by Council. Details of these and the progress made are included in Appendix 1.
- 1.3 The Taskforce met with The Highland Council and North Ayrshire Council and a number of priorities were identified and agreed. These priorities, and the action undertaken within Argyll in relation to these, are detailed within Appendix 2.
- 1.4 The Council has also agreed a vision for the islands and hosted the Island Connections event.
- 1.5 The existence of the Argyll Islands Taskforce has coincided with Scottish Government work focused on islands. Argyll and Bute Council is now a member of the Scottish Government's Islands Strategic Group (a successor to the Island Area Ministerial Working Group) and is able to engage directly with the Scottish Government while it prepares the forthcoming Islands Bill. There is an ongoing work stream associated with the Islands Strategic Group and it is anticipated that this will continue with a focus on the Islands Bill and other key issues which link closely to the priorities identified by the Argyll Islands Taskforce.

Recommendations

- 1.6 It is recommended that Council
1. Notes the work undertaken by the Argyll Islands Taskforce and the progress made in relation to island issues since 2014; and

2. Considers the request from the Argyll Islands Taskforce for a continued focus by the Council on the work commenced by the Argyll Islands Taskforce.

ARGYLL AND BUTE COUNCIL

COUNCIL

**DEVELOPMENT AND INFRASTRUCTURE
SERVICES**

20 APRIL 2017

Summary of work of Argyll Islands Taskforce

2.0 INTRODUCTION

- 2.1 On the 23 January 2014, the Council agreed to the setting up of a short life working group to investigate the issues affecting our islands and to develop a vision statement as well as key actions necessary to address the issues. This was against a background of falling populations on many of our islands and awareness that Orkney, Shetland and the Western Isles Councils were promoting their Our Islands Our Future campaign.
- 2.2 At its meeting on 20 March 2017, the Argyll Islands Taskforce noted the work undertaken, which is summarised in this report, and agreed that a report be submitted to Council on 20 April 2017 outlining the work undertaken by the Argyll Islands Taskforce and the progress made in relation to island issues since 2014. They also recommended a continued focus on the work commenced by the Argyll Islands Taskforce by the new Council in May 2017.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that Council
1. Notes the work undertaken by the Argyll Islands Taskforce and the progress made in relation to island issues since 2014; and
 2. Considers the request from the Argyll Islands Taskforce for a continued focus by the Council on the work commenced by the Argyll Islands Taskforce.

4.0 DETAIL

- 4.1 Following the establishment of the Taskforce in January 2014, a list of 12 actions to be undertaken by the Taskforce was agreed at the Council meeting of 27 June 2014. Details of these and the progress made are included in Appendix 1. Additional items have been added when issues have been raised these are also included on the action list at Appendix 1.

- 4.2 In March and May 2015, the Taskforce has met with The Highland Council and North Ayrshire Council respectively and agreed to work in partnership with both Councils to seek to address those issues which affect island and very isolated rural communities across the three local authority areas. As a group the three authorities have a total of 40 inhabited islands clustered around the west coast of Scotland as well as a number of very isolated rural communities which often experience some of the same difficulties and issues as island communities.
- 4.3 As a result of the discussions with North Ayrshire Council and The Highland Council a number of priorities were identified and agreed. These priorities, and the action undertaken within Argyll in relation to these, are detailed within Appendix 2.
- 4.4 In June 2015, Council approved the Argyll Islands Taskforce vision for the islands:
It is recognised that our islands play a vital role in delivering economic growth across our area. We want to see our islands prosper and grow, providing education and employment for our young people, supporting and growing our businesses and communities and benefiting from the communication and transportation infrastructure and services necessary for them to be sustainable and prosper.
- 4.5 The Argyll Islands Taskforce also expressed the desire to have an event focused on island communities. Island Connections took place on 20 October 2016 and was attended by approximately 70 delegates and speakers. A separate report on the event was presented to the Argyll Islands Taskforce meeting on 20 March 2017 and can be found at <https://www.argyll-bute.gov.uk/moderngov/ieListDocuments.aspx?CId=554&MId=7409&Ver=4>.
- 4.6 The existence of the Argyll Islands Taskforce has coincided with Scottish Government work focused on islands including the publication of the Scottish Governments Empowering Scotland's Island Communities (the Islands Prospectus) in June 2014 and Consultation on Provisions for a Future Islands Bill in September 2015. The consultation document included amongst other issues proposals for island proofing and a National Islands Plan. If, as would seem to be indicated, island proofing becomes a requirement within Scottish legislation then this will ensure a continued focus on island issues in relation to the decision making process of relevant parts of the public sector. An Argyll and Bute Council response to the consultation document was submitted to the Scottish Government following approval by Council on 26 November 2015.
- 4.7 The Argyll Islands Taskforce, in partnership with North Ayrshire and The Highland Councils, has sought a closer working relationship with both the Scottish and UK Governments so that representatives of the west of Scotland

islands are able to contribute to the discussions at this strategic level. Argyll and Bute Council is now a member of the Scottish Government's Islands Strategic Group (a successor to the Island Area Ministerial Working Group) and is able to engage directly with the Scottish Government while it prepares the forthcoming Islands Bill.

- 4.8 The Leader and Chief Executive sit on this group, with the Provost acting as depute, and are able to put forward an Argyll and Bute perspective to discussions. The last meeting of the Islands Strategic Group, attended by the Provost and Chief Executive, took place in December 2016 in Rothesay and the next meeting is planned for the end of March 2017. There is an ongoing work stream associated with the Islands Strategic Group and it is anticipated that this will continue with a focus on the Islands Bill and other key issues which link closely to the priorities identified by the Argyll Islands Taskforce.

5.0 CONCLUSION

- 5.1 Council are asked to consider how best to continue the focus on island issues across Argyll and Bute and whether any additional arrangements are required in addition to the ongoing commitment to the Islands Strategic Group.

6.0 IMPLICATIONS

- 6.1 Policy – lobbying for positive policy and resource support for our islands fits with the objectives of the Single Outcome Agreement, Economic Development Action Plan and Local Development Plan which seek to deliver sustainable island communities.
- 6.2 Financial – Island Connections was delivered within a budget of £1,700 in addition to staff resources.
- 6.3 Legal – none.
- 6.4 HR – staff resource from the Economic Development and Strategic Transportation Service as well other Council services and Community Planning Partners have supported the Taskforce. Depending on the decision of the Council, further staff resources may need to be identified.
- 6.5 Equalities – none.
- 6.6 Risk – To do nothing could have left our island communities at a disadvantage as they would sit outwith the Our Islands Our Future initiative and potentially any benefit that comes from this campaign. The work of the Argyll Islands Taskforce has helped to shape a response to the consultation on the Future Islands Bill and secure a place on the Islands Strategic Group, it is anticipated that work

with this group will continue and will provide an opportunity to ensure that Argyll and Bute's islands are considered at this strategic level.

6.7 Customer Service – none.

Executive Director of Development and Infrastructure Services Pippa Milne

Policy Lead - Councillor Scoullar

28/03/17

For further information contact: Anna Watkiss, 01546 604344,

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APPENDICES

Appendix 1 – Argyll Islands Taskforce Action Sheet

Appendix 2 - Priorities and Actions

APPENDIX 1: Argyll Islands Task Force Action Sheet

Ref	Action	Lead Person	Time Frame	Additional Information
1	Undertake further analysis of the population census data to determine the demographics relating to each island and what impact that this is having on the islands in regard to their sustainability	Chris Carr	30/09/14	Population statistics report submitted 23/03/15 - https://www.argyll-bute.gov.uk/moderngov/documents/s97566/Islands%20Task%20Force_Argyll%20and%20Bute_islands%20information_23032015.pdf . COMPLETE
2	Gather further information relating to those islands that were not directly part of the SOA consultation to help to fully understand all the issues affecting the future of the Argyll islands. Once these issues have been fully identified they will be used as a basis for discussions with the Scottish and UK governments.	Fergus Murray	Ongoing	Matrix of issues prepared and to be kept up to date, all members of taskforce to advise as issues change or new issues arise. ONGOING
3	Review the Rural Scotland in Focus 2014 report and feed in any relevant information to the island analysis.	Fergus Murray	Anticipated within 6 weeks	Report to 13/11/2014 - Environment, Development and Infrastructure Committee - https://www.argyll-bute.gov.uk/moderngov/documents/s93501/EDI%2013%20Nov%20Rural%20Scotland%20in%20Focus%202014%20report.pdf COMPLETE
4	Develop a position/vision statement for Argyll Islands which reflects the important role that our islands play in our economic future and in the delivery of the SOA objectives of economic success and population growth. The position/vision statement will be informed by the current analysis work and will be used to drive forward key actions and to lobby for the Argyll islands.	Audrey Martin	By next taskforce meeting	Vision agreed by Argyll Islands Taskforce. Approved by Council in 25 June 2015. COMPLETE
5	Give further consideration to the "island proofing" of the SOA and examine all new policies and legislation (EU, UK and Scottish Government) coming forward that have a relevance to and could have an impact on the Argyll islands. Consider the development of a template to inform the "island proofing" and	Audrey Martin	Awaiting Bill	Island proofing is included in the consultation on a future Islands Bill and is expected to be included within the forthcoming Bill. The analysis of responses was published prior to the election and is available from https://consult.scotland.gov.uk/islands-team/islands-bill-consultation .

Ref	Action	Lead Person	Time Frame	Additional Information
	use this in the development of all new council policy.			<p>The Bill is expected to be published during this parliamentary session and it is therefore proposed to review the Scottish Government Island Proofing mechanisms before developing any specific proposals for Argyll and Bute.</p> <p>AWAITING PUBLICATION OF THE ISLANDS BILL</p>
6	Write to the Leader of the Three Islands Council, Western Isles, Orkney and Shetland and invite them to a future meeting of the Group.	Fergus Murray	Following completion of item 8	Letters sent to three island councils together with letters to the MSP and MP
7	Maintain a watching brief in regard to the Three Islands Partnership. The Our Islands: Our Future campaign has the potential to change the powers and responsibilities for those islands within the Shetland, Orkneys and Western Isles.	Audrey Martin	Ongoing	<p>Report tabled on Empowering Scotland's Island Communities – a Scottish Government response to the Our Islands Our Future campaign and ministerial working groups at meeting in August 2014.</p> <p>The Taskforce sought to engage with the Scottish and UK government in these discussions.</p> <p>Council approved response to the Consultation on Provisions for a Future Islands Bill in November 2015.</p> <p>Argyll and Bute Council invited to join Islands Strategic Group in August 2016. Meetings from September 2016.</p> <p>ONGOING</p>
8	Meet with Highland Council and North Ayrshire to ascertain if there is an appetite to work collaboratively on areas of common interest.	Fergus Murray	Not later than 07/10/14, preferably before	<p>Meetings with North Ayrshire and The Highland Councils have taken place and priority issues agreed.</p> <p>COMPLETE</p>
9	Work with Scottish Islands Federation (SIF) and other partners involved with our islands to ensure that we maximise the opportunities for the Argyll islands from projects such as the Smilegov project The objective of the Smilegov project is to	Audrey Martin	Ongoing	<p>ABC supported Smilegov which has a focus on renewables.</p> <p>COMPLETE</p> <p>SIF made a presentation at November 2015 Taskforce.</p> <p>At the request of the SIF, Councillor Scoullar has written to</p>

Ref	Action	Lead Person	Time Frame	Additional Information
	effectively strengthen capacity to support development and implementation of high quality island sustainable action plans and bankable energy projects. www.sustainableislands.eu			support their request for funding from the Scottish Government. ONGOING
10	Maintain a watching brief in regard to new legislation and policy and future EU funding that may have an impact on Argyll islands and make representation on any issues.	Fergus Murray	Ongoing	EDST continue to consider the island perspective. ONGOING
11	Write to and meet with relevant Scottish and UK Minister(s) to lobby for the Argyll Islands. It is imperative that the specific issues affecting our islands and their resulting needs and actions are raised with the Scottish and UK Government and the necessary support and commitment secured.	Councillor Scoular	Ongoing	Letter sent to then Island Minister Derek MacKay updating him on the Argyll Islands Taskforce and inviting him to a meeting. Meeting with Leader and Chief Exec undertaken. Council representatives met with the UK Scottish Minister. Chief Executive and Leader invited to join Strategic Islands Taskforce in August 2016. ONGOING
12	Work with and support Argyll island communities in the development of their community development plans and in their delivery	Audrey Martin with the support of CPP and HIE	Ongoing	Argyll and Bute Council staff continue to work with the Tiree community on charrette and growth plan. SURF has carried out assessment work on Bute. Charrette focused on Rothesay complete. The Community Development Team continues to assist communities, Community Action Planning Training delivered in July 2015. <hr/> ONGOING
13	Issue arisen regarding out of hours doctor cover on Mull	Councillor Devon, Councillor Scoullar and Fergus Murray	Ongoing	This is an issue raised in August 2014. Letter sent to NHS Highland, August 2014. COMPLETE

Ref	Action	Lead Person	Time Frame	Additional Information
14	NHS and Argyll and Bute Council to work together to investigate opportunity for job portal	Fergus Murray		This is an issue raised in May 2016. Looking to understand work being progressed by CPP on recruitment. ONGOING

Appendix 2 - PRIORITIES AND ACTIONS – APPROVED

At its meeting on 25 June 2015, Council noted the following priorities (1-10) which were agreed with North Ayrshire Council and The Highland Council. The Argyll Islands Taskforce also raised concerns regarding ambulance service provision and this has been added as an 11th priority. The table below sets out initial actions required to progress these priorities and the decisions of the Argyll Islands Taskforce where priorities have been considered.

To progress the work streams shown below will require support from across the Council, we have not yet determined the available resource within teams to support this activity and should the Taskforce support this approach we will need to obtain agreement from the relevant services and Policy Leads.

The blue highlighted rows indicate the priorities and the white rows are the tasks identified to help to progress the issue. The tasks set out below may evolve as more specific actions associated with moving forward each issue are identified. Details in italics indicate Argyll Islands Taskforce decisions following the reports to the meeting.

Ref	Priority	SOA Outcome	Taskforce Meeting
1	To ensure that the future disbursement of powers and income, including income from The Crown Estate, to our island communities is equal to the three island communities.	1	TBC
1a	Maintain a watching brief on the interim and long term arrangements in relation to the Crown Estate in Scotland		
Action	<i>Argyll and Bute Council response to interim arrangements for Crown Estate submitted August 2016; Argyll Islands Taskforce members offered the opportunity to inform response. Argyll and Bute Council response to long-term arrangements for Crown Estate being prepared as this update is being prepared; Argyll Islands Taskforce members offered the opportunity to inform response.</i>		
2	To obtain Scottish Government capital investment in key island infrastructure such as ports, ferry terminals and vessels in order to facilitate the needs of RET and secure the future economic prosperity of our island and isolated rural communities.	2	Aug 2016
2a	Identify island infrastructure currently available		
2b	Highlight any current or likely future issues		
2c	Invite SG ferries unit to speak to Taskforce		
2d	Determine strategy for seeking capital investment where required		
Action	<i>Scottish Government Ferries Unit gave update to Island Connections in October 2016 where issues were raised; this followed a presentation to the Taskforce in November 2015. The Head of Roads and Amenity Services gave a verbal update to members of the Taskforce in August 2016. Minutes: The Head of Roads and Amenity Services had been invited to attend and give a verbal update on Island Infrastructure. The group were given a broad overview on the responsibilities of Roads and Amenity Services on islands in respect of roads, piers, harbours, cemeteries, toilets and landfill sites. The Group were also informed about an officers group consisting of the Council, Transport Scotland, CMAL and Calmac which had initially been set up to deal with the effects of RET and which</i>		

	<p><i>now looked at strategic issues. Discussion took place around the possibility of inviting Transport Scotland to attend a meeting of the Task Force to have a discussion on ferries and to respond to members questions.</i></p> <p>Decision <i>The Group –</i></p> <ol style="list-style-type: none"> <i>1. Noted the verbal update given by the Head of Roads and Amenity Services on Islands Infrastructure.</i> <i>2. Agreed to invite Transport Scotland Ferries Unit to attend a future meeting of the Group.</i> 		
3	To secure the integration of essential transport networks including ferries, buses, air and rail connections to minimise journey times to and from our island and isolated rural communities.	2	Aug 2016
3a	Identify public transport routes and how they integrate		
3b	Highlight any current or likely future issues		
2c	Invite public transport providers, SPT and HI Trans (as appropriate) to speak to Taskforce		
2d	Determine strategy for lobbying for changes where required		
Action	<i>Transport was an issue considered through the Island Connections event in October 2016.</i>		
4	To lobby for parity for our island and isolated rural communities with regard to mail order delivery surcharges.	2	Nov 2016
4a	Invite The Highland Council Trading Standards Officers to discuss their postage charge work		
4b	Consider similar action within Argyll and Bute		
4c	Determine strategy for additional lobbying if required		
5	To lobby for maximum investment in our digital connectivity for our island and isolated rural communities, including superfast broadband, modern mobile phone signal and exploring the possibility of opening up public digital networks to the wider community.	2	Nov 2016
5a	Invite HIE and CBS to taskforce meeting		
5b	Identify opportunities to open up public digital networks		
5c	Determine strategy for lobbying for additional investment		
Action	<i>Highlands and Islands Enterprise gave an update to Island Connections in October 2016 covering the rollout of superfast broadband and mobile upgrades, issues were raised.</i>		
6	To lobby for the removal of water and waste water constraints from our island and isolated rural communities to facilitate economic growth.	2	May 2017
6a	Invite Scottish Water to taskforce meeting		
6b	Determine strategy for lobbying for additional investment		
7	To lobby for innovative approaches to recruit and retain adequate GP coverage for our island and isolated rural communities.	5	May 2016
7a	Invite NHS Highland to taskforce meeting		
7b	Determine strategy for lobbying for alternative approaches		
Action	<i>A report from the Health & Social Care Partnership was provided to the Taskforce in May 2016.</i> Minutes: <i>The Short Life Working Group considered a report updating them on actions</i>		

	<i>undertaken to put in place a sustainable, high quality and affordable health and care service for the most remote rural and island communities in Scotland.</i>		
	Decision <i>The Short Life Working Group -</i> <i>1. Noted the actions being undertaken as detailed within the submitted report.</i> <i>2. Thanked Stephen Whiston for his most informative report.</i>		
8	To seek innovative and cost effective affordable housing for our island and isolated rural communities.	2	Feb 2017
8a	Identify island housing needs		
8b	Invite housing associations to taskforce meeting		
8c	Determine strategy for lobbying for affordable housing to meet identified need		
<i>Action</i>	<i>Argyll and Bute Housing Policy Lead gave an update to Island Connections in October 2016 and reported on plans to build 122 affordable island homes by 2021.</i>		
9	To address fuel poverty for our island and isolated communities.	4	Feb 2017
9a	Invite Housing Services/ALI Energy to taskforce to talk about HEEPS:ABS		
9b	Determine strategy for lobbying for additional support if required		
10	To work with the three island authorities to identify common economic challenges across our islands and opportunities for joint working to address these.	1	May 2017
10a	Confirm whether COHI or other organisation have undertaken similar study		
10b	Invite Orkney, Shetland and Western Isles to meeting of taskforce to discuss economic challenges		
10c	Determine strategy for joint working/lobbying		
<i>Action</i>	<i>Argyll and Bute Council is participating in the Islands Strategic Group alongside the other island councils, the group is focusing on the forthcoming Islands Bill.</i>		
11	To lobby for adequate ambulance Service and Patient Transport arrangements for our island and isolated rural communities.	1	Aug 2016
11a	Invite Scottish Ambulance Service to taskforce meeting		
11b	Determine strategy for lobbying for additional services if required		
<i>Action</i>	<i>The Scottish Ambulance Service attended the Argyll Islands Taskforce in August 2016.</i> Minutes: <i>The Scottish Ambulance Service had been invited to attend the meeting as one of the priorities of the Group were to better understand the service provision of the NHS, Ambulance Services and Patient Transport Services on the islands. The Ambulance Service were invited to outline their provision on the islands and to raise any issues they had in connection with service provision.</i> <i>The Ambulance Service gave the Group an overview of how their service worked generally and how calls were handled and categorised. They advised that hospital transfers had more than doubled in the previous five years which had put a strain on service provision to rural areas. They summarised the different methods of transporting island patients to hospital which included the use of ambulances, island vehicles and helicopters; and the use of MOD and Coastguard facilities. They advised that the ambulance service was divided into 2 services, emergency response and patient transport. They outlined challenges with inappropriate use of the patient transport service and actions being taken to develop community first responders to ensure the Ambulance service could meet their primary role as an emergency response.</i> <i>The Group were advised about a Hub within the Royal Alexandria Hospital in Paisley</i>		

which was staffed by Scottish Ambulance Service Staff and funded by the NHS. The Hub was used to assist in the transport of patients discharged from hospital to free up beds and to assist in meeting turnaround times within the A&E Department. There was discussion around the benefit of a service like this in Mid Argyll and how it would require input from all partner agencies.

Councillor Horn left the meeting during consideration of this item and did not return.

Decision

The Group –

- 1. Noted the Service provision by the Ambulance Service to island communities and the issues faced by the Service.*
- 2. Agreed that a letter should be written to the Health Minister supporting the development of proposals for the establishment of a transportation Hub in Mid Argyll, similar to that of the Royal Alexandra Hospital, Paisley; to assist in improving patient transport arrangements for island and remote communities in Argyll and Bute.*
- 3. Agreed that the letter be copied to the Community Planning Partnership for comment.*
- 4. Thanked the Ambulance Service for their attendance at the meeting.*

ARGYLL AND BUTE COUNCIL**COUNCIL****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****20 April 2017**

CARS Contract Acceptance – Rothesay and Dunoon

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to ask Members to approve the Historic Environment Scotland Offer of Grant in relation to two Conservation Area Regeneration Scheme (CARS) grant awards of £1,002,348 in respect of Dunoon, and £500,000 in respect of Rothesay, awarded to the council on 9th February 2017.
- 1.2 The CARS awards will be distributed to third parties by way of grant in order to support property owners make comprehensive repairs to their buildings and shopfronts.
- 1.3 The Dunoon CARS project would commence on Council acceptance of the contract, however, the Rothesay CARS award is predicated on a successful Townscape Heritage (TH) award from Heritage Lottery Fund (HLF). If successful, the Rothesay CARS award would therefore form part of a wider funding package. A submission in this respect was made to HLF on 2nd March 2017, for £1,888,500.
- 1.4 This report requests that Members delegate authority to the Chief Executive of the council to sign the contracts with Historic Environment Scotland.
- 1.5 In relation to Dunoon, acceptance of the grant offer and relevant conditions will enable drawdown of funds, and allow Dunoon CARS to commence.
- 1.6 By signing the Rothesay contract, Council is agreeing to the condition that the project will form part of a wider TH project, and therefore to the requirement for a successful award from HLF before the project can commence.

2.0 RECOMMENDATIONS

- 2.1 That Council agrees to the Historic Environment Scotland Offers of Grant and delegates authority to the Chief Executive to sign and agree the terms with HES in respect to two CARS awards for, Dunoon and Rothesay.

ARGYLL AND BUTE COUNCIL

COUNCIL

DEVELOPMENT AND
INFRASTRUCTURE SERVICES

20 April 2017

CARS Contract Acceptance – Rothesay and Dunoon

3.0 INTRODUCTION

- 3.1 The purpose of this report is to request that Members approve the Historic Environment Scotland (HES) Offers of Grant, following two successful Conservation Area Regeneration Scheme (CARS) bids for £1,002,348 and £500,000 in relation to Dunoon and Rothesay respectively.
- 3.2 The funds are to be used to administer a CARS project in the town centre of each town over a five-year period. This report therefore requests that Members formally accept these grant awards, agree to the associated terms and conditions, and agree to delegate authority to the Chief Executive to sign the contracts on behalf of Argyll and Bute Council.
- 3.3 Once signed, the grant conditions will have been accepted and the Dunoon CARS project will be able to commence. The project would run from April 2017 until April 2022.
- 3.4 By signing the Rothesay CARS Offer of Grant, Council is agreeing to this project forming part of a wider heritage-led regeneration project, and is therefore predicated on a successful award from Heritage Lottery Fund (HLF). A decision in this respect is anticipated in summer 2017. If successful, the Rothesay CARS/TH would run from autumn 2017 until 2022.

4.0 RECOMMENDATIONS

- 4.1 That Council agrees to the Historic Environment Scotland Offers of Grant and delegates authority to the Chief Executive to sign and agree the terms with HES in respect to two CARS awards for, Dunoon and Rothesay.

5.0 DETAIL

- 5.1 At the Council meeting of 30 June 2016, members agreed to two submissions to HES for CARS funding in respect to Dunoon and Rothesay. It was also agreed that a financial commitment from the council of £0.5M be made in order to support the Dunoon CARS project over a five-year delivery period, between April 2017 and April 2022.

- 7.4 HR Funding from HES includes a contribution towards a dedicated Dunoon CARS Project Officer. This post will sit within Projects and Regeneration and will be recruited to manage and deliver the five-year project.
- 7.5 Equalities No equal opportunities implications.
- 7.6 Risk As Rothesay CARS is predicated on a successful TH application to HLF, there is a risk that this project may not commence should the TH bid prove unsuccessful.
- 7.7 Customer Services Working with local people

Pippa Milne, Executive Director of Development and Infrastructure
Councillor Aileen Morton Policy Lead, Sustainable Economic Growth

10 March 2017

For further information contact:

Lorna Pearce, Senior Development Officer, Transformation Projects & Regeneration Team
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