

Argyll and Bute Council
Comhairle Earra-Ghàidheal Agus Bhòid

Customer Services
Executive Director: Douglas Hendry



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10 August 2017

NOTICE OF MEETING

A meeting of the **POLICY AND RESOURCES COMMITTEE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 17 AUGUST 2017** at **11:00 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) Policy and Resources Committee held on 16 March 2017 (Pages 1 - 8)
 - (b) Special Policy and Resources Committee held on 29 June 2017 (Pages 9 - 12)
4. **FINANCIAL MONITORING PACK SUMMARY** (Pages 13 - 18)
Report by Head of Strategic Finance
5. **BUDGET OUTLOOK 2018-19 TO 2020-21** (Pages 19 - 34)
Report by Head of Strategic Finance
6. **STRATEGIC RISK REGISTER** (Pages 35 - 44)
Report by Head of Strategic Finance
- * 7. **PAY SETTLEMENT 2017-18** (Pages 45 - 48)
Report by Head of Strategic Finance
8. **CUSTOMER SERVICES AND STRATEGIC FINANCE PERFORMANCE REPORT FINANCIAL QUARTER 1 APRIL TO JUNE 2017** (Pages 49 - 56)
Report by Executive Director – Customer Services and Head of Strategic Finance

9. **REVIEW OF THE SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS** (Pages 57 - 120)
Report by Executive Director – Customer Services
10. **ICT AND DIGITAL STRATEGY 2017-20** (Pages 121 - 160)
Report by Executive Director – Customer Services
11. **CONSULTATION ON SOCIAL SECURITY** (Pages 161 - 176)
Report by Executive Director – Customer Services
12. **LEISURE AND LIBRARIES TRUST - FINANCIAL AGREEMENT** (Pages 177 - 186)
Report by Acting Executive Director – Community Services
13. **ROTHESAY TOWNSCAPE HERITAGE - HLF AWARD** (Pages 187 - 190)
Report by Executive Director – Development and Infrastructure Services
14. **LORN ARC - UPDATE REPORT AS AT 14 JULY 2017**
Report by Executive Director – Development and Infrastructure Services (to follow)
15. **LAND AT GRAHAM'S POINT, KILMUN** (Pages 191 - 202)
Joint report by Executive Director – Customer Services and Executive Director – Development and Infrastructure Services

REPORTS FOR NOTING

16. **RURAL RESETTLEMENT FUND** (Pages 203 - 208)
Report by Executive Director – Development and Infrastructure Services
17. **POLICY AND RESOURCES COMMITTEE WORK PLAN AS AT AUGUST 2017**
(Pages 209 - 212)
- E1 18. **POTENTIAL PURCHASE OF LAND - HELENSBURGH TOWN CENTRE**
(Pages 213 - 220)
Report by Executive Director – Development and Infrastructure Services

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

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

The appropriate paragraph is:-

E1 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.

Policy and Resources Committee

Councillor John Armour

Councillor Robin Currie

Councillor Kieron Green

Councillor Yvonne McNeilly

Councillor Ellen Morton

Councillor Douglas Philand

Councillor Elaine Robertson

Councillor Sandy Taylor

Councillor Rory Colville

Councillor Jim Findlay

Councillor Roderick McCuish

Councillor Aileen Morton (Chair)

Councillor Gary Mulvaney (Vice-Chair)

Councillor Alan Reid

Councillor Len Scoullar

Councillor Richard Trail

Contact: Hazel MacInnes Tel: 01546 604269

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**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 SPECIAL MEETING of POLICY AND RESOURCES COMMITTEE held in the
COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 29 JUNE 2017**

Present:

Councillor Aileen Morton (Chair)

Councillor John Armour	Councillor Gary Mulvaney
Councillor Rory Colville	Councillor Douglas Philand
Councillor Robin Currie	Councillor Alan Reid
Councillor Jim Findlay	Councillor Elaine Robertson
Councillor Kieron Green	Councillor Len Scoullar
Councillor Roderick McCuish	Councillor Sandy Taylor
Councillor Yvonne McNeilly	Councillor Richard Trail
Councillor Ellen Morton	

Also Present:

Councillor Jim Anderson	Councillor Jean Moffat
Councillor Bobby Good	Councillor Andrew Vennard
Councillor Sir Jamie McGrigor	

Attending:

Cleland Sneddon, Chief Executive
Douglas Hendry, Executive Director of Customer Services
Ann Marie Knowles, Acting Executive Director of Community Services
Kirsty Flanagan, Head of Strategic Finance
Fergus Murray, Head of Economic Development
Shirley MacLeod, Area Governance Manager
Mike Casey, Schools Development Project Manager

1. APOLOGIES FOR ABSENCE

There were no apologies for absence intimated.

2. DECLARATIONS OF INTEREST

There were no declarations of interest intimated.

*** 3. NEW SCHOOLS REDEVELOPMENT PROJECT**

The Committee gave consideration to a report which provided them with an update on the progress with the Stage 2 Submission by HubNorth Scotland Ltd to refurbish and part new build Dunoon Primary School.

Decision

The Policy and Resources Committee -

1. Noted the project programme key dates for Dunoon Primary School at Paragraph 4.1 of the submitted report.
2. Noted the position in regard to the Stage 2 Submission from hubNorth Scotland Ltd in respect of the Dunoon Primary School project. The detail of which is referred to in Paragraph 4.2 of the submitted report.

3. Agreed –

- i. That the Council enter into the DBDA agreement for Dunoon Primary School, subject to the approval of earmarked sums of £750,000 to meet the anticipated additional funds, based on the financial position as set out at paragraph 4.3 of the submitted report.
 - ii. That delegated authority be granted to the Executive Director – Customer Services, or his nominated representative, in consultation with the Executive Director - Community Services, the Head of Strategic Finance, the Council Leader, Depute Leader, and the Policy Lead for Education, to negotiate, agree and enter into any and all documentation in regard to contract close for the Dunoon Primary School Design and Build Direct Agreement (DBDA).
 - iii. That the Executive Director – Customer Services, or his nominated representative, be authorised to sign on behalf of the Council any and all documentation in regard to contract close for the Dunoon Primary School DBDA.
 - iv. That the Head of Strategic Finance be authorised as the named individual on behalf of the Council for the purpose of the insurance proceeds account to be opened in terms of the Project Agreement and the Insurance Proceeds Account Agreement.
4. Noted the Dunoon Primary School decant arrangements as set out in Paragraph 4.4 of the submitted report.

(Reference: Joint report by Executive Director – Customer Services and Acting Executive Director – Community Services dated 25 May 2017, submitted)

4. CAMPBELTOWN CHORD SURPLUS FUNDS

The Committee gave consideration to a report which assessed two external funding requests, from Kintyre Seasports and from Campbeltown Community Business, to be allocated from surplus CHORD funds.

Decision

The Policy and Resources Committee –

1. Approved the request from Campbeltown Community Business (CCB) for a contribution of £40,000 towards the capital costs of the restoration of Campbeltown Picture House;
2. In respect of Kintyre Sea Sports (KSP), agreed the recommendations set out at 3.1 1) i) and ii);
3. Noted that Kintyre Sea Sports (KSP) had indicated it had no plans to make any approach to the Council for further funding if the Full Business Case proves positive.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 29 May 2017, submitted; and Notice of Motion by Councillor Aileen Morton, seconded by Councillor Gary Mulvaney, tabled)

The Chair advised that in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973, the appendix 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 this appendix on the grounds that it was likely to involve the disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 7A to the Local Government (Scotland) Act 1973.

* **5. ROTHESAY PAVILION - REQUEST FOR ADDITIONAL FUNDING**

Consideration was given to a report which requested the Council to approve an additional financial underwriting of the Pavilion project of £1M following the return of tenders and a subsequent value engineering exercise.

Decision

The Policy and Resources Committee –

1. Noted that the Rothesay pavilion Adaptive Restoration and Extension Works Contract has been the subject of a competitive procurement exercise involving four tenderers.
2. Noted that following the receipt of tenders a rigorous Value Engineering Exercise was required to reduce costs.
3. Noted that following the completion of the Value Engineering Exercise a funding shortfall remained.
4. Agreed to recommend to Council that an additional financial underwriting of £1M be taken from the unallocated general fund which increases total underwriting to £3, 620,000 taking the Council's maximum contribution to £5,689,000.
5. Noted that discussions are ongoing with key funding partners with a view to applying for additional funds, where possible.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 2 June 2017, submitted)

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ARGYLL AND BUTE COUNCIL**POLICY AND RESOURCES COMMITTEE****STRATEGIC FINANCE****17 AUGUST 2017**

EXECUTIVE SUMMARY**FINANCIAL REPORT MONITORING PACK – JUNE 2017**

1. INTRODUCTION

1.1 This report provides a summary of the financial monitoring reports as at the end of June 2017. There are six detailed reports summarised in this Executive Summary:

- Revenue Budget Monitoring Report as at 30 June 2017
- Monitoring of Service Choices Savings as at 30 June 2017
- Monitoring of Financial Risks as at 30 June 2017
- Capital Plan Monitoring Report as at 30 June 2017
- Treasury Monitoring Report as at 30 June 2017
- Reserves and Balances as at 30 June 2017

The web link to the detailed reports is as follows:

<http://www.argyll-bute.gov.uk/financial-monitoring>

1.2 The Argyll and Bute Integrated Joint Board (IJB) with responsibility for Social Work and a range of Health services was established and came into effect on 1 April 2016. The IJB will be responsible for financial and strategic oversight of these services. Financial reporting in respect of Integration Services will now be submitted to the IJB via the IJB's Chief Financial Officer and it is expected that the Chief Financial Officer of the IJB will also keep the Council up to date on the financial position. The Scheme of Integration notes at paragraph 8.2.17 that "Any potential deviation from the planned outturn should be reported to Argyll and Bute Integration Joint Board, the Council and NHS Highland at the earliest opportunity".

1.3 The reports contained in the Council's monitoring pack will no longer have the same level of detail on Integration Services. However, when available, the latest budget monitoring for the IJB will be an Appendix to the Monitoring of Financial Risks report.

2. DETAIL**2.1 Revenue Budget Monitoring Report**

2.1.1 This report provides a summary of the current revenue budget monitoring position to ensure net expenditure is contained within budget. It provides corporate and departmental information with comparisons on a forecast outturn and a year to date basis.

- 2.1.2 The revenue budget as at 30 June 2017 has forecasted outturn overspend of £0.354m. Community Services have forecasted an overspend mainly due to increased demand within ASN Support and Residential School placements. The Service are actively monitoring demand levels and looking to mitigate this overspend utilising other resources. In addition, there is a potential shortfall in the Service Choices saving options relating to the transfer of Campbeltown museum to Community ownership.
- 2.1.3 There is a year to date surplus of £7.982m against the year to date budgeted expenditure of £55.183m. This relates mainly to profiling variances, the processing of NPDO third party payments and the timing of capital financing costs.

2.2 Monitoring of Service Choices Savings

- 2.2.1 This report provides an update on the implementation and delivery of the Service Choices policy savings options agreed by Council in February 2016. The savings options will be reported as being delivered, on track to be delivered, still to be implemented, being developed, potential shortfall or delayed.
- 2.2.2 Of the 125 savings options, 96 have already been delivered, 22 are on track to be delivered, 3 have still to be implemented, 1 has still to be developed, 3 have a potential shortfall and none are delayed.
- 2.2.3 There are 3 savings options reported as having a potential shortfall and they are noted below with further information contained within the report.

Community Services – 2017-18

- ASN Efficiencies - ASN Support is a demand driven service and the needs of our young people will vary periodically due to changes in circumstances, complexity of the support package and the number of young people requiring support. The annual review of ASN support has identified a greater need than previously forecast which will potentially reduce the savings achievable in 2017-18 by £0.150m. The Service will monitor the variability of demand regularly and update this position during the year as individual support packages are reviewed.
- Residential Schools – The service provided is for children and young people with complex support needs and each support package is expensive. The service is demand driven and will vary periodically due to changes in circumstance, complexity of the support package and the number of young people requiring a residential placement. After a recent review of residential placements a greater need than previously forecasted has been identified which will potentially reduce the savings achievable in 2017-18 by £0.074m.

In addition to the potential shortfall in savings, there is a further demand pressure of £0.093m, therefore there is a potential total forecasted

overspend of £0.167m relating to Residential Schools. The Service will monitor the variability of demand regularly and update this position during the year as individual support packages are reviewed.

- Campbeltown Museum – It was proposed that this museum be transferred to Community ownership and this would generate a recurring saving of £0.037m. However, there has been lower than expected interest from Community Groups regarding this opportunity. In addition, there are additional regulatory costs that would be incurred should the transfers go ahead.

2.3 Monitoring of Financial Risks

2.3.1 This report outlines the process and approach developed in carrying out a financial risks analysis and provides an update on the current assessment of financial risks.

2.3.2 There are a number of Council wide risks identified. In respect of revenue, all have been assessed as remote or unlikely with the exception of two risks that have been assessed as possible as noted below:

Possible

- Auto enrolment will require the Council to automatically enrol all staff into the pension scheme by October 2017 (although staff may wish to opt out) and this will create an additional cost to the Council in respect of employer superannuation contributions. The budget for 2017-18 has been based on the assumption that 60% of the staff auto enrolled will remain in the scheme. There is a risk that all staff could choose to remain in the scheme and the risk has been quantified at £0.136m should this be the case. The actual position will be known post October 2017.
- The risk that the Integrated Joint Board (IJB) refer back to the Council for additional funding in the event that there is an overspend and where a recovery plan has proved to be unsuccessful. If an additional payment is required from the Council this will be deducted from future years funding/payments, as set down within the Scheme of Integration. As at 30 June 2017, the overspend apportioned to service provided by the Council is £2.966m.

2.3.3 There are currently 38 departmental risks totalling £3.586m. Only 3 of the risks are categorised as likely, with a potential impact of £0.180m, and no risks have been categorised as almost certain. These will continue to be monitored and action taken to mitigate or manage these risks.

2.3.4 The top 3 risks in terms of their likely financial impact are noted in the table below.

SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	LIKELIHOOD	FINANCIAL IMPACT £000
Roads and Amenity Services	Winter Maintenance	Adverse weather conditions which require greater than budgeted number of gritting runs.	3	525
Roads and Amenity Services	Roads Maintenance – Bridges, Culverts & Sea Defences	Extreme localised weather may result in loss of bridge, culvert, road or sea defence.	3	300
Roads and Amenity Services	Roads Maintenance – Road Network	Adverse weather conditions result in deterioration of the road network necessitating greater spend on repair of defects.	3	230

2.4 Capital Plan Monitoring Report

2.4.1 Capital Plan Monitoring Report – this report provides a summary of the current capital plan monitoring position. Information is provided in terms of monitoring year to date budget, current full year budget, future years total budget and funding and non-financial in terms of project performance.

2.4.2 Actual net expenditure to date is £5.035m compared to a budget for the year to date of £4.892m giving rise to an overspend for the year to date of £0.143m. The forecast outturn for the year is a forecasted underspend of £1.114m.

2.4.3 The £0.143m year to date overspend consists of small variances across the capital programme.

2.4.4 The forecast underspend for the year is £1.114m. This is largely due to slippages in the Dunoon CHORD project of £0.852m. In addition, there is also a slippage in Helensburgh Waterfront project of £0.332m. Both of these have been partially offset by several small forecasted overspends £0.070m.

2.5 Treasury Monitoring Report

2.5.1 This report provides information on the current levels and recent transactions in relation to the capital financing limit, total borrowing, temporary borrowing and long term borrowing and investments.

2.5.2 The net movement in external borrowing in the period was a decrease of £4.7m.

- 2.5.3 Borrowing is estimated to be below the capital financing requirement for the period to 30 June 2017. This reflects the approach taken to minimise surplus cash on deposit in order to avoid overdue exposure to investment/credit worthiness risks. However, if it becomes clear that longer term interest rates are likely to increase significantly the position will be reviewed to ensure the Council locks in funding at low interest rates.
- 2.5.4 Investments at 30 June 2017 were £72.8m with a return achieved of 0.54% which compares favourably with the target of 7 day LIBID which was 0.112%.

2.6 Reserves and Balances

- 2.6.1 This report summarises the overall level of reserves and balances and monitors the spending of the earmarked reserves, providing detailed information on the unspent budget earmarked balances.
- 2.6.2 The Council has a total of £92.755m unusable reserves that are not backed with resources. They are required purely for accounting purposes.
- 2.6.3 The Council has a total of £58.449m usable reserves as at the end of 31 March 2017. Of this balance, £0.896m relates to Repairs and Renewals Fund, £4.064m relates to Capital Funds and the remainder is held in the General Fund, with £41.519m of the balance earmarked for specific purposes.
- 2.6.4 The General Fund contingency is set at 2% of net expenditure for 2017-18. There is currently an estimated surplus over contingency of £3.138m.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Policy and Resources Committee:
- a) Consider the revenue budget monitoring report as at 30 June 2017.
 - b) Note the progress of the service choices policy saving options as at 30 June 2017.
 - c) Note the current assessment of the Council's financial risks.
 - d) Consider the capital plan monitoring report as at 30 June 2017 and approve the over project cost changes, the project slippages and accelerations noted within Appendix 7 of the capital plan monitoring report.
 - e) Note the treasury monitoring report as at 30 June 2017.
 - f) Consider the reserves and balances report as at 30 June 2017.

4. IMPLICATIONS

- | | | |
|-----|--------------------|---|
| 4.1 | Policy – | None. |
| 4.2 | Financial - | Outlines the revenue and capital monitoring for 2017-18 as at 30 June 2017. |
| 4.3 | Legal - | None. |
| 4.4 | HR - | None. |
| 4.5 | Equalities - | None. |
| 4.6 | Risk - | Details of financial risks are included within the report. |
| 4.7 | Customer Service - | None. |

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

**Kirsty Flanagan
Head of Strategic Finance
7 August 2017**

ARGYLL AND BUTE COUNCIL**POLICY AND RESOURCES COMMITTEE****STRATEGIC FINANCE****17 AUGUST 2017**

BUDGET OUTLOOK 2018-19 TO 2020-21

1. EXECUTIVE SUMMARY

- 1.1 This report summarises the budget outlook covering the period 2018-19 to 2020-21. The budget outlook has been prepared using three different scenarios, best case, worst case and mid-range.
- 1.2 The approved budget for 2017-18 has been used as the base budget with the following changes:
- Remove Health and Social Care Partnership 2017-18 cost pressure of £2.137m approved on a one-off basis.
 - Remove one-off funding of £0.200m agreed for refuse collection.
 - Remove one-off cost pressure of £0.056m agreed for Catering and Cleaning.
 - Add back one-off reduction in loans charges of £0.500m for 2017-18 only.
 - Add back one-off reduction to new schools NDR of £0.267m in 2017-18 only.
 - Remove the funding in Education of £0.150m relating to painting the Education establishments agreed for a 4 year period that ends in 2017-18.
 - Reduce the loans charges by a further £1.000m in relation to profile already advised to Council.
 - Reduce the funding to Argyll and the Isles Tourism Co-operative by £0.010m each year in 2018-19 and 2019-20 as agreed by Council and in the best case and the mid-range scenario assume funding ceases at the end of the three year period.
 - Add in a further increase to the base employee cost as a result of the settled pay award for 2017-18 being higher than what was allowed for within the approved budget.
- 1.3 The assumptions in respect of employee costs for Council services are as follows:
- Pay award of between 1% and 2%, with mid-range at 1.5%.
 - Increments between zero and £0.654m with mid-range £0.327m.
 - Auto enrolment into the pension scheme assuming that between 40% and 100% of employees auto-enrolled remain in the scheme, with mid-range 60% (representing the budget in 2017-18).
- 1.4 For non-pay inflation, only unavoidable/inescapable inflation has been built in for the best case and mid-range scenarios, with a 1% general inflation built into the worst case scenario.
- 1.5 There are a number of cost and demand pressures for Council services already identified as follows and built into each scenario:

- Universal Credit – HB Admin grant
 - Local Plan Enquiry
 - New Schools Unitary Charges
 - Waste PP Financial Model
- 1.6 In addition to the identified cost and demand pressures an allowance for unidentified cost and demand pressures has been included in mid-range and worst case scenarios of between £0.250m and £0.500m per year.
- 1.7 Income from fees and charges has been assumed to be between the range of 1% and 5%, with a mid-range of 3%.
- 1.8 Service Choices savings and previously agreed efficiency savings have been built into each scenario.
- 1.9 For Health and Social Care Integration, it has been assumed that we are able to reduce the funding to the Integration authority by the same share as the reduction permitted in 2017-18 and it has further been assumed that the Health and Social Care Partnership will absorb their own inflationary and cost pressure increases. In the worst case scenario, it has been assumed that the Council would contribute £0.500m each year towards the cost pressures.
- 1.10 In respect of the Scottish Government funding, it has been assumed that the reduction will be between 3.5% and 4.5% each year over the next three years, with 4% being the mid-range.
- 1.11 The Council tax base has been assumed to grow by between 0.25% and 0.75%, with a mid-range of 0.50%. In terms of an increase to Council Tax, and in light of the estimated continued reduction in Scottish Government funding together with cost increases in respect of pay, inflation and other pressures, it is assumed that the Council would exercise their right to increase Council Tax by 3% each year, however, this is a matter for the Council to decide.
- 1.12 In the mid-range scenario, the budget gap estimated over the three year period 2018-19 to 2020-21 is £17.414m with a gap of £4.573m in 2018-19.
- 1.13 In contrast, the budget gap in the best case scenario over the three years is £10.200m with a gap of £2.033m in 2018-19 and in the worst case scenario, the budget gap over the three years is £29.101m with a gap of £8.689m in 2018-19.
- 1.14 Officers have been working on drafting a medium to longer term financial strategy that pulls together the actions the Council are pursuing to mitigate against any future funding gaps. The medium to longer term financial strategy will be presented to the Policy and Resources Committee later in the year.
- 1.15 Members are asked to consider the current estimated budget outlook position 2018-19 to 2020-21.

BUDGET OUTLOOK 2018-19 TO 2020-21

2. INTRODUCTION

- 2.1 This report summarises the budget outlook covering the period 2018-19 to 2020-21.
- 2.2 The budget outlook has been prepared using three different scenarios, best case, worst case and mid-range. Scenario planning is an alternative to conventional forecasting that is better suited to an environment with numerous uncertainties. Conventional forecasting encourages organisations to focus on a narrow range of possibilities centred on a single view about the most likely future outcome. Scenario planning, in contrast, does not attempt to use a series of static assumptions to predict the future. Rather, it generates a dynamic series of plausible outcomes that generates a range of possibilities.
- 2.3 Relatively small variations in assumptions can lead to fairly significant changes in the outcome. The Council are in a period of one year settlements which does not give any degree of certainty into the medium term. The ring fencing of monies limits what we can do and additional policy and legislative implications, not always fully funded, puts financial pressures on Councils.
- 2.4 In the paragraphs that follow, the mid-range outlook is shown, however, all three scenarios are detailed within Appendix 1.
- 2.5 Officers have been working on drafting a medium to longer term financial strategy that pulls together the actions the Council are pursuing to mitigate against any future funding gaps. The medium to longer term financial strategy will be presented to the Policy and Resources Committee later in the year.

3. RECOMMENDATIONS

- 3.1 Members are asked to consider the current estimated budget outlook position 2018-19 to 2020-21.

4. DETAIL**4.1 Base Budget**

- 4.1.1 The 2017-18 budget approved by Council on 23 February 2017 was £235.680m.
- 4.1.2 There were a number of one-off items agreed as part of the 2017-18 budget that

need to be adjusted for and these are noted as follows:

	£000
Remove:	
Health and Social Care Partnership 2017-18 cost pressures approved on a one-off basis	(2,137)
One-off funding agreed for refuse collection etc.	(200)
One-off cost pressure for Catering and Cleaning Management post	(56)
Add Back:	
One-off reduction in loans charges for 2017-18 only	500
One-off reduction to New Schools NDR in 2017-18	267
Reduction to revenue baseline budget	(1,626)

4.1.3 There are also other adjustments to the base budget as follows:

- In February 2014, the Council agreed to increase the Education budget by £0.150m time limited to 4 years to allow for a 4 year programme of painting Education establishments. This funding comes to an end in 2017-18 and this amount will be removed from the base budget.
- As reported in previous years, the loans charges profile is being reduced by £1.000m each year, with the final reduction in 2019-20. The loans charges will be reviewed in detail over the next two months.
- The Council agreed to continue to fund the Argyll and the Isles Tourism Co-operative (AITC) for a further three years, £0.050m in 2017-18, reducing to £0.040m in 2018-19 and reducing to £0.030m in 2019-20. In the best case and the mid-range scenario it has been assumed that the funding will cease beyond 2019-20 and in the worst case scenario it has been assumed that the funding will continue at the 2019-20 level.
- The pay award for 2017-18 has now been agreed for Chief Officials, Craft Workers and employees whose terms and conditions of service come within the framework of the Scottish Joint Council Local Government Employees. The finalised agreements will cost council services, excluding the Health and Social Care Partnership an additional £0.117m. There will also be additional apprenticeship levy of £0.006m as a result of the increase (0.5% of pay).

4.1.4 The table below summarises the base budget in the mid-range scenario.

	2018-19 £000	2019-20 £000	2020-21 £000
Base Budget 2017-18	235,680	235,680	235,680
One-off adjustments	(1,626)	(1,626)	(1,626)
Education painting – end of 4 year funding	(150)	(150)	(150)
Loans Charges historic debt profile	(1,000)	(2,000)	(2,000)
AITC	(10)	(20)	(50)
Additional Cost of Pay Award	123	123	123
Revised Base Budget	233,017	232,007	231,977

4.2 Employee Cost Changes

Pay Award

- 4.2.1 The pay award for 2017-18 has been agreed for Chief Officials, Craft Workers and employees whose terms and conditions of service come within the framework of the Scottish Joint Council Local Government Employees. The agreement covers the period from 1 April 2017 to 31 March 2018 and provides for a flat rate increase of £350 per annum to be paid to all employees remunerated up to £35,000 per annum (based on a 37 hour working week) and a 1% increase for those employees currently paid above £35,000.
- 4.2.2 The pay award agreed over the previous three years is noted below:
2014-15 – 1%
2015-16 – 1.5%
2016-17 – 1%
- 4.2.3 There are many variables to consider when estimating future pay awards. They are strongly influenced by inflation, economic uncertainty and pay increases in other organisations. There has been increasing pressure from the Trade Unions who have been pushing for the removal of the 1% pay cap on public sector pay. At the beginning of July, Finance secretary Derek MacKay said that the Scottish Government recognised that the time is up for the 1% pay cap and that the Government would take into account inflation in the future pay policy.
- 4.2.4 For the budget outlook it has been assumed that the cost of the pay award could range from between 1% (best case) and 2% (worst case) with the mid-range being 1.5%.

Increments

- 4.2.5 The cost of employee increments over the last four years is noted below.
- 2014-15 £0.792m
 - 2015-16 £0.919m
 - 2016-17 £0.824m
 - 2017-18 £0.780m - £0.654m for Council Services and £0.126m for Social Work Services included within the Health and Social Care Partnership.

- 4.2.6 There is currently still a fairly regular turnover of staff within posts and when this happens the cost of increments can, in some cases, be absorbed by the budget provision for the previous post holder, who may have been at the top of the spinal column point for the grade.
- 4.2.7 In terms of the budget outlook it has been assumed that for the best case, the cost of increments will be absorbed within any base adjustment, for the worst case, the cost of increments will be the same as 2017-18 and the mid-range is between the two.

Auto Enrolment

- 4.2.8 Auto enrolment will require the Council to automatically enrol all staff into the pension scheme from 1 October 2017. This is underway for new staff and a small number of other qualifying existing staff, however, the majority of existing staff who are not members of the pension scheme do not need to be auto enrolled until 1 October 2017.
- 4.2.9 For local authorities who did not defer auto enrolment for existing staff, the auto enrolment retentions (i.e those staying in once enrolled) has generally been quite high, ranging from around 60%. The budget provided for in 2017-18 assumed that 60% of staff who are auto enrolled remain in the scheme.
- 4.2.10 In terms of the budget outlook, what needs to be included, is the full year equivalent from 2018-19 onwards. For the mid-range scenario the same basis as the 2017-18 approved budget has been assumed (60% remain in scheme). For the best case, this has been reduced to 40% and for the worst case, it is assumed that 100% of existing staff who are auto enrolled remain. There will be certainty as to what is actually required after 1 October 2017.
- 4.2.11 The table below summarises the employee cost increases in the mid-range scenario for Council services. The employee cost increases relating to the Health and Social Care Partnership are summarised within paragraph 4.7.

	2018-19 £000	2019-20 £000	2020-21 £000
Pay Award	1,650	3,325	5,025
Increments	327	654	981
Auto Enrolment	205	205	205
Total Employee Cost Changes	2,182	4,184	6,211

4.3 Non-Pay Inflation

- 4.3.1 Over the last few years, the Council have only included non-pay inflation within the budget where it was deemed to be unavoidable or inescapable. Consideration needs to be given as to whether this is sustainable into the medium/longer term, however, to date services have been able to manage their budgets on this basis.
- 4.3.2 In terms of the budget outlook, only unavoidable/inescapable non-pay inflation

has been built into the best case and mid-range scenarios, with a 1% general inflation built into the worst case scenario.

- 4.3.3 The table below summarises the non-pay inflation increases in the mid-range scenario for Council services. The non-pay inflation increases relating to the Health and Social Care Partnership are summarised within paragraph 4.7.

	2018-19 £000	2019-20 £000	2020-21 £000
Unavoidable/Inescapable	600	1,200	1,800
General Inflation	0	0	0
Total Non-Pay Inflation	600	1,200	1,800

4.4 Cost and Demand Pressures

- 4.4.1 Over the last few years, services have worked on the basis of having to contain any cost and demand pressures within current resources, however, there are a number of cost and demand pressures already identified for Council services (and reported as part of the budget in February 2017) and these are noted in the table below with further detail included within Appendix 2.

	2018-19 £000	2019-20 £000	2020-21 £000
Universal Credit – HB Admin Grant	75	150	150
Local Plan Enquiry	0	90	0
New Schools Unitary Charges	1,206	1,555	1,555
Waste PPP Financial Model	254	560	560
Total	1,535	2,355	2,265

- 4.4.2 When creating a budget outlook beyond one year, there is a risk that new cost and demand pressures will emerge that have not been included within the outlook. It is suggested that no allowance is included within the best case scenario, £0.500m general allowance is included within the worst case and a £0.250m allowance included within the mid-range scenario each year.

- 4.4.3 The table below summarises the cost and demand pressures in the mid-range scenario for Council services. The cost and demand pressures relating to the Health and Social Care Partnership are summarised within paragraph 4.7.

	2018-19 £000	2019-20 £000	2020-21 £000
Previously Identified Cost and Demand Pressures	1,535	2,355	2,265
General Allowance	250	500	750
Total Cost and Demand Pressures	1,785	2,855	3,015

4.5 Income

Fees and Charges

- 4.5.1 Income from fees and charges that can be varied at the discretion of the Council is just under £16m per annum, however, the fees and charges subject to inflation has been around £12m. There has been a general inflationary increase to fees and charges of 3% for a number of years, with the exception of 2016-17 when a 6% increase was applied. The Council will want to consider the service impact and whether the inflation applied to fees and charges could reduce service uptake.
- 4.5.2 For the budget outlook the mid-range scenario has been based on a 3% increase, in line with previous years, the best case a 5% increase and the worst case a 1% increase.

Investing for Income

- 4.5.3 The Council created an Asset Investment Fund in February 2016 to be used to invest to generate a return. The Council also invested £0.491m in the Schools HUB Project which is expected to attract a rate of interest of around 10% per annum. There are also other investment opportunities that are being explored.
- 4.5.4 In terms of the budget outlook, no returns have been included as it is assumed that any returns would be re-invested. The Council may wish to consider, once a regular income stream has been established, whether any of the returns are released to support the ongoing revenue budget.
- 4.5.5 The table below summarises the income increases in the mid-range scenario.

	2018-19	2019-20	2020-21
	£000	£000	£000
Fees and Charges	(310)	(620)	(930)
Total Fees and Charges	(310)	(620)	(930)

4.6 Savings Already Agreed

- 4.6.1 At the Council meeting on 11 February 2016, Members were asked to make a decision on all Service Choices policy options that were subject to public consultation irrespective of whether the saving was due to be delivered in 2016-17, 2017-18 or beyond. This was to assist in planning beyond 2016-17 and to allow for preparation time particularly in areas where significant redesign of services to deliver longer term savings was proposed. The budget outlook reflects the Service Choices savings approved and the profile of these savings.
- 4.6.2 There were also management/operational savings agreed in February 2016 and also further efficiency savings agreed in October 2016 and these are also reflected within the budget outlook.
- 4.6.3 One of the savings proposals routed via the Council's Innovation Fund was in

relation to a print management solution for the Council and the savings are estimated to be around £0.140m from 2018-19 onwards.

4.6.4 The table below summarises the savings.

	2018-19 £000	2019-20 £000	2020-21 £000
Service Choices Savings	(1,301)	(1,301)	(1,301)
Management/Operational Savings Agreed February 2016	71	71	71
Efficiency Savings Agreed October 2016	(26)	(26)	(26)
Print Management Solution	(140)	(140)	(140)
Total Savings already agreed	(1,396)	(1,396)	(1,396)

4.7 Health and Social Care Partnership

4.7.1 As part of the 2017-18 budget settlement, Local Authorities were advised that they were able to adjust their allocation to the Integration Authorities in 2017-18 by up to their share of £80m below the level of budget agreed with their Integration Authority for 2016-17. Argyll and Bute's share of the £80m was £1.450m. It was assumed that a similar reduction could take place in future years and when the indicative budgets were agreed for 2018-19 and 2019-20 a £1.450m reduction was built in.

4.7.2 In taking the medium term budget outlook out a further year to 2020-21, it has been assumed that this reduction can be applied in 2020-21, sharing the overall Council funding reduction.

4.7.3 The adjustment to the allocation implies that any cost increases (inflation and pressures) for Social Work services will require to be met from the overall allocation of funding within the Health and Social Care Partnership. There are a number of cost increase estimates relating to Social Work and they are summarised for information purposes within the table below. In the worst case scenario, it has been assumed that the Council would contribute £0.500m each year towards the cost pressures.

	2018-19 £000	2019-20 £000	2020-21 £000
Pay Inflation	386	778	1,176
Pay Increments	63	126	189
Non-Pay Inflation	150	300	450
Adult Care Growth	600	1,200	1,800
Younger Adults Growth	300	600	900
Carer's Act Requirements	400	400	400
Total Cost Increase estimates for Social Work	1,899	3,404	4,915

4.8 Funding

Scottish Government Finance Settlement

4.8.1 Indications are that for the medium term, Local Government will still face funding cuts, similar to those over the last few years. The reduction in funding in 2016-17 was 4% and in 2017-18 was 3.2% following the additional funding announced on 2 February 2017. Prior to this announcement, the 2017-18 reduction to funding was 4.4%.

4.8.2 In terms of the budget outlook it has been assumed that for the best case, the reduction will be 3.5%, for the worst case, the reduction will be 4.5% and for the mid-range the reduction will be 4%.

4.8.3 The table below summarises the mid-range scenario estimates expressed in percentage terms and monetary value.

	2018-19 £000	2019-20 £000	2020-21 £000
% Change to Funding	-4.0%	-4.0%	-4.0%
Estimated SG Funding Reduction	(7,616)	(7,311)	(7,019)
Estimated SG Funding	182,781	175,470	168,451

Council Tax

4.8.4 The Council Tax budget for 2017-18 was set at £45.476m. This included a 3% increase, a 0.50% growth in the Council Tax base and also the increase due to the change in the Council Tax multiplier.

4.8.5 In terms of the growth in the Council tax base it has been assumed that for the best case scenario this would be 0.75%, worst case 0.25% and mid-range 0.5%.

4.8.6 Council's now have discretion to increase Council Tax by a maximum of 3% each year. In light of the estimated reduction in the Scottish Government funding together with cost increases in respect of pay, inflation and other pressures, it is assumed that the Council would wish to increase the Council Tax by 3% and this is what has been assumed in each budget outlook scenario. This is, of course, a matter for the Council to decide.

4.8.7 The table below summarises the estimated total funding in the mid-range scenario.

	2018-19 £000	2019-20 £000	2020-21 £000
Estimated SG Funding	182,781	175,470	168,451
Council Tax Base	45,476	45,476	45,476
Council Tax Growth	227	462	706
3% Increase to Council Tax	1,371	2,797	4,280
Total Estimated Funding	229,855	224,205	218,913

4.9 Summary of Estimated Budget Gap

4.9.1 The table below summarises the estimated budget gap in the mid-range scenario.

	2018-19 £000	2019-20 £000	2020-21 £000
Base Budget	233,017	232,007	231,977
Employee Cost Changes	2,182	4,184	6,211
Non-Pay Inflation	600	1,200	1,800
Cost and Demand Pressures	1,785	2,855	3,015
Fees and Charges	(310)	(620)	(930)
Savings Already Agreed	(1,396)	(1,396)	(1,396)
HSCP Payment Adjustment	(1,450)	(2,900)	(4,350)
Total Estimated Expenditure	234,428	235,330	236,327
Total Estimated Funding	229,855	224,205	218,913
Budget Surplus / (Gap) Cumulative	(4,573)	(11,125)	(17,414)
Budget Surplus / (Gap) In Year	(4,573)	(6,552)	(6,289)

4.9.2 In the mid-range scenario, the budget gap estimated over the three year period 2018-19 to 2020-21 is £17.414m with a gap of £4.573m in 2018-19.

4.9.3 In contrast, the budget gap in the best case scenario over the three years is £10.200m with a gap of £2.033m in 2018-19 and in the worst case scenario, the budget gap over the three years is £29.101m with a gap of £8.689m in 2018-19.

4.9.4 When the indicative budgets were agreed at the budget meeting in February 2017 for financial years 2018-19 and 2019-20, the gap noted was £3.559m in 2018-19 rising to £9.330m in 2019-20. The difference to the budget gap noted in paragraph 4.9.1 relates mainly to the inclusion of a general allowance for cost and demand pressures and raising the estimated pay award to 1.5% from 1% within the mid-range scenario.

4.10 Medium to Longer Term Financial Strategy

4.10.1 The Council is committed to transforming the way in which it operates and, alongside the work which it has already implemented, is committed to continuing to seek out opportunities for commercialisation, deliver efficiencies and improve the way in which we operate to be able to deliver high quality services, support the growth of the economy and balance the budget both now and in the future.

4.10.2 Officers have been working on drafting a medium to longer term financial strategy that pulls together the actions the Council are pursuing to mitigate against any future funding gaps. The medium to longer term financial strategy will be presented to the Policy and Resources Committee later in the year.

4.10.3 The Council, at its meeting in February 2017 agreed a set of principles that will support the medium to longer term financial sustainability of the Council and

these are noted below.

- Resources aligned with the Local Outcome Improvement Plan (LOIP)
- Direct provision versus commissioned services (make or buy)
- Digital transformation
- Shared Services
- Commercial activities (via trading accounts)
- Arm's Length External Organisations (ALEOs)
- Commercial sponsorship
- Investment opportunities
- Volunteering for core services
- Fully centralised procurement
- Engaging Trade Unions in full partnership
- Shared and improved asset utilisation
- Management structure
- Work patterns and shift arrangements.

4.10.4 Taking cognisance of the principles as noted above, officers have been exploring opportunities to protect/mitigate against future budget gaps.

4.10.5 A Transformation Board has been established to oversee all the Council's transformational opportunities and the Board is chaired by the Executive Director of Customer Services and membership consists of a number of Senior Managers across the Council as well as Trade Union representation. One of the Board's most significant areas of work to address the medium term position is to challenge services to identify savings, based on four operating principles:

- Business cost reduction
- Service re-design
- Income generation/income maximisation
- Self-funding.

4.10.6 The first phase of this challenge is concerned with the front line services and initial proposals will be drafted by the end of July 2017, considered by the Transformation Board during August and then fed into the budget process for 2018-19. Phase 2, will look at support services and the same four operating principles will apply but the Transformation Board will also be looking to right size the support services to meet the needs of the changing organisation.

4.10.7 Other actions being progressed are the Asset Management and Investment Fund, Rural Deal, Other Economic Development Initiatives, Workforce Planning, Volunteer Framework, Shared Service and Partnership Working opportunities. Further detail on these and other actions will be contained within the Medium to Longer Term Financial Strategy.

5. CONCLUSION

5.1 In the mid-range scenario, the budget gap estimated over the three year period 2018-19 to 2020-21 is £17.414m with a gap of £4.573m in 2018-19. Officers have been exploring opportunities to protect/mitigate against future budget gaps and are working on drafting a medium to longer term financial strategy that will

be presented to the Policy and Resources Committee later in the year.

6. IMPLICATIONS

- | | | |
|-----|--------------------|--|
| 6.1 | Policy - | Sets out the budget outlook that provides the financial envelope for policy decisions. |
| 6.2 | Financial - | Sets best, worst and mid-range scenarios in respect of the budget outlook. The medium to longer term financial strategy is being developed and the Council are actively continuing to pursue opportunities to mitigate against future budget gaps. |
| 6.3 | Legal - | None directly from this report but Council will need to balance the budget. |
| 6.4 | HR - | None directly from this report but there is a strong link between HR and budgets. |
| 6.5 | Equalities - | None directly from this report but any proposals to address the forecast budget gap will need to consider equalities. |
| 6.6 | Risk - | None directly from this report but any proposals to address the forecast budget gap will need to consider risk. |
| 6.7 | Customer Service - | None directly from this report but any proposals to address the forecast budget gap will need to consider customer service. |

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

**Kirsty Flanagan
Head of Strategic Finance
7 August 2017**

APPENDICES:

Appendix 1 – Budget Outlook, Best, Worst and Mid-Range Scenarios
Appendix 2 – Cost and Demand Pressures

APPENDIX 1

BUDGET OUTLOOK 2018-19 TO 2020-21

	Best Case Scenario			Mid-Range Scenario			Worst Case Scenario		
	2018-19 £000	2019-20 £000	2020-21 £000	2018-19 £000	2019-20 £000	2020-21 £000	2018-19 £000	2019-20 £000	2020-21 £000
Base Budget	235,680	235,680	235,680	235,680	235,680	235,680	235,680	235,680	235,680
Base Budget Adjustments	(2,663)	(3,673)	(3,703)	(2,663)	(3,673)	(3,703)	(2,663)	(3,673)	(3,673)
Revised Base Budget	233,017	232,007	231,977	233,017	232,007	231,977	233,017	232,007	232,007
Pay Award	1,100	2,211	3,333	1,650	3,325	5,025	2,200	4,444	6,733
Pay Increments	0	0	0	327	654	981	654	1,308	1,962
Auto Enrolment	69	69	69	205	205	205	479	479	479
Total Employee Cost Changes (Council Services)	1,169	2,280	3,402	2,182	4,184	6,211	3,333	6,231	9,174
Non-Pay Inflation - Council Services	600	1,200	1,800	600	1,200	1,800	1,540	3,080	4,620
Universal Credit - HB Admin Grant	75	150	150	75	150	150	75	150	150
Local Plan Enquiry	0	90	0	0	90	0	0	90	0
New Schools Unitary Charges	1,206	1,555	1,555	1,206	1,555	1,555	1,206	1,555	1,555
Waste PPP Financial Model	254	560	560	254	560	560	254	560	560
General A43 Allowance for Cost and Demand Pressures	0	0	0	250	500	750	500	1,000	1,500
Total Cost and Demand Pressures	1,535	2,355	2,265	1,785	2,855	3,015	2,035	3,355	3,765
Fees and Charges	(517)	(1,034)	(1,551)	(310)	(620)	(930)	(103)	(206)	(309)
Savings Already Agreed	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)	(1,396)
<i>Social Work Cost Pressures - For Information:</i>									
Pay Award - Social Work Services in HSCP	258	518	781	386	778	1,176	515	1,040	1,576
Pay Increments - Social Work in HSCP	0	0	0	63	126	189	126	252	378
Non-Pay Inflation - Social Work in HSCP	150	300	450	150	300	450	565	1,130	1,695
Adult Care Growth - Social Work in HSCP	600	1,200	1,800	600	1,200	1,800	600	1,200	1,800
Younger Adults Growth - Social Work in HSCP	300	600	900	300	600	900	300	600	900
Carer's Act Requirements - Social Work in HSCP	400	400	400	400	400	400	400	400	400
Fund Health and Social Care Cost Pressures	0	0	0	0	0	0	500	1,000	1,500
Health and Social Care Payment Adjustment	(1,450)	(2,900)	(4,350)	(1,450)	(2,900)	(4,350)	(1,450)	(2,900)	(4,350)
Total Adjustments to Health and Social Care Partnership	(1,450)	(2,900)	(4,350)	(1,450)	(2,900)	(4,350)	(950)	(1,900)	(2,850)
Total Estimated Expenditure	232,958	232,512	232,147	234,428	235,330	236,327	237,476	241,171	245,011
Scottish Government Grant	183,733	177,302	171,096	182,781	175,470	168,451	181,829	173,647	165,833
Council Tax	47,192	48,983	50,851	47,074	48,735	50,462	46,958	48,491	50,077
Total Funding	230,925	226,285	221,947	229,855	224,205	218,913	228,787	222,138	215,910
Budget Surplus / (Gap) Cumulative	(2,033)	(6,227)	(10,200)	(4,573)	(11,125)	(17,414)	(8,689)	(19,033)	(29,101)
Budget Surplus / (Gap) In Year	(2,033)	(4,194)	(3,973)	(4,573)	(6,552)	(6,289)	(8,689)	(10,344)	(10,068)

APPENDIX 2

COST AND DEMAND PRESSURES 2018-19 TO 2020-21

Category	Department	Service	Cost/Demand Pressure	Best Case Scenario			Mid-Range Scenario			Worst Case Scenario		
				2018-19 £000	2019-20 £000	2020-21 £000	2018-19 £000	2019-20 £000	2020-21 £000	2018-19 £000	2019-20 £000	2020-21 £000
Local	Development and Infrastructure	Planning and Regulatory Services	Local Plan Enquiry	0	90	0	0	90	0	0	90	0
Local	Development and Infrastructure Services	Roads and Amenity	Waste Financial Model - This relates to the financial model that was developed, which forecast overall waste costs until 2039-40. The cost pressure is £254k in 18-19 and £560k in 19-20 and there is no additional cost pressure for 2020-21 this is as a direct result of the contractual arrangements between the Council and Shanks for the delivery of the majority of waste disposal services within Argyll & Bute.	254	560	560	254	560	560	254	560	560
Local	Customer Services	Executive Director	Profile of the annual service payment (previously referred to as unitary charge) in respect of the new schools.	1,206	1,555	1,555	1,206	1,555	1,555	1,206	1,555	1,555
Local	Council Wide	Council Wide	General Allowance for Cost and Demand Pressures	0	0	0	250	500	750	500	1,000	1,500
Total Local				1,460	2,205	2,115	1,710	2,705	2,865	1,960	3,205	3,615
National	Customer Services	Customer and Support Services	Universal Credit - HB Admin Grant	75	150	150	75	150	150	75	150	150
Total National				75	150	150	75	150	150	75	150	150
TOTAL OF COUNCIL COST AND DEMAND PRESSURES				1,535	2,355	2,265	1,785	2,855	3,015	2,035	3,355	3,765

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ARGYLL AND BUTE COUNCIL**POLICY AND RESOURCES COMMITTEE****STRATEGIC FINANCE****17 AUGUST 2017**

STRATEGIC RISK REGISTER

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide members with an update on the Strategic Risk Register (SRR) and introduce proposed revisions to both the content and format.
- 1.2 Our internal audit partners, Grant Thornton, undertook a review on the way in which the strategic and operational risks are managed by the Council. The report noted that internal controls in place to support risk management are generally well designed and operating in practice. As a result, the level of assurance given was Substantial.
- 1.3 The review provided one direct recommendation and as a result Strategic Finance undertook a review of the content of the current SRR. Work has taken place in respect of linking risks to the new business outcomes, identification and re-formatting of mitigating actions and controls and the inclusion of the current status indicator of the identified risk using the recognised 4T system being Treat, Tolerate, Transfer and Terminate.
- 1.4 Within the proposed SRR the number of strategic risks has reduced. Reasons for reduction include consolidation with other existing risks, where mitigating action(s) and plans are addressing similar risk events or where the risk consequences are now deemed to be more operational in nature and / or no longer a specific stand-alone strategic risk to the organisation.
- 1.5 Members are asked to approve the content of the proposed revised Strategic Risk Register.

STRATEGIC RISK REGISTER

2. INTRODUCTION

- 2.1 The purpose of this report is to provide members with an update on the Strategic Risk Register (SRR) and introduce proposed revisions to both the content and format.

3. RECOMMENDATIONS

- 3.1 Members are asked to approve the content of the proposed revised Strategic Risk Register.

4. DETAIL

- 4.1 The current SRR has been in place for a number of years. It is subject to regular review at various points throughout the financial year and is currently formally reported to Committee on an annual basis with latest version being approved at Policy and Resources Committee in August 2016.
- 4.2 As part of our annual risk management assurance arrangements, our internal audit partners, Grant Thornton, undertook a review on the way in which strategic and operational risks are managed by the Council.
- 4.3 The report noted that internal controls in place to support risk management are generally well designed and operating in practice. As a result, the level of assurance given was Substantial.
- 4.4 In respect of the SRR the review included one direct recommendation being:
“The Strategic Risk Register should be explicit about which risks continue to be actively managed, and those that are being tolerated. Where risks are being treated the actions, where possible, should be framed in SMART terms to ensure that accountability is clear for mitigating actions”.
- 4.5 Strategic Finance staff have undertaken some work in respect of this finding and also undertaken a review of the content. The proposed revised risk register is attached at Appendix 1. Work has taken place in respect of linking risks to the new business outcomes, identification and re-formatting of mitigating actions and controls and the inclusion of the current status indicator of the identified risk using the recognised 4T system being Treat, Tolerate, Transfer and Terminate.
- 4.6 There has been a consolidation of some of the risk areas previously identified,

for example, the proposed risk register no longer highlights finance expenditure and finance income and funding as separate risk events. A new finance sustainability risk is now included which covers the risk events previously identified and addresses or reflects both the future / current operating environment.

- 4.7 Within the proposed SRR the number of strategic risks has reduced. Reasons for reduction include consolidation with other existing risks, where mitigating action(s) and plans are addressing similar risk events or where the risk consequences are now deemed to be more operational in nature and / or no longer a specific stand-alone strategic risk to the organisation.
- 4.8 The proposed SRR now shows 9 risk areas which is a reduction of 6 from the previous version. The main amendments are listed below.

Current	Action	Proposed
Population and Economic Decline	Retain & Update	Population and Economic Decline
Infrastructure and Asset Base	Retain & Update	Infrastructure and Asset Base
Welfare Reform	Retain & Update	Welfare Reform
Health and Social Care	Retain & Update	Health & Social Care
Civil Contingencies	Retain & Update	Civil Contingencies
Finance Income & Funding	Replaced	Financial Sustainability
Finance Expenditure	Replaced	
Political Leadership	Replaced	Governance and Leadership
Leadership and Management	Replaced	
Partnership Governance	Replaced	
Engagement & Service Delivery	Replaced	Engagement and Understanding
Management of Services	Replaced	Service Delivery
External Built Environment	Remove	
Demographics	Remove	
Reputation	Remove	

- 4.9 At a recent review session members of SMT undertook a “do we have this right” review, which amongst other things, considered whether the risks identified are relevant, reviewed scoring including mitigating actions and considered whether risks identified were reflective of the current issues facing the organisation.
- 4.10 Part of the on-going review of the SRR includes consideration of emerging risk events. SMT have agreed to note an emerging theme in respect of policy and

legislative changes, specifically the Education Governance review which is identified as having potential strategic risk implications for Argyll and Bute Council. Consideration will be given to any specific risk detail together with any required mitigation or control action as part of the existing SRR review arrangements and / or as and when the full detail of any policy / legislative change is known.

5. CONCLUSION

- 5.1 The Strategic Risk Register remains under regular review. Proposed revisions to the risk register further enhance the relevance, readability and understanding of the risk register.

6. IMPLICATIONS

- 6.1 Policy – None directly but the SRR should be used to assist the Council in setting and reviewing its strategic direction and performance
- 6.2 Financial – None directly from this report but effective risk management assists with effective governance and stewardship of council resources
- 6.3 Personnel – None
- 6.4 Equal Opportunities – None
- 6.5 Legal – None
- 6.6 Risk – The report sets out the strategic risks facing the Council
- 6.7 Customer Service – None



Kirsty Flanagan
Head of Strategic Finance
7 August 2017


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



For further information contact: Kevin Anderson, Tel 01369 708505
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APPENDICES



Appendix 1 - Proposed Strategic Risk Register

Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer
		Li	I m	Sc						
<p>1 Population and Economic Decline</p> <p>Failure to identify relevant factors contributing to the decline and failure to develop strategies and actions targeting these factors.</p>	<p>Population decline reduces available funding impacting on Councils capacity to deliver services.</p> <p>A circle of decline with reduced employment, lower earning and failing businesses and poor perception of the area</p> <p>Combined population and economic decline may increase the need for and cost of services.</p>	5	4	20	<p>BO23 –Economic Growth is Supported.</p> <p>BO15 – Argyll and Bute is open for business.</p>	<p>1.Local outcome improvement plan targets population and economic recovery</p> <p>2.Economic Forum</p> <p>3.Rural resettlement fund</p> <p>4.Deliver Rural growth Deal</p> <p>5 Maximise external funding opportunities</p> <p>6.Strategic economic development action plan</p> <p>7. Strategic infrastructure plan</p> <p>8 Area economic development action plans</p> <p>9.Promote and Market Argyll and Bute</p> <p>10. Maximise social-eco benefits via effective partnership working</p>	16	Low	<p>TREAT</p> 	Executive Director D & I.
<p>2 Condition and suitability of Infrastructure & Asset Base.</p> <p>Infrastructure and asset base does not meet current and future requirements and is not being used or managed efficiently and effectively.</p>	<p>Infrastructure and asset base does not support or is not aligned to business outcomes and does not aid effective service delivery.</p> <p>Infrastructure and asset base is allowed to</p>	4	4	16	<p>BO27 Infrastructure and Assets are fit for purpose.</p> <p>B009 Our assets are safe, efficient and fit for purpose.</p>	<p>1.Asset management board</p> <p>2.Robust capital planning and monitoring</p> <p>3. Asset management work plan 2017/2018</p> <p>4. Project prioritisation process</p> <p>5. Business case modelling including sustainability, development and strategic change</p> <p>6. Intelligence and best practice sharing via Heads of</p>	12	Medium	<p>TREAT</p> 	Head of Facility Services




Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer	
		Li	Im	Sc							
	deteriorate resulting in cost, lost opportunities and wasted resource.					Property Group. 7.New schools programme 8.Smarter Places 9. Community Empowerment and Community Asset Transfer – Arrangements in place to evaluate and determine requests.					
3	Financial Sustainability. Insufficient resource to meet current and future service requirement. Budget not aligned / does not support business outcomes.	Unable to deliver Local outcome improvement plan. Reduction in performance. Reputational damage.	4	4	16	B028 Our process and business procedures are efficient, cost effective and compliant.	1. Longer term financial planning. 2.Active monitoring of grant formula funding 3. Income generation activity 4.Targeted investment in specific initiatives 5. Robust budget preparation and budget monitoring protocols 6. Performance Improvement framework 7. Maintaining adequate contingency with reserves. 8. Digital transformation 9. Agreement on financial sustainability principles. 10. Develop Effective workforce planning model 11. Transformation Programme.	12	Medium	TREAT 	Head of Strategic Finance
4	Governance and Leadership.	Poor decision making, lack of strategic direction.	4	4	16	B028 Our process and business procedures are	1.Administration in place with working majority 2.Members Seminar	12	Medium	TREAT	Chief Executive

Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer
		Li	Im	Sc						
	<p>Governance and leadership arrangements are not conducive to effective working and lead to a lack of strategic direction.</p> <p>Lack of operational direction.</p> <p>Confidence in, and reputation of, the Council harmed.</p> <p>Deterioration in performance</p>				efficient, cost effective and compliant					
5	<p>Engagement and Understanding the needs of the Community.</p> <p>The Council fails to understand service user needs and emerging demographic trends and does not align service delivery to meet</p>	<p>Gaps between community needs and Council services.</p> <p>Ineffective partnership working</p> <p>Services not configured to</p>	3	4	12	<p>BO30 We engage with our customers and staff</p> <p>BO08 The third sector has increased capacity to support sustainable communities</p>	8	Medium		<p>Chief Executive</p> <p>All Heads of Service</p>

Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer	
		Li	Im	Sc							
	these.	meet user/citizen requirements				Protocols 7.Demographic and end user analysis					
6	Service Delivery Ineffective management of services and resources	Services fail to achieve agreed performance levels and as a result are not contributing fully to Council objectives Resources are poorly managed with result that agreed outcomes and objectives are not fully achieved. Unable to achieve continuous improvement and improve effectiveness and efficiency	3	3	9	BO28 Our processes and business procedures are efficient, cost effective and compliant BO31 We have a culture of continuous improvement BO32 Our workforce is supported to realise its potential	1.Performance Improvement Framework 2. Service plans 3.Regular performance monitoring and review 4.Service Improvement plans 5.Argyll and Bute Manager programme 6. Customer needs analysis 7.Workforce Planning 8.Internal and External Scrutiny Arrangements 9.Complaints process	6	Medium	Tolerate 	Executive Directors
7	Health and Social Care Partnership Failure to deliver strategic objectives and integrate Health and Social Care services in an efficient and effective manner exposes the Council, as a key partner, to	Partnership viewed as having failed or not achieved strategic objectives Partnership Failure or weakness exposes Council to significant Financial liability	4	5	20	BO01 The health of our people is protected through effective partnership working B028 Our process and business procedures are efficient, cost effective and	1.HSCP integration scheme approved by Scottish government 2. Strategic Plan in place 3. Performance and Financial reporting arrangements in place 4. Independent scrutiny arrangements in place. 5. Integrated Joint board with elected member	15	Medium	TREAT 	Chief Officer HSCP

Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer
		Li	Im	Sc						
	unacceptable Financial and Reputational risk.				compliant	representation 6.Chief Officer member of ABC Senior Management Team				
8	Civil Contingency & Business continuity arrangements are not effective.	2	4	8	BO10 Quality of life is improved by managing risk.	1.Emergency Planning Test events 2.Critical Activity Recovery Plans 3. Roll out of Community resilience partnership programme 4.Peer review of major exercises undertaken to provide external validation of planning process 5. West of Scotland local resilience partnership 6.Cross sector expertise and partnership working 7.EMST regular meetings 8. Training programme for key staff	6	Medium	Tolerate 	Head of Governance and Law
9	Welfare Reform Implementation of welfare reform is not managed well resulting in increased poverty and deprivation or short term crisis	5	4	20	BO04 Benefits are paid promptly and accurately BO11 There is no place for discrimination and inequality	1. Welfare reform group established. 2. Joint working with DWP, CPP and other agencies. 3. Big Lottery Financial inclusion award (3 year contract) and services about to go live under the banner of Money Skills Argyll.	12	Low	TREAT 	Head of Customer and Support Services

Risk Description	Potential Consequences	Gross Risk			Business Outcome	Mitigations /Control Measures	Residual Risk Score	Risk Appetite	Status & Approach	Lead Officer
		Li	l m	Sc						
	Potential widening of inequalities gap					<p>4. Preparations for move to Universal Credit Full Service in Argyll and Bute in May 2018 due to commence late summer 2017.</p> <p>5. Review of advice services completed and recommendations being considered.</p> <p>6. Anti-poverty strategy being developed</p>				
EMERGING RISKS THEME: POLICY AND LEGISLATIVE CHANGES: 1. Governance Review – Education		These areas have been identified as emerging risk events which may result in potential risk implications for Argyll and Bute Council. Consideration will be given to any specific risk detail together with any required mitigation or control action as part of the existing SRR review arrangements and /or as and when the full detail of any policy / legislative change is known.								

	Risk level equals or lower risk appetite /tolerance
	Risk Score exceeds risk appetite and /or tolerance
	Risk Score is in High Category requiring active management

ARGYLL AND BUTE COUNCIL**POLICY AND RESOURCES COMMITTEE****STRATEGIC FINANCE****17 AUGUST 2017**

PAY SETTLEMENT 2017-18

1. EXECUTIVE SUMMARY

- 1.1 Agreement has now been reached on pay awards for employees whose terms and conditions of service come within the framework of the Scottish Joint Council for Local Government Employees and the Scottish Joint Council for Chief Officials. The negotiations are ongoing in respect of Teachers.
- 1.2 The finalised agreements will cost council services, excluding the Health and Social Care Partnership an additional £0.117m. There will also be additional apprenticeship levy of £0.006m as a result of the increase (0.5% of pay).
- 1.3 The additional cost for council employees working for the Health and Social Care Partnership is £0.033m plus £0.002m apprenticeship levy. It is assumed that this will be met from within existing resources delegated to the Health and Social Care Partnership.
- 1.4 The Policy and Resources Committee are asked to recommend to Council the approval of a supplementary estimate of £0.123m from unallocated reserves and note this increase has been added to the projected budget gap for 2018-19.

**ARGYLL AND BUTE
COUNCIL**

POLICY AND RESOURCES COMMITTEE

STRATEGIC FINANCE

17 AUGUST 2017

PAY SETTLEMENT 2017-18

2. INTRODUCTION

- 2.1 Agreement has now been reached on pay awards for employees whose terms and conditions of service come within the framework of the Scottish Joint Council for Local Government Employees and the Scottish Joint Council for Chief Officials. The negotiations are ongoing in respect of Teachers.
- 2.2 This report advises Members of the additional cost of the pay award over and above the budgeted provision in 2017-18 and seeks a supplementary estimate in order to fund the full pay award in 2017-18.

3. RECOMMENDATIONS

- 3.1 The Policy and Resources Committee are asked to recommend to Council the approval of a supplementary estimate of £0.123m from unallocated reserves and note that this increase has been added to the projected budget gap for 2018-19.

4. DETAIL

- 4.1 Agreement has now been reached on pay awards for employees whose terms and conditions of service come within the framework of the Scottish Joint Council Local Government Employees. These negotiations are carried out at a national level as part of collective bargaining arrangements.
- 4.2 The agreement covers the period from 1 April 2017 to 31 March 2018 and provides for a flat rate increase of £350 per annum to be paid to all SJC employees remunerated up to £35,000 per annum (based on a 37 hour working week) and a 1% increase for those employees currently paid above £35,000.
- 4.3 The Scottish Local Government Living Wage (SLGLW) of £8.33 per hour will be increased to £8.51 per hour from 1 April 2017. This is equivalent to a flat-rate increase of £350 on an annualised salary (based on a 37 hour working week).
- 4.4 Agreement has also been reached to increase the salaries of employees whose terms and conditions of service come within the framework of the SJNC for Chief Officials by 1% for the year 1 April 2017 to 31 March 2018.

- 4.5 The negotiation for teachers is currently ongoing and it is not anticipated that this will be concluded in the short term.
- 4.6 The 2017-18 budget approved in February was based on the negotiations at that time: a flat rate increase of £300 per annum for all employees remunerated up to £30,000 per annum and a 1% increase for those employees paid above £30,000.
- 4.7 The finalised agreements will cost council services, excluding the Health and Social Care Partnership an additional £0.117m. There will also be additional apprenticeship levy of £0.006m as a result of the increase (0.5% of pay). The Policy and Resources Committee are asked to recommend to Council the approval of a supplementary estimate of £0.123m from unallocated reserves. This increase has also been reflected in the projected budget gap for 2018-19.
- 4.8 The additional cost for council employees working for the Health and Social Care Partnership is £0.033m plus £0.002m apprenticeship levy. It is assumed that this will be met from within existing resources delegated to the Health and Social Care Partnership.
- 4.9 The payroll team will arrange for all affected staff to be paid additional monies due and backdated to 1 April 2017 as soon as possible.

5. CONCLUSION

- 5.1 Agreement has been reached on pay awards for employees whose terms and conditions of service come within the framework of the Scottish Joint Council for Local Government Employees and the Scottish Joint Council for Chief Officials. The additional cost over and above the amount budgeted in 2017-18 for council services is £0.123m and it is requested that approval is granted for this amount to be paid from unallocated reserves.

6. IMPLICATIONS

- | | | |
|-----|------------------|--|
| 6.1 | Policy - | Advises of the pay agreements for SJC employees. The teachers negotiations are ongoing. |
| 6.2 | Financial - | There is an additional cost of £0.123m over and above the approved budget. This has also increased the projected budget gap for 2018-19 and onwards. |
| 6.3 | Legal - | Pay award to be paid to employees as per agreements reached. |
| 6.4 | HR - | All SJC employees will receive additional pay. |
| 6.5 | Equalities - | None. |
| 6.6 | Risk - | There is a risk that the Council budget will be overspent by £0.123m if there is no agreement to allocate the increased sum from general unallocated reserves. |
| 6.7 | Customer Service | None. |

-

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

**Kirsty Flanagan
Head of Strategic Finance
7 August 2017**

ARGYLL AND BUTE COUNCIL

POLICY AND RESOURCES
COMMITTEE

CUSTOMER SERVICES

17 AUGUST 2017

PERFORMANCE REPORT – FQ1 2017-18

1. EXECUTIVE SUMMARY

- 1.1 The Council's Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Policy and Resources Committee with the Customer Services Departmental performance report with the scorecards for Customer Services and Strategic Finance for FQ1 2017-18 (April - June).
- 1.2 It is recommended that the Policy and Resources Committee reviews the scorecards as presented.

PERFORMANCE REPORT – FQ1 2017-18**2. INTRODUCTION**

- 2.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports. This paper presents the Departmental performance reports with associated scorecards for performance in FQ1 2017-18 (April – June).

3. RECOMMENDATIONS

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

4. DETAIL

- 4.1 The performance scorecard for the Customer Services Department was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the four services that make up Customer Services. Likewise the scorecard for Strategic Finance comprises the key performance indicators for this service.

5. IMPLICATIONS

- | | | |
|-----|-------------------|--|
| 5.1 | Policy | None |
| 5.2 | Financial | None |
| 5.3 | Legal | The Council has a duty to deliver best value under the Local Government Scotland Act 2003. |
| 5.4 | HR | None |
| 5.5 | Equalities | None |
| 5.6 | Risk | Ensuring performance is effectively scrutinised by members reduces reputational risk to the Council. |
| 5.7 | Customer Services | None |

Douglas Hendry, Executive Director – Customer Services

For further information contact:

Jane Fowler, Head of Improvement and HR
Kirsty Flanagan, Head of Strategic Finance

Key Successes

1. Local government and UK Parliamentary General Elections completed
2. Councillor induction programme successfully delivered
3. Customer Services Excellence accreditation renewed with an additional plus rating
4. Obtained Customer Services Excellence Accreditation for Customer & Support Services for first time, and re-attained corporate accreditation to improved standard
5. Completed upgrade of cash receipting system, roll out of new encrypted chip and pin terminals, and regained annual accreditation for online payments
6. Delivery of the final biomass installation at Lochgilphead Joint Campus resulting in the Council completing the programme of 10 biomass installations that will deliver energy savings of circa £165k per annum.
7. Successfully re-negotiated licences for the Idox system which Planning and Building Control use, with saving of £89k over 5 years
8. Successful commencement of the 2017/18 capital programme with tenders received and contracts awarded for the school summer break and design work in progress for works to be on-site during the October break
9. Successful re-tendering of School and Public Transport contracts for Mull and Kintyre

Key Challenges

1. Introduce paperless committee meetings
2. Update of constitution following decisions on new Political Management Arrangements
3. World War One commemoration event Islay
4. Assist Bid4Oban with planning for re-ballot
5. Progress replacement systems for council tax and benefits in order to provide improved online facilities and achieve service choices savings
6. Carry out re-structure of CSC & Registration in order to make service choices savings
7. Complete SWAN migration by end of July

Key improvement actions to address challenges

1. Experienced project team in place with clear project plan
2. Small team making changes as required
3. Liaison group established to support local group
4. Check ballot database, assess potential income from proposed charging structure, propose changes to Operating Agreement and new fee
5. Evaluate tender responses, award contract and plan implementation
6. Consult with staff and unions over new structure, match staff into new structure, identify redundancies and redeployments required.

<ul style="list-style-type: none"> 8. Assist H&SCP in planning for smooth transfer following termination of Mears home care contracts as of 23 September 2017; Support H&SCP in re-modelling housing support contracts from March 2018 9. Assist Strategic Finance in planning for separation of Leisure Trust 10. Implementation of Catering and Cleaning Innovations Project. 11. Transformation Activity/proposals for revenue budget strategy 12. Review of Council Fleet 	<ul style="list-style-type: none"> 7. Complete migration of last school site, order fallback business broadband circuits from BT, migrate all Internet traffic to SWAN 8. Provide on-going advice and assistance to H&SCP. 9. Obtain specification of changes required, amend General ledger interfaces, test changes for cash receipting (new Fund and VAT code) and debtors 10. Development team has been established to manage the project. 11. Transformation Board established and meeting on a regular basis, work streams agreed and being taken forward. 12. Being taken forward as part of the Transformation agenda.
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Customer Services Scorecard 2017-20

FQ1 17/18

Scorecard owned by: **Douglas Hendry**

[Click here
for Full
Scorecard](#)

Management Information

RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence CU		1.88 Days	2.57 Days	R	↓
CU % of PRDs completed		90 %	96 %	G	↑

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>
Finance Revenue totals CU	£K 14,097	£K 14,097	G	↑
Capital forecasts - current year CU				
Capital forecasts - total project CU				

Asset management red risks	6	On track	3	G	→
----------------------------	---	----------	---	--------------------------------------	---

IMPROVEMENT

		<i>Status Trend</i>			
Improvement Plan	Total No	Off track	On track	Complete	
Outcomes CU	Actions	24	1	19	4
Customer Services Audit Recommendations	Overdue	0	Due in future	0	Future - off target
		0 →	0 ↓	0	→
Customer Service CU	Customer satisfaction		93 %		↓
Customer Charter	Stage 1 Complaints		0 %	G	↓
Number of consultations	0	Stage 2 Complaints	0 %	G	↓



Customer Services Scorecard 2017-20

Scorecard owned by: Douglas Hendry

FQ4 16/17

'Making Argyll and Bute a place people choose to live, learn, work and do business'

[Click here for Council Scorecard](#)

Customer & Support Services

Facility Services

Governance & Law

Improvement & HR

Priorities for 2015-17: Customer Services

[Click here for Management Information](#)

Making A&B a place people choose to live

ABOIP Outcome No.5 - People live active, healthier and independent lives [Related Business Outcomes](#)

ABOIP Outcome No.6 - People live in safer and stronger communities [Related Business Outcomes](#)

ABOIP Outcome No.4 - Children and young people have the best possible start [Related Business Outcomes](#)

Making A&B a place people choose to learn

ABOIP Outcome No.3 - Education, skills and training maximises opportunities for all [Related Business Outcomes](#)

Making A&B a place people choose to work

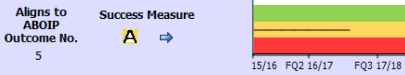
ABOIP Outcome No.1 - The economy is diverse and thriving [Related Business Outcomes](#)

ABOIP Outcome No.2 - We have infrastructure that supports sustainable growth [Related Business Outcomes](#)

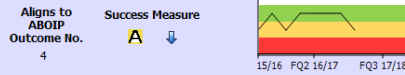
Making it happen

Supporting Outcome - Service Delivery Enablers [Related Business Outcomes](#)

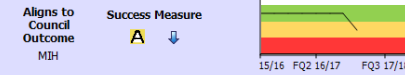
BO04 Benefits are paid promptly and accurately [CU Dept]



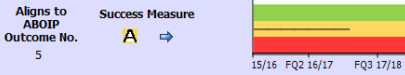
BO17 The support needs of children and their families are met [CU Dept]



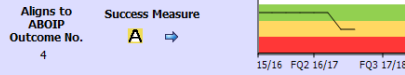
BO29 Health and safety is managed effectively [CU Dept]



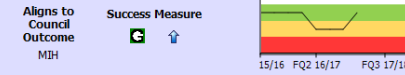
BO05 Information and support are available for everyone [CU Dept]



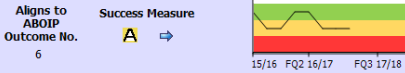
BO18 Improved lifestyle choices are enabled [CU Dept]



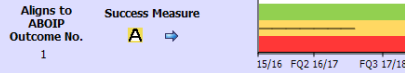
BO30 We engage with our customers, staff and partners [CU Dept]



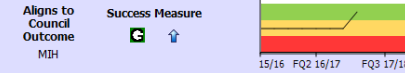
BO09 Our assets are safe, efficient and fit for purpose [CU Dept]



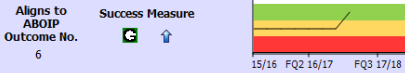
BO23 Economic growth is supported [CU Dept]



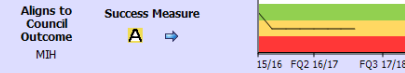
BO31 We have a culture of continuous improvement [CU Dept]



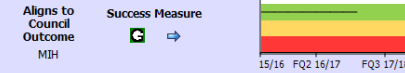
BO10 Quality of life is improved by managing risk [CU Dept]



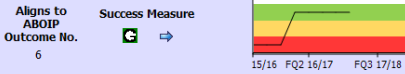
BO27 Infrastructure and assets are fit for purpose [CU Dept]



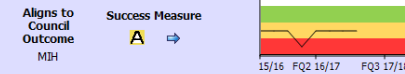
BO32 Our workforce is supported to realise its potential [CU Dept]



BO11 There is no place for discrimination and inequality [CU Dept]



BO28 Our processes and business procedures are efficient, cost effective and compliant [CU Dept]



Key Successes

- Unaudited Accounts prepared by 30 June deadline.
- Annual Efficiency Statement reported to Council advising that we exceeded the 3% target, securing 4.04% of efficiency savings for 2016-17.
- The 2016-17 outturn position was finalised in May 2017 and the performance against budget for financial year 2016-17 was an overall underspend of £2.883m (1.16%). The year-end underspend was largely expected and planned for during the year and includes savings as a result of diligent management around vacancy savings, enhanced contract management and decisions around borrowing.
- Investment returns continue to exceed the benchmark rate of return – the rate of return for the 1st Quarter was 0.540% which compares favourably with the target of 7 day LIBID (London Interbank Bid Rate – the rate which banks are willing to borrow from other banks) which was 0.112% for the period.
- 8 out of 8 planned audits were completed within the Quarter.
- Updated the ledger hierarchy in line with the new Business Outcomes adopted by the Council.
- Three senior staff within the service successfully completed and passed “BTEC Level 7 Advanced Professional Certificate in Finance Business Partnering”.

Key Challenges

1. Department operating with one senior member of staff on long term sick. As the number of staff within the service is relatively small, this will disproportionately affect the sickness absence percentage.
2. Draft of medium to longer term plan to be prepared. Need to ensure that this is underpinned by robust assumptions, making clear what they are. This is difficult as we have received one year settlements in recent years.
3. Supporting services in identifying future transformation opportunities.
4. Arranging for the Money Skills Argyll Service to be up and running smoothly prior to the formal launch on 18 August 2017 (soft launch took place 17 July 2017).
5. Supporting the new Audit and Scrutiny committee.

Key improvement actions to address challenges

1. The expectations of service users proactively managed as well as clear prioritisation of tasks. Temporary arrangements are also in place to cover workload.
2. Set of principles agreed that will underpin the plan. Undertook a review of another Council’s medium to longer term financial strategy that received positive comments as part of Best Value review to see what we can learn.
3. Review of staff workload to ensure that staff are able to be released to support Council wide initiatives.
4. The Contract Manager is working to a project plan and, with the Financial Inclusion Coordinator, will work closely with the partner providers, the Council’s European Team and BLF to ensure that the project runs as smoothly as possible and the highest standards of customer service are delivered.
5. Development of a Scrutiny workplan / programme in consultation with Management and Members of the Committee.

Strategic Finance Scorecard 2017-20

Scorecard owned by: **Kirsty Flanagan**

FQ1 17/18

Click here
for Full
Outcomes

Corporate
Support
Team
Scorecard

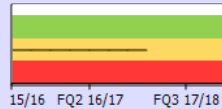
Departmental
Support
Team
Scorecard

Internal
Audit
Team
Scorecard

BO05 Information and support are available for everyone [SF]

Aligns to
ABOIP
Outcome
No.
5

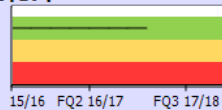
Success Measure
A →



BO28 Our processes and business procedures are efficient, cost effective and compliant [SF]

Aligns to
Council
Outcome
MIH

Success Measure
C →



Management Information

RESOURCES

People	Benchmark	Target	Actual	Status	Trend
Sickness absence SF		1.5 Days	5.3 Days	R	↓
PRDs SF		90 %	97 %	C	↓

Financial	Budget	Forecast	Status	Trend
Finance Revenue totals SF				
Capital forecasts - current year SF				
Capital forecasts - total project SF				

Council Efficiency Savings 2016-17	Annual Target	£ 5,187,000	→
Delivered	On track to be delivered	£ 0	

IMPROVEMENT

SF Service Improvements 2017-20	Total No	Off track	On track	Complete	Status	Trend
Actions	8	8				

Strategic Finance Audit Recommendations	Overdue	Due in future	Future - off target	Status	Trend
	0	2	0		→

Health & Safety	Overdue	Rescheduled	Actions in Plan	Complete
Service H&S Plan Actions	0	0	0	0
H&S Investigation Actions				

Customer Service SF	Customer satisfaction	100 %	C	↑
Customer Charter	Stage 1 Complaints			
Number of consultations	Stage 2 Complaints			

ARGYLL AND BUTE COUNCIL**POLICY AND RESOURCES****CUSTOMER SERVICES****17 AUGUST 2017**

REVIEW OF THE SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS

2.0 INTRODUCTION

- 2.1 Following the Council decision on 18 May 2017 to continue the current Scheme for the Establishment of Community Councils for a period of 6 months, authorisation to commence the review is sought in accordance with the process and timeframe contained within the appendices to this report.

3.0 RECOMMENDATIONS

- 3.1 That the Committee agree to commence the consultation on the Scheme for the Establishment of Community Council on 24 August 2017, in accordance with the timescales and process outlined within Appendices A, B and C of this report.

4.0 DETAIL

- 4.1 Council previously agreed on 18 May 2017 to continue the existing Scheme for a period of six months, by which time it was hoped that the position as to National Community Council Elections may become clearer. In addition, it was agreed to implement a provision for sanctions for community councils or community councillors found to be in breach of the Code of Conduct per the recommendation by the Minister for Local Government and Housing as part of the review process.
- 4.2 While the position regarding National Community Council Elections remains unclear, the process for reviewing a Scheme for the Establishment of Community Councils is such that the review should commence at this stage to allow for appropriate consultation to be undertaken by officers.
- 4.3 The Committee is invited to endorse the attached consultation document contained at Appendix A which sets out the timescale for the Review process and Electoral Timetable as well as the proposed amendments to the Existing Scheme for the Establishment of Community Councils and Best Practice Agreement (Appendices B and C respectively), noting that some of

the amendments made relate to previous council decisions made in 2015.

- 4.4 The process for sanctions outlined in the proposed amended Scheme is consistent with the process which has been adopted by East Renfrewshire Council which was the model singled out by the Minister for Local Government and Housing.

5.0 CONCLUSION

- 5.1 The attached documents set out a clear process for the consultation phases required in terms of the Local Government (Scotland) Act 1973 (as amended). The Committee are invited to endorse the consultation documents in order to commence the first phase of public consultation on 24 August 2017.

6.0 IMPLICATIONS

- 6.1 Policy – None at this stage although the final draft Scheme must be approved by full Council
- 6.2 Financial – There is no proposal at this stage to increase the level of grant awarded to community councils although it is feasible that this will be requested as part of the consultation responses received. In addition it is not yet clear whether additional staffing resources may be required to implement a process for sanctions – if this is required, additional funding for a new post will be sought.
- 6.3 Legal – None, the proposals contained within the consultation document are consistent with legislation regarding the establishment of Community Councils
- 6.4 HR –The work will be carried out by existing staff although there may be a requirement to seek additional staff resources to implement the added process for sanctions at a later date.
- 6.5 Equalities – None, proposals outlined are consistent with policy
- 6.6 Risk – National Elections for Community Council are still in the pipeline and the timing of these may have a bearing on the electoral timetable
- 6.7 Customer Service – None, the public consultation on the emerging Scheme seeks to engage with our communities

Executive Director of Customer Services

Policy Lead – Councillor Robin Currie & Councillor Rory Colville

10 July 2017

For further information contact: Melissa Stewart, Area Governance Officer, Kilmory, Lochgilphead (Tel no. 01546 604331)

APPENDICES

Appendix A – Consultation Document

Appendix B – Draft Amended Scheme for the Establishment of Community Councils

Appendix C – Draft Amended Best Practice Agreement



**CONSULTATION DOCUMENT: REVIEW OF THE ARGYLL
AND BUTE SCHEME FOR THE ESTABLISHMENT OF
COMMUNITY COUNCILS 2018-2022**

Date of Publication:

**Customer Services
Governance and Law
Community Councils
Argyll and Bute Council
Kilmory
Lochgilphead
Argyll
PA31 8RT**

Tel: 01546 605522

Email: communitycouncils@argyll-bute.gov.uk

Website: <https://www.argyll-bute.gov.uk/council-and-government/community-councils>

Contents:

A.	Introduction	Page 3
B.	Review Timetable	Page 4
C.	Responding to the Consultation	Page 4
D.	Summary of Proposed Amendments to Scheme	Page 5
E.	Summary of Proposed Amendments to the Best Practice Agreement	Page 7
F.	Proposed Election Timetable	Page 9

A. INTRODUCTION

The current Scheme for the Establishment of Community Councils in Argyll and Bute (hereinafter referred to as the 'Scheme') came into effect on 31 October 2013. Argyll and Bute Council agreed on 18th May 2017 to extend the current Scheme for a period of 6 months to establish whether information regarding the timescale for the introduction of National Community Council Elections would come to light. No such information has been published about the Scottish Government's manifesto commitment for national elections and due to the timescale required to conduct a review, the consultation on the emerging Scheme should now be commenced prior to conducting elections in the Spring of 2018.

The Scheme is modelled on the Scottish Government's model scheme and associated documents which were set out in 2009. Argyll and Bute Council's Scheme has some local modifications to incorporate local administration practice but in the main is a reflection of the model as currently promoted by Scottish Government.

Argyll and Bute Council agreed, on 23 April 2015, certain changes would be implemented in the next review of the Scheme. These relate to the re-naming of Arrochar and Tarbet Community Council and the inclusion of 16 year olds as being eligible to stand and vote in community council elections. These agreed changes have been incorporated in an amended Scheme together with associated amendments to the electoral process and co-option criteria.

In line with the Council decision on 18 May 2017 to incorporate a process for applying sanctions to those who breach the Code of Conduct, a new section has been added which sets out a suggested process for this. In addition, there are also some practical changes included within the amended Scheme and a full list of the amendments proposed is contained in Section D of this consultation document.

At this time, there is no suggestion that the current boundaries are not fit for purpose and accordingly there is no proposal to alter either the boundaries or the composition of community councils from the existing Scheme. However, all aspects of the Scheme are open for consultation and therefore any proposals received in relation to either of these matters will of course be considered as part of the review process.

The consultation document which follows sets out the proposed amendments to the scheme and should be read in conjunction with:

1. The proposed amended Scheme for the Establishment of Community Councils in Argyll and Bute 2018-2022, including Scheme appendices.
2. The proposed amended Best Practice Agreement 2018.

All amendments have been made as 'tracked changes' within the relevant documents for ease of reference.

B. REVIEW TIMETABLE

The timetable for the review of the Scheme is noted below and was approved by Policy and Resources Committee on 17 August 2017.

Publication of Notice of Review	24 August 2017
Stage one Consultation commences	24 August 2017
Stage one Consultation Closes	19 October 2017
Representations & comments received will be considered and further amendments, if required, will be made to the Scheme. If there are no proposed changes resulting from the consultation the final draft Scheme will be put to Council for approval on 30 November 2017 . Public notice will be given.	
Stage two consultation commences and Publication of Notice of Review	8 December 2017
Second Consultation Phase Closes	2 February 2018
Representations and comments received will be considered and following any amendments, a final draft Scheme will be considered by Council in February 2018 . Appropriate public notice to this effect will be given.	

C. RESPONDING TO THE CONSULTATION

Any representations or comments on the revised proposed scheme must be received by **19 October 2017**.

Responses to this round of consultation will be considered by Governance and Law and the proposed Scheme may be further amended before it is submitted for approval to either go to the second stage of consultation or to approve as a final document.

When responding please ensure that you include the following information in your response:

1. Your name, address and contact details;
2. Whether your representation is an individual view or on behalf of a community council or other organisation;
3. Information/background to support any suggested amendment(s)

All written comments or representations should be addressed to:

The Community Council Liaison Officer,
Argyll and Bute Council
Kilmory
Lochgilphead
Argyll
PA31 8RT

Those who wish to email their representation should send them to communitycouncils@argyll-bute.gov.uk

Please note that a summary of all representations received will be published on the council's website <https://www.argyll-bute.gov.uk/council-and-government/community-councils> at the end of the consultation phase.

D. SUMMARY OF PROPOSED AMENDMENTS TO THE SCHEME

Covering Page

- Amended to reflect the incoming Scheme, date of adoption (once agreed), contact details and version control.

Index

- Expand on contents/index to make documentation easier to navigate.

Clause 3 – Role and Responsibilities

- Addition of Area Community Planning Groups (3.3)
- Add reference to Community Empowerment Act and designation as a community participation body (3.4)
- Add CCLO to be point of contact for all documentation throughout documents for consistency and again for consistency, Elected Members to be included to receive agendas, minutes and reports (3.7(b))
- CCLO to be advised of changes in membership to standardise point of contact (3.7(f))

Clause 5 – Membership of Community Councils

- Age for membership lowered to 16 (5.1) to reflect the previous decision to this effect made by Council on 23 April 2015.

Clause 6 – Community Council Elections

- As per amendment at 5.1, reflect council decision on 23 April 2015 to reduce age of electors from 18 to 16 (6.1)
- In addition to clause 6.9 creating a vacancy on the community council, application of clauses 5.2 and 13.12.5 will also create a vacancy.
- Clause 6.8(b) will reflect the minimum age of 16 for co-option to be consistent with the minimum age for election.
- An additional bullet point is included to reflect the criteria where someone is ineligible for co-option. This links to a new provision to apply sanctions where community councillors or community councils are found in breach of the code of conduct.
- Clause 6.8(c) removes the requirement that co-option may only occur at an AGM by a 2/3rds majority and allows for co-option, subject to a 2/3rds majority being obtained, at any meeting of the community council.
- Clause 6.8 (e) increases the term of co-option to 2 years to coincide with the running of an interim by-election in year 2 of the scheme rather than annual by-elections.
- Clause 6.8 (g) removes the provision for co-option being only at the AGM but retains the need to notify of those proposed for co-option 14 days in advance of the meeting where the proposal to co-opt will be considered.
- 2 extra paragraphs to be added at 6.9 (c & d). (c) Cross-references the disqualification of MPs, MSPs, MEPs and elected members of Argyll and Bute

Council from being community councillors contained elsewhere in the existing Scheme. (d) Picks up on a new clause 13.12.5 which can be applied where community councils or community councillors breach the Code of Conduct.

- Clause 6.10 picks up on the move away from annual by-elections to an interim election.
- Clause 6.11 reflects on the change away from annual by-elections to an interim election by moving the date during which by-elections will be held from 12 months to 24 months.
- Addition of a new clause, 6.12, will allow the Returning Officer the discretion to vary the community council term only where the election dates may clash with other electoral processes.

Clause 7 – Use of Local Skills/Knowledge

- Remove clause 7.2 which is no longer required due to a reduction in membership age.

Clause 10 - Liaison with the Council / Other Agencies / Area Community Planning Groups

- Clause 10.4 to be amended to reflect the CCLO should receive agendas and minutes (as reflected elsewhere)

Clause 11 – Resourcing a Community Council

- Clause 11.2 to be amended to reflect the CCLO should receive the copy of the independently examined annual accounts.
- Clause 11.5 sets out the approved use of the annual administration grant which may be provided annually to the community council.

Clause 13 – Complaints against Community Councils

- This section has been amended to reflect a process which may be instigated where a complaint about a community council or a community councillor is received. It incorporates a process to be followed in respect of breach of the code of conduct which can be self-administered by the community council or referred to a Complaints Review Panel.

Appendix 1 – Model Constitution

- Addition of a new clause 4.2 sets out an obligation for members to comply with the constitution and code of conduct in terms of the general rules and responsibilities of community councillors/community councils.
- Under clause 5 a new paragraph is inserted to set out a period of 7 days for transferring files which remain the property of the community council from certain office bearers to incoming office bearers.
- Clause 7 reflects on changes to the Scheme in terms of co-option and interim elections (see clause 6 of the Scheme)

- Clause 9(d) allows for the removal and replacement of office bearers out with an AGM subject to a 2/3rds majority of community councillors who are present and voting agreeing to make these changes.
- Clause 11(e) picks up on the need to submit agendas, minutes etc to elected members and the CCLO, as specified in the Scheme.
- Clause 13 – as above, standardises the point of contact as being the CCLO, removes the need for a youth engagement report (given the lowered age of membership) and outlines the need for special meeting agenda to be sent to the CCLO and elected members.
- Clause 14(e) – Highlights the need to submit AGM draft minutes as part of the administration grant request.

Appendix 2 – Model Standing Orders

- Clause 1(b) – standardises the CCLO as the contact for providing meeting documentation to.
- Clause 4(iii)(d) Adds the provision for public questions at special meetings for consistency of approach.

Appendix 3 – Boundaries and Membership

- Proposes amendment of “Arrochar & Tarbet Community Council” to be renamed “Arrochar, Tarbet & Ardlui Community Council” per the previous Council agreement reach on 23 April 2015.
- Updated electorate figures will mean that the membership numbers for Glenorchy & Innishail Community Council will rise from 8 to 10 and Bute Community Council will lower from 20 to 16.

E. SUMMARY OF PROPOSED AMENDMENTS TO THE BEST PRACTICE AGREEMENT

- Covering page, amend title to “Best Practice Agreement 2018”
- Argyll and Bute Council Commitment, Community Engagement, paragraph 7, bullet point 3 – Remove reference to Community Planning Partnership Community Engagement Workers as this role is fulfilled by the Community Learning and Development Officers.
- Argyll and Bute Council Commitment, Elections, Paragraph 11 - Replace “Area Governance Manager” with “Returning Officer”. The Returning Officer has overall responsibility to determine whether or not to run a by-election.
- Argyll and Bute Council Commitment, Finance and Resources, Paragraph 12 – Add that minutes of the AGM should be submitted when making the request for the administration grant (for consistency with the Scheme)

- Argyll and Bute Council Commitment, Finance and Resources, Paragraph 13 – reflects that there may be a need to check whether cover in place in terms of specific activities i.e. are they reasonable and proper activities?
- Argyll and Bute Council Commitment, Finance and Resources, Paragraph 14 – for clarity, add that agenda and minutes and such other relevant printing as authorised by the CCLO may be photocopied at the Council Service Points or Kilmory Headquarters.
- Argyll and Bute Council Commitment, Meetings, Minutes and Reports, paragraph 16 – Remove provision for hard copies of particular public reports in view of savings identified by the Governance and Law Service in providing paperless committees. Any community council may of course request copies in terms of provisions at paragraph 14 providing this can be justified as being necessary for community council official business.
- Argyll and Bute Council Commitment, Communications, Paragraph 22 – Amend to reflect that the website is only updated following notification of changes by the Community Council and subject to the appropriate consent being given to display contact details.
- Community Council Commitment, Community Engagement, Paragraph 3 – Remove paragraph due to changes in voting and candidate age within the Scheme.
- Community Council Commitment, Community Engagement, Paragraph 5 – Substitute Area Governance Assistant for CCLO for consistency.
- Community Council Commitment, Meetings, Minutes and Reports, Paragraph 14 – For consistency, all meeting documents should be supplied to the CCLO.
- Community Council Commitment, Communications, Paragraph 22 – For consistency, all changes in office bearers must be provided to the CCLO.
- Code of Guidance for Communications with the Council, Enquiries 2.1.1 – Amend with updated contact numbers and generic email accounts for services.
- Code of Guidance for Communications with the Council, Enquiries 3.3 – Amend to reflect the CCLO being the main contact for community councils.
- Code of Guidance for Communications with the Council, Making an Enquiry – Include website as an option for submitting enquiries.
- Code of Guidance for Communications with the Council, Responses 4.1 – Amended to reflect Argyll and Bute Council's Customer Charter which sets out that customers must be informed within 5 working days if their enquiry cannot be dealt with within that time.
- Code of Guidance for Communications with the Council, Timescale for Written Response – Sections amended to reflect on the timescales within the current Customer Charter (approved in 2015)

F. PROPOSED ELECTORAL TIMETABLE

1. Publish Notice of Election	5 March 2018
2. Nominations Open	6 March 2018
3. Close of Nominations and last date for withdrawal	22 March 2018 (4pm)
4. Publish Notice of Poll or Uncontested Elections	5 April 2018
5. Issue postal votes	13 April 2018
6. Election day/last day for receipt of postal votes	26 April 2018 (4pm)
7. Count	1 May 2018



**SCHEME FOR THE
ESTABLISHMENT
OF COMMUNITY COUNCILS
IN ARGYLL AND BUTE
2018**

The effective date of adoption of the Scheme:

**Customer Services
Governance and Law
Community Councils
Argyll and Bute Council**

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Lochgilphead**

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INDEX

Scheme for the establishment of Community Councils in Argyll and Bute	Pages 3 - 10
Appendix 1 - Model Constitution	Pages 11 – 17
Appendix 2 – Model Standing Orders	Pages 18 – 21
Appendix 3 – Community Council Boundaries	Pages 22 – 28

SCHEME FOR THE ESTABLISHMENT OF COMMUNITY COUNCILS WITHIN ARGYLL AND BUTE

1 Introduction

- 1.1 Community councils were first established in Scotland in terms of the Local Government (Scotland) Act 1973. Thereafter, the Local Government etc. (Scotland) Act, 1994 made provision for the continuation of community councils.
- 1.2 This Scheme for the Establishment of Community Councils in Argyll and Bute (hereinafter referred to as “the Scheme”), which reflects with local modification the Model Scheme for community councils in Scotland produced in 2009, will come into effect on the date it is adopted by Argyll and Bute Council.

2. Statutory Purposes

- 2.1 The statutory purposes of community councils established under the Scheme are set out in Section 51 (2) of the Local Government (Scotland) Act 1973, as follows:
-

“In addition to any other purpose which a community council may pursue, the general purpose of a community council shall be to ascertain, co-ordinate and express to the local authorities for its area, and to public authorities, the views of the community which it represents, in relation to matters for which those authorities are responsible, and to take such action in the interests of that community as appears to it to be expedient and practicable”

3. The Role and Responsibilities of Community Councils

- 3.1 The general purpose of community councils is to act as a voice for their local area. This will involve them articulating the views and concerns of local people in their area on a wide range of issues of public concern and making representations to their local authority, other public sector bodies and private agencies on matters within their sphere of interest.
- 3.2 It is essential that these views are demonstrated to be representative of the community. Accordingly, the community council will have in place, in consultation with the local authority, recognised consultative mechanisms to validate their views and devise strategies to secure greater involvement by all sections of the community.
- 3.3 Community councils are consulted on planning applications and licensing matters. Liaison on other matters may also be jointly agreed between community councils, the local authority and other public sector and private agencies. There should be positive mutual engagement in the establishment of working relationships with the local authority, Area Community Planning Groups and other agencies.
- 3.4 Community councils may carry out other activities that are in the general interests of the communities they represent, provided these activities fall within the objectives of their Constitution and the terms of the Scheme including their duties as a community participation body under the Community Empowerment Act 2015.

- 3.5 In carrying out their activities community councils must at all times adhere to the law, the terms of the Scheme and the community councillors' code of conduct. It should be noted that while Data Protection legislation applies to community councils, Freedom of Information legislation does not currently apply.
- 3.6 Each community council is required to adopt a Constitution, based upon the Model Constitution at Appendix I, together with Standing Orders at Appendix 2, in order to encourage and maintain consistency for all community councils and to facilitate the proper conduct of their proceedings. Any proposed deviation from the Model Constitution or Model Standing Orders requires to be supported by two-thirds of the community council members present and thereafter approved by Argyll and Bute Council before it shall have effect.
- 3.7 Community councils have a duty under statute to represent the views of their local community. It is vital therefore, that they reflect the broad spectrum of opinion and interests of all sections of the community. In order to fulfil their responsibilities as effective and representative organisations, community councils will: -
- a Inform the community of the work and decisions of the community council by posting agendas and minutes of meetings in public places, such as libraries and notice boards and, subject to the provisions contained within the Data Protection Act 1998, provide contact details of community council members.
 - b Provide agendas, reports and minutes to their members, relevant elected members for their ward area(s) and the public in accordance with the Model Standing Orders and more generally provide minutes to the Community Council Liaison Officer within 14 days from the date of the meeting.
 - c Seek to broaden expertise by promoting the provision of relevant information at community council meetings from persons who may contribute accordingly.
 - d Make particular efforts to encourage young people and other under-represented groups to attend and participate in community council meetings and to ensure equality of opportunity in the way the community council carries out its functions.
 - e Maintain proper financial records and present financial reports at community council meetings.
 - f Inform the Community Council Liaison Officer of any change in membership (e.g. resignations) and circumstances, as soon as is practicable.

4. Community Councils and Community Council Areas

- 4.1 There will be community councils in Argyll and Bute for the areas and by the names set out at Appendix 3 to this Scheme. Argyll and Bute Council has produced maps that define their boundaries. Community councils which existed prior to this Scheme will be disestablished on the day of the first elections to the

community council established under this Scheme held after this scheme is adopted.

5. Membership of Community Councils

5.1 A person is entitled to stand for election to, to be elected as, or to be a member of a community council provided that person –

- has achieved 16 years of age on the day of election
- is resident within the community council area

has their name included in the electoral register for local government elections for the community council area in which they reside.

5.2 A person who is a member of Argyll and Bute Council, or the Scottish, UK or European Parliaments will be ineligible from standing for election to, being elected as, or being or remaining a member of a community council.

5.3 A member of a community council will represent the whole of the community council area and the persons who live there whether they may or may not have voted for that member.

6. Community Council Elections

Electors

6.1 A person is entitled to vote in an election of community councillors provided that person –

- has achieved 16 years of age on the day of election
- has their name included in the electoral register for local government elections for the community council area in which they are voting.

Nominations and Elections

6.2 The first elections to be held under the Scheme shall be held on a date determined by Argyll and Bute Council. Subsequent elections will be held on a four-yearly-cycle, on dates to be determined by Argyll and Bute Council.

Argyll and Bute Council will provide for the administration of community council elections which will be held, where there is a requirement for a poll, by postal ballot.

Returning Officer

6.3 The Returning Officer will be the Returning Officer for Parliamentary and Local Government elections in Argyll and Bute, or a person appointed by that Returning Officer.

Nominations

- 6.4 A candidate for election as a member of a community council will be validly nominated provided the nomination –
- is subscribed on the correct form by a proposer and seconder, both of whom must be included in the electoral register for local government elections for the community council area;
 - the nomination carries the candidate's consent; and
 - the nomination and consent are received by the Returning Officer before the date and time specified in the timetable for the election.

Self-nomination is not permitted.

Process

- 6.5 At an ordinary election of community councillors, on the expiry of the period for lodging nominations:
- (1) Should the number of candidates validly nominated equal or exceed half of but be less than or equal to the total number of seats on the community council as specified in Appendix 3 to the Scheme, the said candidates will be declared to be elected and no poll will be held.
 - (2) Should the number of candidates validly nominated exceed the total number of seats on the community council, a poll will be held. At the poll, each elector will be entitled to vote for candidates up to the number of seats to be filled.
 - (3) Should the number of candidates elected be less than half of the number of seats on the community council, no community council will be established at that time. In such circumstances a follow up election / by-election will be held within 6 months.
- 6.6 If after that follow up election or by-election there remain vacancies in more than half of the number of total number of seats on the community council, the following courses of action will be open to Argyll and Bute Council:-
- (1) The council may, without disestablishing it, leave the community council dormant and take no further action to hold an election until the council is satisfied that sufficient local interest is in place to support a sustainable community council,
 - (2) the council may, following discussions within the community and with neighbouring community councils, disestablish the community council for which a follow up election has been held, adjust community council boundaries, and hold such fresh elections as may be necessary to ensure the area of the disestablished community council is adequately represented on the community council(s) covering the amalgamated area(s).

Method of Election

- 6.7 In any poll for the election of community councillors those candidates who receive the highest number of votes cast will be elected up to the number of seats to be filled.

Casual vacancies between elections

- 6.8 A vacancy on a community council will arise in the following circumstances:

- when all seats have not been filled through the election process;
 - when a community council member submits her/his resignation to the Chair or Secretary of the community council; or
 - when a community council member ceases to be qualified to be a member in the circumstances set out in clauses 5.2, 6.9 and 13.12.5 of the Scheme.
- a) The community council may fill the vacancy through co-option with voting rights to a maximum of one third of the total membership of the community council.
- b) Co-opted members must be eligible for membership of the community council as detailed:
- has achieved 16 years of age on the date of co-option
 - is resident within the community council area
 - has their name included in the electoral register for local government elections for the community council area in which they reside.
 - Is not the subject of sanctions contained at clauses 13.5.3 or 13.12.3 to 13.12.5 at the time nominations for co-option are considered.
- c) They must be elected onto the community council by a 2/3rds majority of the community council members present at the meeting
- d) Such co-opted members will have full voting rights.
- e) Co-opted members may serve for a maximum of 2 years or until the interim by-elections, whichever is the later, at which point they will require to stand for election or step down from the role.
- f) In the event of non-election or stepping down co-opted members will not be eligible for co-option again until the next review of the Scheme and fresh elections have been undertaken.
- g) Notice of persons proposed for co-option is required to be intimated to all of that community council's members at least 14 days prior to the meeting when the matter will be decided.

Disqualification of Membership

- 6.9 a) A member of a community council who ceases to reside within the community council area will cease to be a member of the community council.
- b) A member of a community council who fails throughout a continuous period of 6 months to attend any community council meeting, with or

without submitting apologies will cease to be a member of the community council unless the community council is satisfied as to the reason for the absence.

- c) A member of a community council who is elected as a member of Argyll and Bute Council, or the Scottish, UK or European Parliaments shall cease to be a member of the community council as of the date of their election.
- d) A member of a community council who is disqualified from being a member of a community council under clause 13.12.5 will cease to be a member of the community council for the remaining period of the Scheme.

6.10 Should a vacancy or vacancies arise in the membership of a community council between elections, the community council will advise Argyll and Bute Council who may hold an interim by-election and offer each community council opportunity to be included in the by-election.

6.11 Argyll and Bute Council will not normally hold more than one by-election to fill casual vacancies in any community council within a 24-month period. Should circumstances arise that lead to the number of community councillors to fall below half of the total number of seats on the community council Argyll and Bute Council will hold a by-election during which time the remaining members (provided a quorum remains) of the community council will continue and may meet as a community council until the process of seeking to fill seats set out in para 6.6 above will have been held and exhausted, and Argyll and Bute Council decides to take the action set out in that paragraph or such other action as it considers appropriate in the circumstances.

6.12 The Returning Officer reserves the right to vary the community council term, should other electoral timetables conflict with the community council election for that term, to prevent disruption to the community council election process.

7 Use of Local Skills / Knowledge

A community council may seek information or advice from any person who may have particular skills or knowledge relating to an issue which the community council is considering. A summary of the information or advice provided by such person will be recorded in the minutes of the meeting, and the final decision on any such issue will be taken only by the elected members of the community council.

8 Equalities

8.1 Recognition should be given to the contribution of everyone participating in the work of a community council. Community councils will comply with equal opportunities legislation and good practice, and ensure that equality of opportunity is given to people within the community to put forward their views and opinions, and to have their skills and experience taken into account.

9. Meetings

- 9.1 The first meeting of a community council following a community council election, will be called by the Returning Officer and will take place within 21 days of the date of the election, or as soon as practicable thereafter. The business of that meeting will include adoption of a Constitution and Standing Orders, appointment of office bearers and any outstanding business matters from any outgoing community council.
- 9.2 The frequency of meetings will be determined by each community council, subject to one annual general meeting being held by the end of June each year and a minimum of 6 ordinary meetings being held each year for community councils where the electorate is above 600, or a minimum of 4 where the electorate is 600 or less.
- 9.3 The quorum at a meeting of a community council will be one quarter of the current number of elected members, but will never be less than three.
- 9.4 An outline for the content of business that community councils should adhere to when holding ordinary, special and annual general meetings is contained within the Model Standing Orders.

10. Liaison with the Council / Other Agencies / Area Community Planning Groups

- 10.1 Liaison with Argyll and Bute Council will adhere to the code of communication guidelines set out in the Best Practice Agreement. Community councils may make representations to Argyll and Bute Council and other public and private agencies, on matters for which it is responsible and which it considers to be of local interest. Other organisations will have adopted their own customer charter and community councils should contact them directly in the event of a query.
- 10.2 Community councils are strongly encouraged to work with and positively participate in the work of Area Community Planning Groups, which are the key local community engagement development forums in local decision making areas.
- 10.3 Representations should be made in the case of statutory procedures, such as planning or licensing matters, in terms of that procedure to the appropriate council official. On issues where a council service is consulting with community councils, representations should be made to the appropriate service officer.
- 10.4 Community councils will provide copies of their agendas 7 days prior to meetings and minutes within 14 days of the meeting having taken place to the council via the local authority's Community Council Liaison Officer.

11 Resourcing a Community Council

- 11.1 The financial year of each community council will be specified in the constitution of each community council to allow for the proper submission of accounts to the community council's annual general meeting.

- 11.2 The annual accounts of each community council will be examined by a person of good standing appointed by the community council, who must not be a member of that community council. A copy of the independently examined accounts will be submitted to the annual general meeting for approval and will be forwarded immediately after that meeting to the Community Council Liaison Officer.
- 11.3 Argyll and Bute Council may, at their discretion, require the community council to produce such records, vouchers and account books, as may be required.
- 11.4 A community council may secure financial or other resources for schemes, projects and other purposes consistent with its functions, and may apply for grants for suitable projects through the local authority or other grant schemes, but it will not accept any donation from any registered political party nor use any resources for purposes designed to affect support for or opposition against any such party.
- 11.5 Argyll and Bute Council, upon production of the approved audited accounts, may provide an administrative grant to community councils to assist with the operating costs of the community council. Grant payments may be used to cover the costs of:
- o Auditors' fees
 - o Production and circulation of minutes, agenda and annual reports or other Community Council documentation
 - o Stationery
 - o Photocopying
 - o Postage
 - o Travel costs
 - o Telephone costs
 - o Accommodation lets
 - o Affiliation fees
 - o Subscriptions
 - o Bank charges
 - o Advertising
 - o General publicity, promotional and ceremonial activities
 - o Consultation with the community
 - o Honorariums' to the Community Council secretary or treasurer
- 11.6 Argyll and Bute Council may facilitate advice and assistance to community councils and arrange for the establishment of a training programme for community councils on the duties and responsibilities of community council office bearers, the role of community councils (including community engagement processes), the functions of the local authority and other relevant topics.

12. Liability of Community Council Members

- 12.1 Argyll and Bute Council will meet the costs of public liability insurance in respect of the reasonable and proper activities of community councils.

13. Complaints against Community Councils

- 13.1 Both elected and co-opted members of community councils must comply with and

abide by the terms of this Scheme, the constitution of their community council (as may be amended from time to time) and the Code of Conduct for Community Council Members.

- 13.2 Any person may complain to the community council about the conduct of the community council, or any member or group of members thereof. All complaints shall be dealt with by the community council in the first instance, unless:
- 13.2.1 the complaint concerns the conduct of the community council as a whole, or the conduct of half or more of the community council members;
- 13.2.2 three or more complaints have previously been received about a particular community council member, or from a particular individual, during a single community council term; or
- 13.2.3 the complaint concerns the response of the community council to a previous complaint.
- 13.3 Complaints falling within one of the categories in clauses 13.2.1 to 13.2.3 shall be referred to a Conduct Review Panel established under clause 13.7.
- 13.4 The community council need not consider the substance of a complaint, nor refer a complaint to the Conduct Review Panel, if the community council decides (by a simple majority of those present and voting at a meeting) that the complaint is vexatious, or that the subject matter of the complaint is substantially identical to that of a previous complaint that has been or is being dealt with by either the community council or the Conduct Review Panel.
- 13.5 All other complaints shall be considered by the relevant community council who shall have in place a process for complaints handling which entails all complaints being formally tabled at the next available meeting of the community council for discussion and determination. A simple majority of members present and voting shall decide on whether the subject of the complaint has, on the balance of probabilities, failed to comply with the obligations set out at clause 13.1. Any member who is the subject of a complaint, or who is the complainer, shall not be entitled to vote. If satisfied that those obligations have not been complied with, the community council must either:
- 13.5.1 censure the member(s) in question;
- 13.5.2 issue a formal written warning to the member(s) in question;
- 13.5.3 suspend the member(s) from the community council for up to 3 months; or
- 13.5.4 where it considers that the sanctions set out in 13.5.1 to 13.5.3 would be inappropriate or insufficient, refer the complaint to the Conduct Review Panel for consideration and determination.
- 13.6 At the request of either the complainer or the subject of the complaint, arrangements shall be made for members of the community council to vote on the complaint by way of a secret ballot.

- 13.7 A Conduct Review Panel (a “panel”) shall be established to deal with any complaints referred under clauses 13.3 or 13.5.4.
- 13.8 A Panel shall consist of 3 elected members of Argyll and Bute Council’s Regulatory Cohort plus 2 members of community councils within the Argyll and Bute Council area to which the complaint does not relate. The Panel will have a quorum of 3. Only Panel members present for all meetings in relation to a complaint can vote on the decision on that complaint.
- 13.9 If a complaint is made in respect of a decision of a community council to impose one of the sanctions set out at clauses 13.5.1 to 13.5.4 in respect of a previous complaint, including by the subject of that previous complaint, implementation of that sanction shall be suspended pending the Panel’s determination of the new complaint.
- 13.10 A Panel shall meet to decide a complaint within 12 weeks of the complaint being referred to it. In the event it cannot be decided within 12 weeks, both parties will be notified of the revised timescales.
- 13.11 A Panel may refer a complaint for consideration by an independent person or body to be determined by the Panel, which person or body shall have the same obligations and powers in respect of the complaint as the Panel.
- 13.12 Otherwise, a Panel shall decide on a simple majority whether the subject of the complaint has, on the balance of probabilities, failed to comply with the obligations set out at clause 13.1. If satisfied that those obligations have not been complied with, the Panel must:
- 13.12.1 impose one of the sanctions set out at clauses 13.5.1 to 13.5.3;
 - 13.12.2 where the complaint concerns a community council’s decision to impose one of those sanctions, confirm the community council’s decision;
 - 13.12.3 suspend the member(s) in question from the relevant community council for up to one year;
 - 13.12.4 remove the member(s) in question from the relevant community council, either with or without a period of disqualification under 13.12.5;
 - 13.12.5 disqualify an individual from sitting on any community council within the Argyll and Bute Council area for such period as the Panel shall decide, up to a maximum of the remainder of the relevant community council’s term or 2 years, whichever is the greater;
 - 13.12.6 request the subject of the complaint to participate in mediation with the complainer (without prejudice to the Panel’s ability to impose one of the other remedies set out in clause 13.12 if that mediation is unsuccessful); or
 - 13.12.7 in circumstances where it appears that the whole community council, or a significant proportion of its members, have engaged in gross misconduct, recommend that Argyll and Bute Council suspend or dissolve the community council under clause 14.

- 13.13 Where a complaint referred to the Panel under clauses 13.2.3 and 13.3 concerns a community council's decision under clause 13.4, the Panel shall decide by a simple majority whether to confirm the community council's decision. If it does not confirm the community council's decision, it shall either: direct the community council to consider the original complaint in accordance with clauses 13.2 to 13.6 (excluding 13.4); or consider the original complaint itself in accordance with clauses 13.10 to 13.12.
- 13.14 Argyll and Bute Council reserves the right to carry out any investigation that it considers necessary into the conduct of a community council or individual members of a community council.

14. Dissolution of a Community Council

- 14.1 The provisions which apply relative to the dissolution of a community council are contained in the Model Constitution.
- 14.2 Should a community council fail to hold a meeting for a period of 3 consecutive prescribed meeting dates, or its membership falls below the prescribed minimum as set out in this Scheme for a period of 3 consecutive prescribed meeting dates Argyll and Bute Council may take action to dissolve the community council.

APPENDIX 1

**MODEL CONSTITUTION FOR COMMUNITY COUNCILS IN
ARGYLL AND BUTE**

1. Name

The name of the COMMUNITY COUNCIL shall be
(referred to as “the COMMUNITY COUNCIL” in this document).

2. Area of the Community Council

The area of the COMMUNITY COUNCIL shall be as shown on the map attached to the local authority’s Scheme for the Establishment of Community Councils (hereinafter referred to as “the Scheme”).

3. Objectives

The objectives of the COMMUNITY COUNCIL shall be:

- a) to ascertain, co-ordinate and reflect the views of the community which it represents, to liaise with other community groups within the area, and to fairly express the diversity of opinions and outlooks of the people;
- b) to express the views of the community to the local authority for the area to public authorities and other organisations;
- c) to take such action in the interests of the community as appears to it to be desirable and practicable;
- d) to promote the well-being of the community and to foster community spirit;
- e) to be a means whereby the people of the area shall be able to voice their opinions on any matter affecting their lives, their welfare, their environment, its development and amenity.

4. Role and Responsibilities

4.1 In the discharge of their functions and the conduct of their business, the COMMUNITY COUNCIL and its members shall have regard to their role and responsibilities as set out in paragraph 3 of the Scheme approved by Argyll and Bute Council, and the Best Practice Agreement.

4.2 Members of the community council shall comply with and abide by their obligations under the Scheme, this Constitution and the Code of Conduct for Community Council Members, and their compliance shall be enforced via the procedure set out at Section 13 of the Scheme.

5. Membership

The number of members of the community council and the arrangements for the operation of the community council will be as governed by the Scheme and as determined from time to time by Argyll and Bute Council.

In event of the resignation of the Secretary and/or Treasurer, all documentation, financial records etc held on behalf of the community council shall be passed to the nominated person appointed by the community council within 7 days of the effective date of such resignation.

6. Method of Election

The arrangements for electing persons to be community councillors will be as laid down in the Scheme and as determined by the Returning Officer.

7. Casual Vacancies on the Community Council

Where a vacancy arises which does not result in the number of community councillors falling below the minimum number as specified in Appendix 3 of the Scheme, the community council may agree to fill the vacancy through co-option with full voting rights to a maximum of one third of the total membership of the community council.

Co-opted members may serve for a maximum of 2 years, or until the interim by-election, whichever occurs later, at which point they will require to stand for election or step down from the role.

The terms of co-option are as set out in the Scheme at Section 6.8

8. Voting Rights of Members of the Community Council

A community councillor (whether elected or co-opted) has a right to vote at any meeting of the community council or any committee thereof.

In these circumstances all decisions of the community council will be decided by a simple majority of those community councillors present and voting, with the exception of circumstances which may arise under:

Constitution: paragraph 16 – Alterations to the Constitution; or

Constitution: paragraph 17 – Dissolution

In the event of an equality of votes the person presiding at the meeting shall have a second or casting vote (Except that relating to appointment of an officer bearer which, in event of an equality of votes, will be determined by lot).

9. Election of Office-Bearers

- (a) At the first meeting of the community council after elections in the year when elections are held and at the annual general meeting in the year

when elections are not held, the community council will appoint a person to be known as Convener who will act as the chair of the community council, a Secretary, a Treasurer, and other such office-bearers as it shall from time to time decide.

- (b) All office-bearers will be elected for one year, but shall be eligible for re-election. However, no office bearer shall serve in that particular office for more than two consecutive terms of the life of the community council (i.e. eight years), but will be eligible to serve in that office after a break of four years. If there is good cause to depart from this requirement and two thirds of the members are supportive, the council may, upon written application, agree to waive this requirement.
- (c) Without the express approval of Argyll and Bute Council, no one member shall hold more than one of the following offices at any one time: Convener, Secretary or Treasurer.
- (d) Office bearers may be removed and a replacement approved at any meeting of the community council by a 2/3rds majority vote of the members present and voting

10. Committees of the Community Council

The community council may appoint a number of their members to committees of the community council for the purpose of advising the community council on any matter and shall determine the composition, terms of reference and duration of the committee.

11. Meetings of the Community Council

- (a) The quorum at a meeting of a community council will be one quarter of the current number of members, but will never be less than three.
- (b) Each year the community council will hold an annual general meeting by the end of June, for the purpose of receiving and considering the Convener's annual report, the submission and approval of the independently examined annual statement of accounts, the appointment of office bearers and to set the annual meeting programme.
- (c) One annual general meeting and a minimum of 6 ordinary meetings of the community council will be held each year where the electorate is above 600 or a minimum of 4 ordinary meetings of the community council where the electorate is 600 or less.
- (d) Dates, times and venues of ordinary meetings of the community council will be fixed at the first meeting of the community council following ordinary elections and thereafter at its annual general meeting. Special meetings will require at least 7 days public notice, either called by the Convener, or on the request of not less than one-half of the total number of community council members. The Executive Director of Customer Services of Argyll and Bute Council

or his nominee may, in exceptional circumstances, call a meeting of the community council.

- (e) Copies of all minutes of meetings of the community council and of committees thereof will be approved as a correct record or corrected as need be at the next prescribed meeting of the community council, but the draft minute shall be circulated within 14 days from the date of that meeting, to community council members, elected members, other appropriate parties and Argyll and Bute Council's Community Council Liaison Officer.
- (f) The community council will abide by its Standing Orders for the proper conduct of its meetings.
- (g) The community council has a duty to be responsive to the community it represents. Should the community council receive a written request (petition), signed by at least 20 persons resident within the community council area to convene a special meeting for a particular matter or matters to be considered, the Secretary will call such a meeting within 14 days of receipt of such a request and advertise it in the manner prescribed locally for special meetings of the community council.
- (h) The community council may discuss items of business in private where it considers it appropriate to do so. The decision to discuss an item of business in private will be agreed in advance and decided by a majority of those community councillors present and voting. Notice of a meeting will be given to the public in the usual way. However, the notice will record that the meeting, or a part thereof, may be held in private.

12. Public Participation in the Work of the Community Council

- (a) All meetings of the community council and its committees (subject to 11(h), above) shall be open to members of the public. Reasonable provision is to be made for the accommodation of members of the public and the opportunity should be afforded at each meeting to permit members of the public to address the community council, under the guidance of the Convener.
- (b) Notices calling meetings of the community council and its committees shall be posted prominently within the community council area for a minimum period of seven days before the date of any such meeting, and, where possible, be advertised by other suitable means.

13. Information to the Local Authority

An annual calendar of the community council's prescribed meeting dates, times and venues, agreed at the community council's annual general meeting, will be sent to the local authority's Community Council Liaison Officer, along with minutes of all meetings, the annual report, the annual

financial statement, and any other such appropriate information, or as may from time to time be required by Argyll and Bute Council. When special meetings of the community council are to be held, the local authority's Community Council Liaison Officer and Elected Members should be advised of the date, time venue and item(s) of business of such meetings, at least 7 days in advance of the meeting date.

14. Control of Finance

Community councils must follow the principles of financial control set out in the Best Practice Agreement; in particular:

- (a) All monies provided by the local authority and other sources to, or raised by or on behalf of the community council, shall be applied to further the objectives of the community council and for no other purpose. The monies provided by the local authority in the annual Administrative Grant for administrative and other approved purposes will be used only as prescribed. Monies raised from other sources may be used in accordance with the terms of this provision (so long as they are consistent with the objectives of the community council), or in the absence of such terms, for the furtherance of the objectives of the community council.
- (b) The treasurer will keep proper accounts of the finances of the community council.
- (c) Any two of three authorised signatories, who will normally be office bearers of the community council, may sign cheques on behalf of the community council. Authorised signatories may not be co-habitees.
- (d) A statement of accounts for the last financial year, independently examined by a person of good standing appointed by the community council, who must not be a member of the community council, will be submitted to the annual general meeting of the community council and will be made available for inspection by members of the public at a convenient location.
- (e) Examined accounts as received and approved by the community council at the annual general meeting will be submitted to the Community Council Liaison Officer together with the draft AGM minutes.
- (f) In the event of a community council resolving to dissolve itself or being disestablished then, on a certificate signed by the Executive Director of Customer Services or his nominee, the whole assets and funds of the community council shall revert to Argyll and Bute Council to be held in trust and to be directed by them in support of any future community council identified to represent that community. In setting up bank accounts, it will be incumbent on the community council to put in place banking arrangements that will permit the foregoing to be given effect to.

15. Title to Property

Subject to 14(f) above property and other assets belonging to the community council will be vested in the Convener, Secretary and Treasurer of the community council and their successors in these respective offices.

16. Alterations to the Constitution

Any proposal by the community council to alter this Constitution must be first considered at a meeting of the community council and the terms of the proposal to alter the Constitution shall be stated on the notice calling the meeting, which shall be issued not less than seven days prior to the meeting. Any proposed alteration may not prejudice the terms and objectives contained within the Scheme for the Establishment of Community Councils.

If the proposal is supported by two-thirds of the community council members present and thereafter approved in writing by Argyll and Bute Council, the alteration shall be deemed to have been duly authorised and can then come into effect.

17. Dissolution

If the community council decides at any time that it is necessary or advisable to dissolve, it shall first agree a date to hold a public meeting of the community council to be held for the specific purpose of discussing the proposed resolution to dissolve. It is a requirement that not less than seven days prior to the date of such meeting public notice of the meeting and the proposal to dissolve is given in a local newspaper. If the resolution is supported by two-thirds of the current membership and thereafter approved by Argyll and Bute Council, the community council shall be deemed to be dissolved and all assets remaining, after the satisfaction of any proper debts or liabilities shall transfer to the Argyll and Bute Council as specified in paragraph 14 (f) above.

In the event that the community council is dissolved under the above procedure, and twenty or more electors subsequently wish the re-establishment of a community council for the area, these electors shall submit a requisition to Argyll and Bute Council in accordance with Section 52(7) of the Local Government (Scotland) Act 1973, on receipt of which the Returning Officer shall arrange for elections to be held in accordance with the Scheme for the Establishment of Community Councils.

Where for any reason, the number of community council members falls below the minimum specified in the Scheme for the Establishment of Community Councils Argyll and Bute Council may, by suspending the Constitution of the community council, resolve to dissolve the community council.

18. Approval and adoption of the Constitution

This Constitution was adopted by
COMMUNITY COUNCIL, on

.....

Signed: Convener

.....

Member

.....

Member

.....

Date

.....

and was approved on behalf of Argyll and Bute Council

on Date

..... Signed (Executive Director of
Customer Services or nominee)

.....

MODEL STANDING ORDERS

1. Meetings (all held in public)

(a) Ordinary meetings of the COMMUNITY COUNCIL shall be held in the months of [to be entered]. Special Meetings may be called at any time on the instructions of the Convener of the COMMUNITY COUNCIL on the request of not less than one-half of the total number of COMMUNITY COUNCIL members; or the receipt of a common written request (petition), signed by at least 20 persons, resident within the COMMUNITY COUNCIL area, to convene a special meeting for a particular matter or matters to be debated, it shall call such a meeting. A special meeting shall be held within 14 days of the receipt of the request made to the Secretary of the COMMUNITY COUNCIL. Annual general meetings are held annually by the end of June.

(b) The notice of ordinary and annual general meetings of the COMMUNITY COUNCIL, featuring the date, time and venue, shall be provided to each COMMUNITY COUNCIL member and Argyll and Bute Council's Community Council Liaison Officer by the Secretary of the COMMUNITY COUNCIL, and will be displayed prominently within the COMMUNITY COUNCIL area, at least 7 days before the date fixed for the meeting.

2. Minutes

Minutes of the proceedings of a meeting of the COMMUNITY COUNCIL shall be drawn up within fourteen days from the date of that meeting, displayed in public places, such as libraries and notice boards, provided to Argyll and Bute Council and shall, following their approval, be signed at the next meeting of the COMMUNITY COUNCIL by the person presiding thereat and retained for future reference.

3. Quorum

A quorum shall be one quarter of the current number of elected members, but will never be less than three.

4. Order of Business

(i) Ordinary Meeting

The order of business at every ordinary meeting of the COMMUNITY COUNCIL shall be as follows: -

- (a) Recording of membership present and apologies received.
- (b) Establish whether there are any declarations of interest.

- (c) The minutes of the last meeting of the COMMUNITY COUNCIL shall be submitted for approval.
- (d) Any other item of business, which the Convener has directed, should be considered.
- (e) Any other competent business.
- (f) Public questions.
- (g) Convener to declare date of next meeting and close meeting.

(ii) Annual General Meeting

It will not be uncommon that the COMMUNITY COUNCIL has arranged for an ordinary meeting of the COMMUNITY COUNCIL to begin at the close of the annual general meeting, to enable any outstanding reporting on business matters to be heard; and for COMMUNITY COUNCIL members and members of the public to have an opportunity to bring matters to the attention of the COMMUNITY COUNCIL, possibly for inclusion on a future agenda.

The order of business at every annual general meeting of the COMMUNITY COUNCIL shall be as follows: -

- (a) Recording of membership present and apologies received.
- (b) Establish whether there are any declarations of interest.
- (c) The minutes of the last annual general meeting of the COMMUNITY COUNCIL shall be submitted for adoption.
- (d) Convener's Annual Report (and questions from the floor).
- (e) Secretary's Annual Report (and questions from the floor).
- (f) Treasurer's submission of Balance Sheet and Annual Accounts duly independently examined and certified correct (and questions from the floor).
- (g) Election of office bearers.
- (h) Agree annual programme of meetings
- (i) Chairperson to declare date of next annual general meeting and close meeting.

(iii) Special Meeting

The order of business at a special meeting of the COMMUNITY COUNCIL shall be as follows: -

- (a) Recording of membership present and apologies received.

- (b) Establish whether there are any declarations of interest.
- (c) Business for debate, as described in the calling notice for the special meeting.
- (d) Public Questions
- (e) Convener to close meeting.

5. Order of Debate

- (a) The Convener shall decide all questions of order, relevancy and competency arising at meetings of the COMMUNITY COUNCIL and her/his ruling shall be final and shall not be open to discussion. In particular, the Convener shall determine the order, relevancy and competency of all questions from the public in attendance at meetings of the COMMUNITY COUNCIL raised at 4, above. The Convener in determining the order, relevance and competency of business and questions shall have particular regard to the relevance of the issue to the COMMUNITY COUNCIL and ensure that the discussion and proceedings are conducted in such a manner that decisions are reached in a democratic manner. The Convener shall have the power, in the event of disorder arising at any meeting, to adjourn the COMMUNITY COUNCIL meeting to a time he/she may then, or afterwards, fix.
- (b) Every motion or amendment shall be moved and seconded.
- (c) After a mover of a motion has been called on by the Convener to reply, no other members shall speak to the question.
- (d) A motion or amendment once made and seconded shall not be withdrawn without the consent of the mover and seconder thereof.
- (e) A motion or amendment which seeks to revoke or alter a previous decision of the COMMUNITY COUNCIL, or has that effect, shall not be competent within six months of that decision.

6. Voting

- (a) Voting shall be taken by a show of hands.
- (b) In the event of an equality of votes the person presiding at the meeting will have a second or casting vote, except in the case of an appointment of a person to any office within the COMMUNITY COUNCIL when the decision will be determined by lot.

7. Alteration of Standing Orders

A proposal to alter these Standing Orders may be proposed to Argyll and Bute Council by the COMMUNITY COUNCIL, provided that notice of motion

to that effect is given at the meeting of the COMMUNITY COUNCIL previous to that at which the motion is discussed. Argyll and Bute Council shall make the final decision on any proposed change.

8. Committees

The COMMUNITY COUNCIL may appoint such committees as it may from time to time decide for the purpose of advising the COMMUNITY COUNCIL on any matter and shall determine their composition, terms of reference, duration, duties and powers.

9. Suspension of Standing Orders

These Standing Orders shall not be suspended except at a meeting at which three-quarters of the total number of COMMUNITY COUNCIL members are present and then only if the mover states the object of his motion and if two-thirds of the COMMUNITY COUNCIL members present consent to such suspension.

ARGYLL AND BUTE COUNCIL
SCHEME FOR THE ESTABLISHMENT OF
COMMUNITY COUNCILS

BOUNDARIES FOR COMMUNITY COUNCIL AREAS
MEMBERSHIP OF COMMUNITY COUNCILS

Membership will be based on the electorate of the Community Council area according to the following:

Electorate	Number of Core Members
Up to 600	8
601 - 1000	10
1001 – 5000	16
Over 5000	20

	Community Councils	Polling Districts	Polling District Name	Electorate 26.04.17	Membership	Council Ward
1	Southend	AA03	Southend	356	8	1
2	The Laggan	AA02	Drumlemble	336	8	1
3	Campbeltown	AA01	Campbeltown South	1354	16	1
		AA04	Campbeltown Central	1710		1
		AA06	Campbeltown North	<u>1199</u> 4263		1
4	West Kintyre	AA07	Bellochantuy/ Kilkenzie	151	10	1
		AA12	Chleit	289		2
		AA13	Clachan	<u>244</u> 684		2
5	East Kintyre	AA05	Peninver	167	8	1
		AA08	Carradale	<u>408</u> 575		2
6	Tarbert & Skipness	AA09	Skipness	93	16	2
		AA10	Tarbert	<u>1187</u> 1180		2
7	Gigha	AA11	Gigha	128	8	2
8	Islay	AA15	Port Charlotte	447	16	2
		AA16	Portnahaven	180		2
		AA17	Kilmeny	426		2
		AA18	Port Ellen	875		2
		AA19	Bowmore	<u>680</u> 2608		2
9	Jura	AA20	Jura	168	8	2
10	Colonsay	AA21	Colonsay	120	8	2
11	South Knapdale	AA14	Dunmore	104	8	2
		AA24	Achahoish	<u>98</u> 202		3
12	North Knapdale	AA25	Crinan	207	8	3
		AA26	Tayvallich	<u>219</u> 426		3
13	Ardrishaig	AA23	Ardrishaig	1122	16	3

	Community Councils	Polling Districts	Polling District Name	Electorate 26.04.17	Membership	Council Ward
14	Lochgilphead	AA27	Lochgilphead	2289	16	3
15	West Lochfyne	AA34	Minard	286	8	3
16	Furnace	AA29	Furnace	222	8	3
17	Inveraray	AA28	Inveraray	574	8	3
18	Dunadd	AA30 AA31 AA33	Kilmartin Ford Kilmichael Glassary	265 167 <u>333</u> 765	10	3 3 3
19	Craignish	AA32	Craignish	348	8	3

	Community Councils	Polling Districts	Polling District Name	Electorate 26.04.17	Membership	Council Ward
20	Mull	AA42 AA43 AA44 AA45 AA46 AA47 AA48 AA49 AA50	Tobermory Dervaig Ulva Ferry Salen Lochdonhead Lochbuie Pennyghael/ Tiroran Bunessan Fionnphort	914 306 112 382 251 30 65 231 <u>160</u> 2451	16	4 4 4 4 4 4 4 4 4
21	Iona	AA51	Iona	128	8	4
22	Coll	AA52	Coll	159	8	4
23	Tiree	AA53	Tiree	536	8	4
24	Oban	AA36 AA37 AA38 AA39 AA64	Oban Central Oban West Oban Glencruitten Oban Soroba Oban North	450 1831 1504 1141 <u>1924</u> 6850	20	4 4 4 4 5
25	Glenorchy & Innishail	AA55 AA56 AA57 AA61	Lochawe Dalmally Bridge of Orchy Portsonachan	133 359 35 <u>79</u> 606	10	5 5 5 5
26	Taynuilt	AA58	Taynuilt	900	10	5
27	Avich & Kilchrenan	AA59 AA60	Kilchrenan Dalavich	128 <u>108</u> 236	8	5 5
28	Luing	AA62	Luing	155	8	5
29	Kilninver & Kilmelford	AA63 AA68	Kilmelford Kilninver	235 <u>115</u> 350	8	5 5

	Community Councils	Polling Districts	Polling District Name	Electorate 26.04.17	Membership	Council Ward
30	Seil & Easdale	AA65	Easdale	557	8	5
31	Kilmore	AA66	Kilmore	308	8	5
32	Dunbeg	AA67	Dunbeg	586	8	5
33	Lismore	AA69	Lismore	115	8	5
34	Appin	AA70	Appin	419	8	5
35	Connel	AA71	Connel	500	8	5
36	Ardchattan	AA72 AA73 AA74	Barcaldine Lochnell Ardchattan	199 1110 <u>97</u> 1406	16	5 5 5

	Community Councils	Polling Districts	Polling District Name	Electorate 26.04.17	Membership	Council Ward
37	Colintraive & Glendaruel	AA75 AA76 AA84 (Prt)	Glendaruel Colintraive Rashfield	137 122 <u>18</u> 277	8	6 6
38	Cairndow	AA77	Cairndow	126	8	6
39	Lochgoil	AA78	Lochgoilhead	373	8	6
40	Strachur	AA79 AA80	Strachur Strathlachlan	509 <u>162</u> 671	10	6 6
41	Kilfinan	AA81 AA82	Kilfinan Tighnabruaich	87 <u>565</u> 652	10	6 6
42	Hunter's Quay	AA83A	Hunter's Quay	786	10	6
43	Kilmun	AA84 (Prt) AA86	Rashfield Strone	255 <u>561</u> 816	10	6 6
44	Ardentinny	AA85	Ardentinny	148	8	6
45	Sandbank	AA87	Sandbank	1066	16	6
46	Dunoon	AA83 AA89 AA90 AA91 AA93	Kirn Hafton Dunoon Ardenlate Dunoon South	1009 1711 228 1718 <u>650</u> 5316	20	7 7 7 7
47	South Cowal	AA92	Innellan	1338	16	7
48	Bute	AA94 AA95 AA96 AA97 AA98 AA99	Rothesay North Port Bannatyne Rothesay Central Bute West Bute East Kingarth	1090 521 392 1329 1355 <u>223</u> 4920	16	8 8 8 8 8 8

	Community Councils	Polling Districts	Polling District Name	Electorate 26.04.17	Membership	Council Ward
49	Rhu & Shandon	AD01 AD07	Rhu South North Rhu & Shandon	894 <u>724</u> 1618	16	9 9
50	Garelochhead	AD02	Garelochhead	1252	16	9
51	Cove & Kilcreggan	AD03 AD08	Cove Kilcreggan	408 <u>825</u> 1227	16	9 9
52	Arrochar, Tarbet & Ardlui	AD10 AD04 AD06	Glencroe Arrochar Tarbet & Ardlui	158 340 <u>199</u> 697	10	9 9 9
53	Rosneath & Clynder	AD09	Rosneath	1157	16	9
54	Luss and Arden	AD05 AD24	Luss Arden	172 <u>114</u> 286	8	9 11
55	Helensburgh	AD12 AD13 AD14 AD15 AD16 AD17 AD18 AD20 AD21 AD22	Kirkmichael Helensburgh Lower East Helensburgh Upper West Helensburgh West Helensburgh Central Helensburgh East Helensburgh Lower West Colgrain Helensburgh North East Helensburgh Upper East	675 1670 526 1248 1175 1011 1269 1580 1145 <u>821</u> 11120	20	10 10 10 10 10 10 10 11 11 11
56	Cardross	AD23	Cardross	2039	16	11

BEST PRACTICE AGREEMENT 2018

**Argyll and Bute Council
Argyll and Bute Community Councils**

**Argyll and Bute Council Commitment
Community Council Commitment
Code of Guidance for Communications
Financial Guidelines
Code of Conduct for Community Councillors**

Best Practice Agreement

The work of community councils across Argyll and Bute varies from community council to community council – as does their method of operation and the ways in which they engage with a range of public and other community bodies. It should not be forgotten however that that main purpose of a community council is to represent the views of the community which it represents.

This Best Practice Agreement outlines the commitments required from both Argyll and Bute Council and community councils to build strong relationships and operate effectively together to advance the interest of Argyll and Bute communities. It also incorporates a Code of Communication, Financial Guidelines, and Code of Conduct for community councillors.

Argyll and Bute Council will keep the responsibilities and procedures laid down in this Code of Practice under regular review, and will formally review as part of the 4 yearly review of the Scheme of Establishment. Argyll and Bute Council will consult with community councils on any aspects where amendment appears necessary or desirable.

Contents

Argyll and Bute Council Commitment	page 3 - 5
Community Council Commitment	page 6 - 8
Code of Guidance for Communications with the Council	page 9 - 12
Financial Guidelines	page 13 - 16
Code of Conduct for Community Councillors	page 17 - 19

Argyll and Bute Council Commitment

Community Engagement

1. Argyll and Bute Council recognises that community councils have made, and will continue to make, a valuable contribution to the development of Argyll and Bute through their engagement in localised community planning, their representation of community views and their promoting and delivery of local activities.
2. Argyll and Bute Council, in recognising the statutory purpose of community councils, recognises that they have a clear link to their local Area Community Planning Groups.
3. Argyll and Bute Council will be guided in its community engagement activities by the National Standards of Community Engagement. Argyll and Bute Council will, using the National Standards of Community Engagement, consider the appropriateness of how best to consult with local communities, this could include:
 - direct consultation with particular user groups rather than geographical communities
 - direct consultation with individual community councils where there is a geographic link to a physical or policy development likely to have an effect on the people whom community councils represent
 - regular engagement through the Area Community Planning Groups
4. It is recognised that not all community councils require to be consulted in every matter. Consultations with community councils should be carefully considered against a test of relevance and appropriateness.
5. In consulting with community councils, Argyll and Bute Council recognises the need to allow community councils sufficient time to respond. Where possible, Argyll and Bute Council will aim to give community councils a period of at least one month in which to reply. In relation to planning applications, or other licensing matters, there may be a different timescale.
6. Some services, particularly Planning and Licensing, must follow statutory procedures. Advice and training on procedure to be adopted will be issued independently to this Best Practice Agreement, and will be kept updated if there are any national or local policy changes.
7. Argyll and Bute Council is committed to encouraging open, local, democratic debate and will support community councils to ensure that they are best place to facilitate this. This will include the:
 - Timely provision of relevant information
 - Recognition of status as a community representative body for their area (noting that is enhanced where robust community engagement processes are evidenced)
 - support from the Community Learning and Development Service to improve their own community engagement processes
 - a programme of training and development as organised by the Community Council Liaison Officer to address identified training needs, support understanding of Standing Orders and Constitution, to understand the specific operation of council departments, and to generally promote good practice.

8. Argyll and Bute Council will facilitate on request an annual engagement meeting between the council leadership and representatives of all community councils. At such meetings community councils may comment generally on matters of concern and may be used to sound out general proposals by Argyll and Bute Council where strategic developments are likely to affect local communities.

Elections

9. Argyll and Bute Council will organise and conduct elections to community councils on a 4 year basis. Argyll and Bute Council will seek to promote electoral participation in such elections by providing general publicity and will seek to maximise electoral participation by using postal voting.
10. Argyll and Bute Council will seek to work with individual community councils, community council caucuses and other representative bodies within the area to promote electoral participation and will facilitate the dissemination of good practice re participation to all community councils.
11. Argyll and Bute Council will, through the Returning Officer, run any necessary by-elections during the 4 year term of the community council, working with the local community council to promote electoral participation.

Finance and Resources

12. Argyll and Bute Council will continue to provide funding for the administration of community councils through the payment of an annual grant. This will be paid following submission of community council's audited accounts (following approval at the AGM) together with a request for the administration grant and minutes of the AGM.
13. Argyll and Bute Council will continue to meet the costs of Public Liability Insurance in respect of the reasonable and proper activities of the community council.
14. Argyll and Bute Council will continue to provide photocopying of agendas and minutes for community councils through its network of Customer Service Points or Kilmory headquarters. Other copying may be provided subject to authorisation being obtained from the Council's Community Council Liaison Officer.
15. Argyll and Bute Council will provide general financial and administrative advice to community councils through the Governance and Law Service.

Meetings, Minutes and Reports

16. Argyll and Bute Council will make available through its Modern.Gov online system the agenda and reports for all council committee meetings 5 days in advance of the meeting date, except where these reports contain exempt information as defined in the appropriate paragraph of Part 1 of Schedule 7A to the Local Government (Scotland) Act 1973. These will be published on www.argyll-bute.gov.uk. Where requested, the council will provide email notification to community councils of their publication.
17. Argyll and Bute Council will make available for viewing within 7 days of the meeting, minutes of all council committee meetings. These will be published on www.argyll-bute.gov.uk

18. Argyll and Bute Council will make available dates of its formal committee meetings and dates of Area Community Planning Groups, local liaison groups as existing.
19. Argyll and Bute Council will provide Internet facilities for use through local libraries

Communications

20. The council's advice on communications is contained within "Code of Guidance for Communications with the Council." Argyll and Bute Council is committed to respecting this advice.
21. Argyll and Bute Council will hold a centralised list of community council contacts which will be updated as per instruction from community councils.
22. Subject to appropriate consent being given, Argyll and Bute Council will provide details of the nominated contact(s) (normally the Secretary and/or Convener) on their website. This may include their name, address, telephone number and email address.

Community Council Commitment

Community Engagement

1. Community councils have a statutory right to ascertain, co-ordinate and express the views of the communities to Argyll and Bute Council and other public bodies. Community councils should seek to establish close, constructive relationships with Argyll and Bute councillors, council staff and other bodies as appropriate.
2. In ascertaining views, community councils should ensure there is wide consultation with the community and they should encourage local interest and participation in community debate. It is recognised that the more robust community councils can be in evidencing good community engagement, the more weight will be attributed to their view.
3. Community councils should give consideration to the use of social media which could play a part in engaging with community and under-represented groups whose views may not be forthcoming at meetings of the community council.
4. In expressing views, community councils should ensure that they reflect the balance of community interest and that the views expressed are set out in writing and relevant to the issues under discussion. The Secretary as official correspondent should ensure that they are acting with appropriate authority of the community council to do so when setting out the views of the community council in writing.
5. Community councils may identify specific arrangements for consultation on planning applications. To ensure the timely update of any change in planning contacts community councils are requested to notify their local planning office directly of the change, as well as the Community Council Liaison Officer. The planning contact should be aware of the system for planning applications consultation operated by the council and should respond within the time limits laid down.
6. Community councils should encourage participation by other local organisations including special interests groups, civic groups, youth groups, tenants and residents associations, etc to ensure that a wide range of views are known to the community councils.
7. Community councils should actively support the development of community action plans for their area – whether as the lead body, or as a key stakeholder. Where these exist they may be used by community councils to help prioritise key work / consultation areas and communication of these to public and partners.
8. In particular community councils should appoint personnel to represent them at any appropriate Area Community Planning Group activity / forum. This contact will represent the views of the community council within the activity / forum and will feedback to their community councils.
9. Community councils will make every effort to participate in and respond to relevant consultations to ensure their community is represented in matters of interest.

Elections

10. Community councils should encourage contested community council elections or by-elections, promoting electoral participation, the role of community councils and community councillors within the community they represent.

Meetings, Minutes and Reports

11. Community councils should ensure that invitations are extended to all Argyll and Bute councillors to attend any meeting of the community council within their ward area. Community councils should recognise that Argyll and Bute councillors may have more than one community council within their ward area (in addition to their other commitments as councillors) and have discretion about their own arrangements, or ward arrangements to attend community council meetings.
12. Community councils should ensure that all meetings and activities are publicised in accordance with the detail set out in the Model Constitution 7 days prior to the meeting, and that there is an opportunity for members of the public and special interest groups to participate in discussion on the basis of information provided by the community council. Public discussion and open debate should be encouraged through the use of regular agenda items such as "Question Time" or "Points of View".
13. Community councils should ensure that all minutes of meetings are forwarded to relevant Argyll and Bute ward councillors and the CCLO. Community councils should consider whether the use of a website may have a role to play in widening access to their minutes etc.
14. Community councils will liaise with other community councils and local organisations to share good practice and exchange information on matters of common interest.
15. Community councils must hold, in addition to an AGM, a minimum of 6 ordinary meetings of the council each year, where the electorate is above 600. Where the electorate is 600 or less, a minimum of 4 ordinary meetings should be held. If desired a summer recess should be considered, good practice would be to tie in with any Council recess (currently scheduled for the month of July).
16. Community councils shall ensure that, as far as reasonably practicable, meetings are held in premises accessible to **all** members of the community.
17. Where representatives of community / other groups attend and speak at a community council meeting on behalf of their groups, to promote good transparency, such attendance and input given should be noted clearly in the minutes of the meeting.

Finance and Resources

18. Community Councils shall have due regard to the Financial Guidelines contained within the Best Practice Agreement.
19. Community councils should encourage members to attend any training provided to assist in terms of their operation as a community council – in particular that relating to improving their own community representation.
20. Community councils may wish to make a mileage payment to its members in respect of attendance at such training sessions and, where large geographic

areas are covered, the mileage associated with attending meetings. Such arrangements should be agreed by the community council who will put in place an appropriate procedure for claiming such monies and also agree a rate of payment. There will be no additional payment from the council.

21. Community councils shall encourage local development by promoting funding of community efforts. They may set up and raise specific funds for this purpose.

Communications

22. The council's advice on communications is contained within "Code of Guidance for communications with the council." Community councils will respect the advice contained within this.
23. Community councils should ensure that an up-to-date contact list of all members, elected and co-opted, is maintained and changes notified to the appropriate area governance staff and/or the Community Council Liaison Officer.

Good Practice Agreement
Code of Guidance for Communications with the Council

This is the Code of Guidance for Communications between Argyll and Bute Council and community councils referred to in the Best Practice Agreement.

Communications between such groups should follow the guidance below:

1. Enquiries

1.1 Enquiries are classified as “routine” or “major”.

1.1.1 “Routine Enquiry” includes enquiries to individual services regarding minor defects or service failures e.g. repairs required to street lights, road surfaces, uplift of rubbish, damaged play equipment, etc. Such enquiries should be made through the council’s “Report it” section on the website www.argyll-bute.gov.uk , which is a 24 hour service, or within office hours by calling the appropriate number from the list below:

Council Tax Enquiries: 01546 605511/ctax1@argyll-bute.gov.uk
Benefit Enquiries: 01546 605512
Roads & Lighting, Waste, Flytipping/Dog Fouling: 01546 605514
Complaints and Feedback: 01546 605516
Social Care & Blue Badges: 01546 605517
Planning and Building Control Services: 01546 605518 or
Planning.maki@argyll-bute.gov.uk
planning.olandi@argyll-bute.gov.uk
planning.bandc@argyll-bute.gov.uk
planning.handl@argyll-bute.gov.uk
Regulatory Services: 01546 605519
Homelessness: 01546 555936
Non-Domestic Rates: ndr@argyll-bute.gov.uk
Switchboard/General Enquiries: 01546 605522

For service disruption information, the council has a 24 hour phone line – 01546 604040 or you can email your enquiry to enquiries@argyll-bute.gov.uk . It is also possible to text your query to the council using the number 07860 023933.

1.1.2 “Major enquiry” includes a proposal to remove or amend a service, which would affect a number of members of the community. Such enquiries shall always be in writing.

1.1.3 “Planning comments” are comments made by the planning contact of the community council to the Planning Department, in response to notification about a planning application. Planning comments should always be in writing.

1.1.4 Writing includes typed or hand-written notes or letters, faxes or E-mails.

2. Making an Enquiry

2.1 Routine enquiries should be made to the department directly concerned. Routine enquiries may be made on the website, in writing or by telephone, fax, or e-mail or by calling in person to a Customer Service Point.

A copy of a routine enquiry need not be sent to an Argyll and Bute councillor unless the community council considers that it is appropriate to do so.

- 2.2 Major enquiries should always be made in writing and delivered by letter, fax or e-mail to the most suitable office of the service concerned. Major enquiries should be signed by the secretary, as official correspondent of the community council, or in the secretary's absence by the chair of the community council. Major complaints should always be copied to the local Argyll and Bute councillor/s.
- 2.3 Where community councils are unsure of the appropriate personnel the CCLO should be contacted for advice.
- 2.4 Where the enquiry concerns:
 - 2.4.1 The Constitution of a community council;
 - 2.4.2 The election of community councils i.e. the overall electoral system and not the procedure adopted at a specific election;
 - 2.4.3 Funding of a community council;
 - 2.4.4 Proposed amendments to the area of community council or a proposed change to existing divisions;
 - 2.4.5 The formation of a new community council;
 - 2.4.6 A statutory code, such as that relating to planning applications (i.e. the code itself and not the way in which a specific application was dealt with); or
 - 2.4.7 A query with regard to the application of this advice

In the first instance the enquiry should be made to the Community Council Liaison Officer.

- 2.5 Enquiries, whether routine or major, should be addressed to individual service departments about individual issues. A series of enquiries on different service issues should not be addressed to one service (other than the Community Council Liaison Officer as above).
- 2.6 Where communications are from Argyll and Bute Council to a community council these will normally be addressed to the Secretary of the community council concerned, except where a liaison or contact nomination has previously been agreed, for example a planning or licensing liaison contact.

3. Responses

- 3.1 Routine enquiries will not require a written response from services in every case. Services should advise, however, where a routine enquiry cannot be responded to within 5 working days. Where a council official deems it appropriate, a copy of any written response regarding a routine enquiry may be sent to the appropriate

Argyll and Bute councillor.

- 3.2 Responses to major enquiries will depend upon the nature of the enquiry and the ability of the service to respond. Where a major enquiry can be dealt with within existing resources or comes within existing policies, then it will be dealt with by the service in accordance with the policy.
- 3.3 Where a major enquiry raises a new issue or cannot be dealt with within existing resources or could cause undue demand on resources, the appropriate officer concerned shall respond to the community council stating this view. A copy of any such response must be sent to the relevant local councillors.
- 3.4 If, in the view of the appropriate officer, a major enquiry cannot be dealt with by the specific service, because it is against council policy, or would, in the appropriate officer's view, be impracticable, unreasonable or not possible for some other stated reason, then the appropriate officer shall write to the community council with these views and a copy of any such response should be sent to the relevant local councillors.
- 3.5 In writing to the council, community councils should be specific about the details of any complaint, and give sufficient detail to identify the specific items, identifying locations and the nature of events which are of concern and any persons involved, including addresses.
- 3.6 Some services, particularly Planning, must follow statutory procedures. Advice on the procedure to be adopted by community councils in respect of responses to planning applications have been issued and should be followed by the planning contact of the community.
- 3.7 The use of the Internet and e-mail is encouraged.

4. Timescale For Written Response

- 4.1 Enquiries will be acknowledged with three working days.
- 4.2 Email and whitemail simple enquiries will be responded to within 5 working dates of the date of receipt of your enquiry.
- 4.3 If not considered routine the council will let you know within 5 working days and will provide information as to the name, telephone number and email address of the person dealing with your enquiry.

5. Keeping Argyll and Bute Councillors Informed

- 5.1 Community councils should keep local Argyll and Bute councillors informed with regard to more complex enquiries. The community councils are encouraged to agree a method of keeping Argyll and Bute councillors updated on key issues that arise in the area, recognising that it will not always be possible for attendance at every meeting, and this may best be done by either maintaining a briefing log that can be provided to councillors after the meeting or prompt forwarding of draft minutes.

- 5.2 The community council Secretary should send copies of letters, faxes and e-mails to the local Argyll and Bute councillor/s at the time such an enquiry is made.
- 5.3 Departments, in responding to community councils, shall send a copy of any response on a more detailed enquiry, relating to a service issue, to the local Argyll and Bute councillor/s at the same time as it is sent to community council.

6. Issues About Service Responses

- 6.1 Where a community council is not satisfied with the action taken or response to an enquiry, the community council may raise the issue with the management of that service in accordance with the council's published complaints procedure. The Community council should outline its views on the response, which has been made by the council department and shall state the action, which the community council considers, should be taken.

7. Customer Care Advice

- 7.1 Specific guidance on individual services may be available from the services departments, which should be consulted as they may contain advice with regard to any complaint or targets set for performance by departments. Specific advice from service departments with regard to targets for responses, or any subsequently corporate adopted standards, will override general advice contained within this Code.

8. Role of Argyll and Bute Councillors

- 8.1 Argyll and Bute councillors, as the elected representative for their wards, have a duty to represent all of the electors within their area. Community councillors have a duty to communicate the views of their communities to Argyll and Bute Council and it is therefore important that there is a good working relationship between community councillors and Argyll and Bute councillors who have a common cause in promoting the views of the communities which they represent.
- 8.2 Community councillors should ensure that Argyll and Bute councillors are kept informed of any matter of concern relating to a service provided by Argyll and Bute Council.
- 8.3 Likewise, Argyll and Bute councillors should inform community councillors of proposals by Argyll and Bute Council and the reaction by Argyll and Bute Council to any matters of concern raised by the community council.
- 8.4 Community councils should ensure that Argyll and Bute councillors are invited to all meeting of the community councils in their ward area, recognising that Argyll and Bute councillors may have more than one community council within their ward area (in addition to their other commitments as councillors) and have discretion about their own arrangements, or ward arrangements to engage with community councils.

Community Council Financial Guidelines

1. Introduction

- 1.1. The purpose of this guidance is to provide community councils with simple instructions on the minimum level of documentation and records, which should be maintained.

2. Recording of Receipts and Payments

- 2.1. As a bare minimum the Treasurer should maintain records of all receipts and payments in a cash book using separate pages for each. Ideally this should be extended to include separate identifying columns for cash and bank. Depending on the detail required this could be further expanded to provide a fully analysed cash book, detailing the main categories of receipts and payments, e.g. grant income, postages, photocopying etc.
- 2.2. Good practice when bookkeeping is to record all transactions as quickly as possible and in as much detail as necessary. Wherever possible an invoice or till receipt should be received for every payment made, numbered sequentially and carefully filed. Where an invoice or till receipt is not available a pro-forma voucher should be raised by the Treasurer detailing what the payment was for and signed by the person receiving payment.
- 2.3. As with payments, receipts should be supported by appropriate documentation, which should be numbered sequentially and carefully filed. All cash/cheques should be given to the Treasurer as soon as possible. The Treasurer should issue a receipt (keeping a copy) detailing the amount of the receipt, what it relates to and who it has been received from. This is particularly important where cash (as opposed to cheque) is involved.
- 2.4. Additionally, a list should be prepared of any assets held by the community council, such as computers etc. This should be retained by the Treasurer and updated at least annually or as required and submitted with the annual accounts to the council.

3. Annual Accounts

- 3.1. Annual accounts should be prepared at the end of each year of the council's operations, summarising the receipts and payments made during that year. The financial year of the community council will be specified within their Constitution.
- 3.2. The use of receipts and payments accounts is recommended. By definition this will only include physical receipts and payments made during the period, not transactions which still have to be concluded. Any transactions not concluded by close-of-business on the final day of the financial period must be accounted for in the following financial year. Ideally, every effort should be made to make all payments and receive all income before close of business on the last day of the relevant accounting year. If exceptionally there was a significant payment due but not made by the year-end then an appropriate note should be made to the accounts.
- 3.3. The annual accounts should show opening bank and cash balances, summarised details of receipts and payments for the year and the closing bank and cash balances. Appropriate vouchers should be retained as evidence for each transaction.
- 3.4. A suggested sample layout for annual accounts is included at the end of the document.

4. Examination of Annual Accounts

- 4.1 These accounts require to be examined by a person suitably experienced in accountancy (preferably a qualified accountant) and who is not a member of the community council or related to a community councillor.
- 4.2. The examiners should confirm the bank and cash balances and examine all documents for authenticity, propriety , etc. to verify the accounts and sign and date them with a statement saying:
- 4.3. “I have examined the books and records of the XXX Community Council for the period XXX to XXX and have found the above statement to be correctly stated and sufficiently vouched.”

5. Bank Accounts and Cash

- 5.1. Each community council should open a bank account in the name of the community council. It is suggested that this account should be an interest-paying cheque account. However, where a community council holds large balances due to fund raising activities better rates of interest may be earned by having a separate deposit account.
- 5.2. The account should be operated with two signatories required for each cheque, with a minimum of three persons designated as signatories for ease of operating the account. This should always be the Treasurer and two other designated officers of the community council.
- 5.3. Signatories should not sign blank cheques but the cheque should be prepared by the Treasurer and presented to another signatory along with appropriate documentary evidence relating to the payment. The signatory should sign the cheque and endorse the documentation with the cheque number and the payment date to show the payment has been made.
- 5.4. Cash held by the community council should be kept to a minimum and always held in a lockfast container.

INCOME

Description	Ref	Chq No/Cash	Total (£)
Balance b/fwd 1 Oct 98			300.00
Grant-Argyll and Bute Council	4		250.00
TOTAL			550.00

EXPENDITURE

Description	Ref	Chq No/Cash	Total (£)
Wren Dispatch	1	00145	75.00
Starling Stationers		Cash	25.00
Eagle Herald	3	00146	150.00
OspreyPens Ltd	5	00147	30.00
Donation-Bloggs Group		Cash	175.00
Balance c/f 30 Sep 99			95.00
TOTAL			550.00

“Ref” refers to the sequential numbering mentioned in paragraph 2.2 of the Financial Guidelines.

Example of Preferred Layout for Annual Accounts

XXX COMMUNITY COUNCIL

Statement of Income and Expenditure of XXX Community Council for the period XXX to XXX

<u>Income</u>	£
Council Grant	XXX
Other Donations	XXX
Income From Fund Raisers	XXX
Other Income	XXX
Bank/Building Society Interest	XXX

Total Income XXX

<u>Expenditure</u>	
Postages	XXX
Hall Hire	XXX
Advertising	XXX
(Surplus)Deficit for the Period	XXX
Opening Balance	XXX
Closing Balance as at XXX	XXX

<u>Represented By</u>	
Bank Account	XXX
Cash in hand	XXX

Prepared by Date.....

Examiners' Certificate

I have examined the books and records of the XX Community Council for the period XXX to XXX and have found the above statement to be correctly stated and sufficiently vouched.

Signed by Date.....

CODE OF CONDUCT FOR COMMUNITY COUNCILLORS

The Code of Conduct for community councillors is based largely on the Code of Conduct for local authority councillors and relevant public bodies as provided for in The Ethical Standards in Public Life etc (Scotland) Act 2000.

Community councillors, as elected representatives of their communities, have a responsibility to make sure that they are familiar with, and that their actions comply with, the principles set out in this Code of Conduct. The Code of Conduct and its principles shall apply to all community councillors and those representing the community council. These principles are as follows:

- Service to the community (public service)
- Selflessness
- Integrity
- Objectivity
- Accountability and Stewardship
- Openness
- Honesty
- Leadership
- Respect

Service to the Community

As a community councillor you have a duty to act in the interests of the local community, which you have been elected or nominated to represent. You also have a duty to act in accordance with the remit of the Scheme for the Establishment of Community Councils, as set out by your local authority under the terms of the Local Government (Scotland) Act 1973.

You have a duty to establish and reflect, through the community council, the views of the community as a whole, on any issue, irrespective of personal opinion.

You should ensure that you are, within reason, accessible to your local community and local residents. Various mechanisms to allow the general community to express their views, i.e. suggestion boxes, community surveys, opinion polls should, where possible, should be made available.

Selflessness

You have a duty to take decisions solely in terms of the interest of the community that you represent. You must not use your position as a community councillor to gain financial, material, political or other personal benefit for yourself, family or friends.

Integrity

You must not place yourself under any financial or other obligation to any individual or organisation that might reasonably be thought to influence you in your representation of your community. If you have any private and/or personal interest in a matter to be considered by the community council, you have a duty to declare this and if deemed necessary by other members, withdraw from discussions and the decision making process with regard to that matter.

You should not accept gifts or hospitality that may be seen to influence or be intended to influence your opinion or judgement. The offer and/or receipt of any gifts, regardless of form, should always be reported to and noted by the Secretary of the community council.

Objectivity

In all your decisions and opinions as a community councillor, you must endeavour to represent the overall views of your community, taking account of information which is provided to you or is publicly available, assessing its merit and gathering information as appropriate, whilst laying aside personal opinions or preferences.

You may be appointed or nominated by your community council to serve as a member of another representative body. You should ensure that this Code of Conduct is observed when carrying out the duties of the other body.

You are free to have political and/or religious affiliations; however you must ensure that you represent the interests of your community and community council and not the interests of a particular political party or other group.

Accountability and Stewardship

You are accountable for the decisions and actions that you take on behalf of your community through the community council. You must ensure that the community council uses its resources prudently and in accordance with the law.

Community councillors will individually and collectively ensure that the business of the community council is conducted according to the Scheme for the Establishment of Community Councils and this Code of Conduct.

Community councillors will individually and collectively ensure that annual accounts are produced showing the financial undertakings of the community council as set out in the Scheme for the Establishment of Community Councils. They must also ensure that all resources are used efficiently, effectively and fairly and are used strictly for the purposes of community council business and for no other purpose.

Minutes of meetings recording all actions and decisions made should be produced and circulated to all members of the community council as soon as possible after each meeting.

Any breach of the Scheme for the Establishment of Community Councils may be reported to the local authority to determine what action, if necessary, should be taken.

Openness

You have a duty to be open about your decisions, actions and representations, giving reasons for these where appropriate. You should be able to justify your decisions and be confident that you have not been unduly influenced by the views and/or opinions of others.

If you have dealings with the media, members of the public, or others not directly involved in your community council, you should ensure that an explicit distinction is made between the expression of your personal views and opinions from any views or statement made about or on behalf of the community council.

Honesty

You have a duty to act honestly. You also have an obligation to work within the law at all times. You must declare any private interest relating to your community council duties and take steps to resolve any conflicts arising in a way that protects the interest of the community and the community council.

Leadership

You have a duty to promote and support the principles of this Code of Conduct by leadership and example, to maintain and strengthen the community's trust and confidence in the integrity of the community council and its members in representing the views and needs of the local area. You must also promote social inclusion and challenge discrimination in any form.

You should act to assist the community council, as far as possible, in the interest of the whole community that it serves. Where particular interest groups' concerns are in conflict with those of other groups or other areas you should help to ensure that the community council is aware of them.

Respect

You must respect fellow members of your community council and those that you represent, treating them with courtesy, respect and in a non-discriminatory manner at all times. This should extend to any person, regardless of their position, you have dealings with in your capacity as a community councillor.

Recognition should be given to the contribution of everyone participating in the work of the community council. You must comply with Equal Opportunities legislation and ensure that equality of opportunity be given to every participant to have their knowledge, opinion, skill and experience taken into account.

You should ensure that confidential material, including details about individuals, is treated as such and that it is handled with dignity and discretion and is not used for personal, malicious or corrupt purposes.



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ARGYLL AND BUTE COUNCIL**POLICY & RESOURCES COMMITTEE****CUSTOMER SERVICES****17 AUGUST 2017**

ICT AND DIGITAL STRATEGY 2017-2020

1.0 INTRODUCTION

- 1.1 The Council last approved a 3 year ICT Strategy in September 2013. A new draft ICT and Digital Strategy is attached which is now presented for approval.
- 1.2 The new ICT and Digital strategy has been developed to help all services design and use ICT and Digital services and structures to deliver positive outcomes for staff and customers. It includes a new set of principles which will provide a framework for how ICT services will be designed, sourced and delivered.

2.0 RECOMMENDATIONS

- 2.1 Policy & Resources Committee is asked to approve the ICT and Digital Strategy for 2017-20 attached at Appendix 1.

3.0 DETAIL

- 3.1 The previous strategy complemented the Council's corporate objective to become a "forward looking and ambitious" organisation. In line with the national strategy for local government, we wanted to continue to take advantage of ICT technologies, plan and procure better, share future developments and operations where the benefits to the Council were clear, above all with the aim of delivering better services to the people of Argyll and Bute.
- 3.2 While many of the national strategic objectives have been met, our focus has changed. This new strategy looks more closely at what's right for Argyll and Bute. The Council has led the way in ICT shared services since 2013, has tried to maximise the use of the Pathfinder North network and the opportunities it brings for innovative new systems, has introduced class leading data centres regarded as the most efficient in the country, and has instigated a digital transformation programme to deliver "Digital services so good that all who can use them prefer to use them". This new strategy will steer a path to further efficiencies, savings, and improved services for all of the Council's customers.
- 3.3 The strategy includes a set of principles which will provide a framework for how ICT services will be designed, sourced and delivered and how Digital can support ways of working and ways of doing things where the customer experiences real benefits. The Council will:
 - Design services with our customers, staff and partners at the centre
 - Present easy to use, integrated and standard interfaces
 - Build services, not just websites

- Hold information once and securely
- Use data well
- Make sure the foundations work
- Be innovative and agile
- Ensure ICT assets provide value for money
- Maintain a skilled ICT workforce
- Reuse, then buy and only build as a last resort
- ICT will support transformation through becoming more commercial

3.5 The draft strategy was developed with input from all departments and has been approved by the ICT Steering Board. It contains an action plan which is based on current resources.

3.6 It should be noted that many of the planned actions are dependent on business case justification. If the business cases do not show a positive return, then these actions will be dropped at that point. Where a positive return is demonstrated, then the savings will be needed to fund the cost of the new developments. Future budgetary pressures are expected over the strategy period given the council's overall financial outlook.

4.0 IMPLICATIONS

- | | |
|-----------------------|---|
| 4.1 Policy: | A new ICT and Digital Strategy has been developed to cover the period from 2017-2020 |
| 4.2 Financial: | Within existing budgeted resources |
| 4.3 Legal: | Aims to ensure compliance with all relevant legislation |
| 4.4 HR: | None. |
| 4.5 Equalities: | None. |
| 4.6 Risk: | Aims to manage ICT security risks |
| 4.7 Customer Service: | Potential to further improve services through adoption of appropriate ICT and Digital Services with positive outcomes for staff and customers |

Appendices

1 ICT and Digital Strategy 2017-2020

Douglas Hendry
Executive Director Customer Services
14 July 2017

Policy lead: Councillor Rory Colville

For further information please contact Judy Orr, Head of Customer and Support Services Tel 01586-555280 or Gerry Wilson Tel 01436-658936



ICT and Digital Strategy 2017-20

Version 2.4 August 2017

Table of Contents

Argyll and Bute – Our ICT and Digital Strategy	4
Document Purpose	
Introduction	
Our Principles	6
Our Vision	8
Infrastructure and Digital Foundations	9
Infrastructure	
Data Centres	
Cloud Strategy	
Network Communications	
User Interaction	
Cybersecurity	
Core Technologies	14
Key Programmes	16
Digital First	
Business Solutions	
Enabling an Agile and Flexible Workforce	
Valuing Our Information	
Customer Engagement	
Education ICT	
Collaboration and Partner Working	
Governance	21
Role of the ICT Steering Board	
ICT Steering Board Member Responsibilities	
An Integrated ICT Strategy	
Responsibilities of the Strategic Management Team (SMT)	
Responsibilities of Members	
Resourcing	23
ICT Structure	
ICT Revenue	
ICT Capital Plan	
Benchmarking	
IT Service Management	

Future Resources
Action Plan.....27

Argyll and Bute – Our ICT and Digital Strategy

Document Purpose

This new Information and Communication Technology (ICT) and Digital strategy has been developed to help Argyll and Bute Council design and use its ICT and Digital services and structures to deliver positive outcomes for its staff and customers.

The principles within this strategy provide a framework for how ICT services will be designed, sourced and delivered and how Digital can support ways of working and ways of doing things where the customer experiences real benefits.

For the full picture of how ICT and Digital services are being deployed across Argyll and Bute please read this document in conjunction with the current version of the Council's Digital Policies and Assisted Digital Strategy.

This document covers the following elements:

- *Principles*
- *Vision*
- *Infrastructure*
- *Core Technologies*
- *Key Programmes*
- *Governance*
- *Resourcing*
- *Action Plan*

Introduction

The last version of the ICT strategy in 2013 was drawn up in response to numerous strategies supporting the Local Government ICT national transformation programme then underway across Scotland. It provided a local view on the John McClelland review of public sector ICT Infrastructure and the subsequent Scottish Government response, the Local Government ICT Strategy and the proposed High Level Operating Framework. This new strategy looks more closely at what's right for Argyll and Bute. The Council has led the way in ICT shared services since 2013, has tried to maximise the use of the Pathfinder North network and the opportunities it brings for innovative new systems, has introduced class leading data centres regarded as the most efficient in the country, and has instigated a digital transformation programme to deliver "Digital services so good that all who can use them prefer to use them". This new strategy will

steer a path to further efficiencies, savings, and improved services for all of the Council's customers. An updated GIS Strategy for 2017-2020 will be produced during 2017 linking in the aims of the ICT Strategy 2017-2020.

ICT and Digital services are a key enabler for supporting the Council's contribution towards Argyll and Bute being a thriving, successful area in which all forms of deprivation and inequality are reduced. ICT and Digital will also support the development of a more co-operative and prosperous Argyll and Bute that benefits every individual and community.

The rate of change in ICT and Digital technology is rapid and growth in the uptake of technologies such as mobile devices, social media, high-speed broadband and open data present huge opportunities for the Council. In order to keep up with advances in technology and meet the increasing expectation of customers of our services it is imperative that the Council has a clear and progressive approach to continuously improving ICT and Digital services at pace.

This document outlines the approach that the Council will take to the deployment and development of ICT and Digital technologies in the delivery of its services in order to deliver outcomes that matter to its customers. It defines our vision, key principles and overall direction of travel for ICT and Digital services.

It is important to note that the Council's role in the delivery of some services is undergoing significant change, some of which is as yet uncertain. The new Health and Social Care Partnership, the new Leisure trust, re-organisation of Trading Standards[] services and the uncertainty around the overall administration of Education in Scotland, may require the Council's strategy for ICT and Digital Services to be reviewed during the 3 year term, as the impact of resulting organisational change is better understood.*

[*] Strategic Review of Trading Standards. *This is progressing to a detailed business case with regional delivery of trading standards across Scotland. There are significant issues to be considered and at this stage, not all 32 local authorities are supportive of the proposed solution. This work is being progressed through SOLACE, COSLA, the Improvement Service and the SCOTSS (Society of Chief Officers of Trading Standards in Scotland).*

Our Principles

This ICT and Digital Strategy will be delivered against a set of principles:

1. Design services with our customers, staff and partners at the centre

We will build and design solutions with rather than for our customers. This means involving them in the design, build and implementation. This can be either by using existing customer data, holding customer design sessions or using specialists to help us design services. Service access, delivery and business processes will be re-designed to improve performance, productivity and customer service.

2. Present easy to use, integrated and standard interfaces

Customers and staff should be able to access services and information through a number of channels i.e. Face to face, online, text, phone or email. Whatever way they wish to contact us we deliver excellent services and we make sure that it is an integrated experience. Services will be delivered as “digital first” and customers who can use digital media will be enabled and encouraged to self-serve. Those who are unable to self-serve will be assisted to access services so they are not disadvantaged.

3. Build services, not just websites

Websites are important. However a good experience online must be replicated by a good experience in the delivery of the service. So if you book a replacement bin online, then this arrives when we say it will.

4. Hold information once and securely

This means we will collect, maintain and secure customer details once. This information will be used to update all our main systems. So not only will data be secure but it will not have to be provided many times. Risk and security controls should be balanced according to business objectives – security controls should be proportionate to risk. In addition, security should be user transparent and not cause users undue extra effort.

5. Use data well

We will share the right data within the Council and with our partners. We will use data analytics to make the right decisions and open up our data where we can to provide communities and business access to what we hold.

6. Make sure the foundations work

The unseen side of technology is critical. Our networks, where we store data, how we integrate systems, security walls and systems maintenance. All these components are connected. So a change in one element may have

an effect on another.

7. Innovative and agile

The ICT Infrastructure and Core Technologies will incorporate flexibility to support changing business needs. It will readily allow innovation in order to benefit customers.

8. Cost Performance

The ICT assets will be managed to ensure they provide value for money.

9. Skilled Workforce

We will support our workforce to maintain and develop their ICT and digital skills to take full advantage of facilities offered. ICT staff will maintain the necessary skills to manage and develop the networks, systems and services we deliver. We will adapt to and embrace emerging technologies where service delivery can benefit and improve.

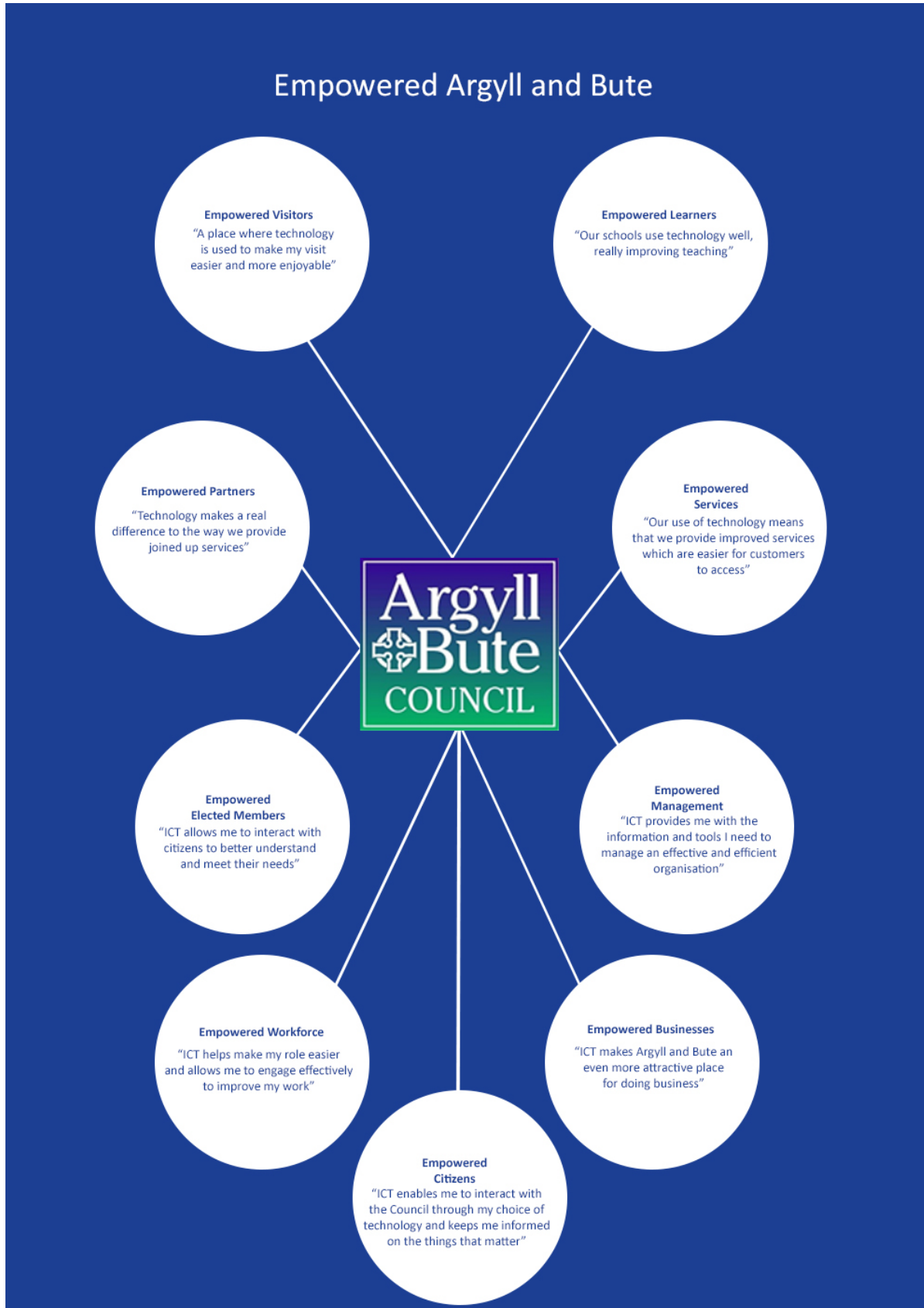
10. Reuse, then buy and only build as a last resort

ICT assets will be fully utilised and reused when possible then purchased where available, and only built as a last resort.

11. Commerciality

ICT will support the Council's Transformation agenda. The ICT Service will actively seek to become a more commercial organisation seeking opportunities to generate income directly and supporting the expansions of the Council's commercial operations as a whole

Our Vision



ICT will be used to empower all of our People, Partners and Services. The ICT Service will work with all council departments to help them achieve this empowerment, from design stage through to delivery. This strategy aligns with the Argyll and Bute Community Plan and Single Outcome Agreement 2013-2023, our Customer Service Strategy and our People Strategy 2016-2020. In particular it is an enabler for service delivery for all council services and is key to ensuring that our processes and business procedures are efficient, cost-effective and compliant.

Infrastructure and Digital Foundations

Infrastructure

Every service the Council provides depends on our data, the applications, tools and devices we use to capture, process, protect and manage it. We hold data on every one of our customers and every property across the Council. Every member of our staff needs our data, supporting the applications, tools and devices to do their jobs. This is a large and complex information and technology landscape

Our information and technology landscape



115,000 emails per day



1,200 Mobile Phones



260 applications



5,000 Users



7,600 Devices



10,000 Pupils



2,300 Lync/Skype Accounts



400 Servers



93 Networked Schools



95 Networked Offices

As the Council becomes ever more reliant on new applications, platforms and devices, the infrastructure must provide continued stability alongside growth. We will:

- *Provide secure, resilient end-to-end, high-performing network infrastructure and services*
- *Create an efficient, shared and consolidated IT estate*
- *Integrate with and leverage regional and national infrastructure*
- *Develop a coherent technology architecture and roadmap for the Council, in order to support an increasing demand for digital services and future system renewal.*
- *Deliver a modern, high-performance network for the Council, improved wireless connectivity, and a managed network service for departments.*
- *Continue to expand our integrated communications service, a platform that integrates email, instant messaging, video and voice data.*
- *Develop a clear “cloud services” strategy and decision making framework to support evaluation and procurement of services within the Council.*
- *Implement a tiered storage platform to support backup, active storage, utilising a combination of on premise and “cloud” services.*
- *Enable effectively managed mobile devices using the appropriate infrastructure and tools.*

Data Centres

The service operates from two energy efficient data centres in Kilmory and Helensburgh. The centres support over 5,000 users, 10,000 pupils, using more than 7,600 devices over 188 locations. They host a consolidated and virtualised server environment, a dynamic server infrastructure environment designed to allow rapid responses to server and storage demand.

These data centres operate together, sharing the load of the Council’s 260 applications, but retain an independent capability should a disaster occur at either site. An always on backup service has been introduced to replicate key systems across both sites which, in terms of compute and storage capacity, means the council’s critical business functions are better protected and more readily available.

Our two data centres were recently assessed by the Scottish Government as part of a national data centre efficiency review and were found to be more cost effective in terms of energy consumption than others in Scotland. The exercise concluded they were so efficient that the equivalent cloud hosting costs would be almost double that needed to continue to operate these data centres internally.

Data Storage is consolidated within the Council’s consolidated Storage Area Network (SAN) facility.

Cloud Strategy

With the Council's data centres proving to be more cost effective and efficient than services currently offered by comparable cloud organisations, we are taking more gentle steps towards a major cloud transition programme than the market might expect. Past capital investment has realised a significant return in this regard and we will continue to make use of the local data centre services in the short to medium term. Where our suppliers offer real benefits in hosting externally, and where it is cost effective to do so, we will continue to take advantage of external hosting on a case by case basis.

When evaluating external hosted services we will consider the following criteria:

- identifiable reductions in running and support costs can be achieved
- delivering capacity quickly and securely
- data security
- access from a variety of devices / platforms is required
- shared capacity allocated according to demand
- where rapid scalability is required

The emergence of cloud services provided on secure platforms that comply with the requirements of the Public Services Network will be investigated and developed where appropriate. Server and cloud virtualisation technology will be brokered from multiple vendors allowing the best available solutions to be provided to the Council. Cloud services allow the individual elements in terms of infrastructure, Platform and Software to be provided where appropriate. These elements will be delivered and managed by IT staff using a combination of private and public cloud services.

Network Communications

Our network communications platform underpins all of the Council's systems. The Council requires secure and reliable interconnection between all staff, customers and the systems we use. The network will be maintained to the highest standards of operation and availability *and we will maintain the following:*

- The highest contractual network availability levels from the Scottish Wide Area Network
- An internally managed LAN service to ensure the base network operates at optimum levels
- A managed wireless network that sits alongside the existing wired LAN to give mobile or flexible workers access to systems from all corporate locations.
- A password controlled Guest Wireless access that has been enabled throughout the managed wireless network
- VPN connectivity for remote working
- A secure, filtered and managed internet connectivity service
- Secure communication link to the Public Services Network (PSN)

These systems will be managed and delivered in a manner that allows the Council to maintain the services whilst obtaining the best possible value for money.

User Interaction

Our user base has a wide range of abilities and confidence in using ICT. They want to get the most out of our business systems and they have strong expectations in the way they envisage using ICT to effect change, deliver digital services and engage with citizens, clients, customers and pupils.

Our users need an up to date range of effective tools for digital working. Services are engaging in different ways with customers, looking to access efficient services in a flexible way and be able to quickly adapt to an ever changing business and learning environment.

Our strategy around equipping our user base with the right tools to get the job done in a rapidly changing environment is a key driver to support effective ICT services. We will:

- Provide the right tools to support digital and flexible working
- Provide tools for digital engagement with citizens
- Work with Procurement Services to ensure we invest efficiently and effectively in all device and system acquisitions, continuing to take full advantage of all national framework contracts, and encourage Scotland Excel to provide greater value from national suppliers
- Maintain and improve our strategy to effectively deploy and support devices which give confidence to our user base to engage in service delivery

- Ensure devices are fit for purpose and easy to use through replacement strategies and delivering best in class configuration, security and maintenance programmes
- Provide devices and infrastructure to support interaction with business systems and services whether they reside on premise or in the cloud
- Support departments who seek to find new ways of working more effectively and efficiently with devices
- Reuse, redeploy and recycle or dispose of devices in the most efficient manner and in compliance with legislative requirements such as WEEE and Data Protection.

We will maintain and develop our device strategy and adapt to changing demands of the user base and evolving business and learning demands.

We will be more flexible in future within the constraints of the ICT Capital Programme.

Cybersecurity

Our Cybersecurity policies and practices will protect our information, data, systems and networks from attacks and unauthorised access. These risks are increasing and we are committed to constantly improving our levels of protection.

We will do everything we can to guard against Cyber-attacks and intrusions and we will protect sensitive personal or business information, and prevent disruption to the operations of the Council. We will:

- Support the Council in managing the risks related to information technology through increased user awareness, appropriate security practice and the implementation of the Council's Information Security Policy.
- Provide secure and easily used IT infrastructure and services to allow the secure management and sharing of information across the Council.
- Promote and support local implementation of the Council's Information Security Policy, identification of sensitive information assets, and mitigation of associated risks.
- Raise the profile of cybersecurity through having a specialist post with these specific, relevant skills and experience.
- Improve information security awareness across the Council
- Provide tools and protocols to allow the sharing of information securely within and outside the Council on any device.
- Implement consistent identity and access management.
- Provide the detection and reporting of information security incidents across the Council.

Core Technologies

Driven by national initiatives and the need for service improvements and efficiency, in the last 10 years we have witnessed a dramatic change in the way that technology has been used to underpin change and improvements in the delivery of Council services to our customers. Technology has transformed the way we live our lives, having become ever present both in the workplace and in day to day life. The ever increasing expectations of our customers and employees for available, accessible and flexible information and services, drives the product development of our business application systems.

The underlying technology architecture that underpins all business processes of the Council encompasses the following core technology components.

- **Scottish Wide Area Network (SWAN)**
We have signed up to a seven year contract with Capita for our wide area network across the Council. Our ICT and digital infrastructure needs to be scalable, flexible and adjust easily to the ebb and flow of demand from our customers to ensure they can access the services and systems are available at the right time, at the right place at the right price.
- **Data Centre**
Nationally recognised for efficiency – our consolidated and resilient data centres comprise a mix of Windows and Unix environments
- **MS Skype for Business (MSfB or Skype)**
Our cost effective, easy to use, collaborative unified communications platform. Our customers tell us how Skype has transformed how they work and do business. *“Skype is one of those things I never knew I wanted - particularly screen sharing function, it saves so much time and I find it invaluable”.*
- **MS Office** – The common desktop toolset for creation of documents, spreadsheets, database and presentation tools etc.
- **MS Sharepoint** - Enable efficient partner working through digital collaboration and information sharing technologies.
- **MS Exchange** – The corporate electronic mail engine which includes email classification functionality.
- **My Account**
Introduction of My Account National authentication service. Offering customers access to personalised and relevant local and national digital services.
- **Single Secure Payment Engine**

Payment Card Industry Data Security Standards (PCI DSS) compliant infrastructure and technologies to best ensure safe and secure payments. Using the leading security technology we will ensure all our customers card payment data is processed safely and securely whether it is online, face to face or over the phone. Guaranteed to provide secure electronic payments across all payment channels whether face to face by telephone or self-service.

As for all merchants accepting card payments, the Council will undoubtedly face increasing levels of threat to payment card information and increasingly onerous security requirements associated with mitigating the risk around accepting card payments. Our adopted approach to externally host the processing of our card payments effectively transfers the risk associated with internally processing sensitive card information as much as possible to the expert payment service providers, the card issuing banks and its customers.

- **Records Management**

Supporting the Council to stay compliant with legislation - built upon embedded SharePoint technology and optimizing Civica Document management for ensuring appropriate disposal.

- **Council Website**

As a Socitm accredited, three star site with plans to regain the 4 stars previously held, the Council website (developed using Drupal, an open source content management system), has in recent years been the catalyst for offering modern transactional services online. In support of those services, business applications have become more focused on facilities that offer opportunities for greater levels of self service and electronic interaction for customers. The Council's website is very well regarded and last year won Socitm's Better Connected award for best council tax delivery. The current focus is to implement the national My Account Single sign-on service to make the customer journey simpler and more effective and to maximise the number of online self-service transactions.

In 2016/17, people used the Council's website to make nearly 32,000 payments and over 11,000 telephone (voice response) payments with a value of over £4m for different council services like council tax, cashless catering, planning fees and car parking fines. In addition citizens can tell the Council about issues like missed bin collection or fly tipping and can request services such as new bins, winter gritting, pay council tax or apply for a job.

ICT has been a key enabler in this evolution which has combined our adoption of web technologies with the essential integration of business applications to provide the level of experience available to both our customers and workforce. All this against a backdrop of new and ever evolving security threats and the challenges associated with protecting the Council's infrastructure and information assets.

Key Programmes

In addition to the fundamental technologies covered in the Core Technologies section above, there are a number of Key Programmes required to help deliver service improvements and achieve the outcomes that matter to the Council's customers. The Key Programmes provide the cornerstone for an ICT & Digital Improvement Action Plan for 2017 through to 2020:

- Digital First
- Business Solutions
- Enabling An Agile And Flexible Workforce
- Valuing Our Information
- Customer Engagement
- Education ICT
- Collaboration And Partner Working
- Infrastructure and Digital Foundations/ Core Technologies

Digital First

The Council has a clear “Digital First” ambition to “provide services digitally that are so good that anyone who can use them prefers to use them”. This will allow us to reduce cost, improve efficiency and deliver a better service to our citizens.

More and more people expect their public services to be available through a range of digital channels. Many people in Scotland use apps and websites daily, all of which they take for granted, and they expect the same sort of simple applications to be made available in the public sector. Many people for example have bank payment apps, built in two factor authentication and verification systems such as Touch ID, and can replace a debit or credit payment card with a software app such as Apple Pay. These could be used to pay for council services too. Our technology must keep pace with the technologies widely available to our customers – and arguably at the forefront of new applications.

A Digital First approach promotes the development of a digital mindset and capability amongst our members, people and customers by providing tools, support and technology to engage, collaborate and communicate. This mindset will underpin all of the other key programmes.

The Council has formally endorsed the principles that:

- Services will be delivered as “digital first” and customers who can will be enabled and encouraged to self-serve;
- Customers who are unable to self-serve will be assisted to access services so they are not disadvantaged;
- Service access, delivery and associated business processes will be re-designed to improve performance and productivity and to reflect the above two principles.

Delivered through services digital action plans and cross service digital initiatives, empower customers to interact through:

- Their choice of technology that is simplest for them;
- Self-service facilities for information and services;
- Intuitively designed, easy to use digital services and streamlined internal processes.

Assisted Digital

Recognising where customers need some assistance to engage digitally with the Council - designing customer first, cross service initiatives. Encouraging digital take up of services through promotion and information resources, supporting users in person, over the telephone, using web chat and co-browsing in accordance with the Council Assisted Digital Strategy.

Business Solutions

Combined with our Core Technologies, Fit for Purpose and reliable Business Applications are key to the smooth operation of Council Services

It is essential that our business solutions and core ICT systems are fit for purpose, compliant and used appropriately. Where possible and practical, the Council will exploit existing investment in best of breed solutions. Their suitability will be reviewed and enhanced to ensure they continue to deliver benefit and value to the organisation. Only where suitable solutions that can be reasonably adopted/ adapted for use by services (including adjusting internal processes to achieve uniformity and best practice), do not exist, would the Council source new or replacement systems preferably through existing public sector sourcing agreements.

A Developing Priorities statement has been produced and published in the Group Asset Management Plan (GAMP) [[ICT Capital GAMP November 2016](#)] which describes the condition and risk of our systems, and the improvements the users want to see.

We will ensure that Business Solutions include a vendor supported Application Programme Interface (APIs) where necessary to support integrations between systems. Where possible we will seek move to generic non-vendor specific interfaces which provide better value for the Council.

Enabling an Agile and Flexible Workforce

Agile and flexible working describes a spectrum of working and workplace arrangements that help people to make intelligent choices about where how and when they work increasing productivity improving professional effectiveness and providing an environment for rapid change.

We will develop a mobile approach to offer the workforce a range of suitable mobile devices and connections which operate securely and efficiently on our network, whilst delivering productivity benefits and supporting excellent customer service. We will support our workforce in enhancing their skills to take full advantage of existing and new technologies.

Valuing Our Information

Information is essential to all staff, at all levels, and across all services of the Council in order that they can carry out their day to day duties.

The Council needs, within its regulatory obligations, to safely manage and secure the information it owns, but it also needs to dispose of information that is no longer needed and holds little value to the Council.

Encouraging a culture that understands there is a balance between the costs of maintaining the information held, versus the value of that information to the Council and the services that it delivers. Effective Records Management is key with the overall programme for better Information Management.

Customer Engagement

Enhanced and personalised self service opportunities for customers - Putting the Self into Self Service!

Our customers range from the citizens and businesses of Argyll and Bute, our people, our members, our teachers and learners, our partners and visitors to our area.

- External customer engagement – we will offer a fully integrated Customer Relationship Management portal offering a single view of our customers' interactions with us regardless of the services and products they are requesting underpinned by the national My Account initiative.
- Internal customer engagement – we will offer an approachable, helpful and effective ICT support service. We will make use of self service and the Council's Intranet Hub for communication of our services and key operational information. An ICT Knowledge Base will be developed to ensure that our customers are informed and supported as they carry out their daily business.

Education ICT

Argyll and Bute Education Service's aspiration in "Our Children Their Future", is to ensure that Argyll and Bute is the best place in Scotland for our children to grow up. Our vision sends a signal about the importance we attach to education, is simple in message and is recognised by everyone.

Digital technology is embedded in all aspects of modern life. Outside of our schools, children, young people and adults alike have access to technologies today that are transforming how and where they connect, share, work and play in innovative and exciting ways.

The Scottish Government launched a Digital Learning and Teaching Strategy in September 2016. The vision is that Scotland's educators, learners and parents take full advantage of the opportunities offered by digital technology in order to raise attainment, ambition and opportunities for all and that conditions are created to realise this vision and unlock the potential of digital technology in schools.

The growth and development of different types of digital learning is rapid and constantly changing.



The ICT service embarked on an ambitious and successful programme of infrastructure initiatives which laid the foundations for learning technologies across Argyll and Bute education establishments. This included investment in wireless technologies, a rolling refresh of education hardware, deployment of a single Microsoft licence, and extension of the corporate domain network for schools, and a Lync pilot.

The Education Service Vision for Digital Technology

Education will ensure that digital technologies are used as transformational tools which:

- Reshape learning environments to increase motivation, engagement and empower learners;
- Provide them with the skills required to contribute to the rapidly growing global digital economy including jobs which don't exist yet; and
- Help them acquire the skills, attributes and competencies necessary to flourish in life, learning and work now and in the future.

Education will provide exciting computer science-related learning opportunities for our young people. This will allow them to have the knowledge to create, in addition to just being consumers of technology. Education will also strive to increase the technology employment opportunities available locally giving our young people a choice in where they live and work.

The Education vision will require skilled digital leaders to come from our education system who understand the nature of an ever changing digital world.

ICT will support the Education Vision by:

- Continuing to develop the positive working relationship with Education;
- Continuing to support and develop a fast, reliable, secure education network and infrastructure;
- Supporting access to digital technologies for all learners; and
- Supporting Education awareness of new technological developments.

Collaboration and Partner Working

Technology has a key role to play in developing local and national partnerships and collaboration, bringing public, third and private sector partners together with communities to deliver shared outcomes that really matter to people.

We will enable efficient partner working through digital collaboration and information sharing technologies such as SharePoint and Skype, providing highly secure infrastructure and communications **technologies** in our schools and Health and Social Care Integration programmes

We will ensure our business systems are enabled for shared working, get involved in design of national initiatives, and facilitate the Council's commercialisation agenda.

Infrastructure and Digital Foundations/ Core Technologies

Please refer to previous Sections for details.

Governance

Role of the ICT Steering Board

The overall aim and role of the ICT Steering Board is to set the strategic direction for ICT for the Council and to make strategic decisions about all ICT and digital developments. The ICT Steering Board will oversee the prioritisation, development and delivery of the ICT capital work programme, ensuring the most appropriate deployment of funds and resources in support of the Council's corporate and service objectives. This extends to the assessment of outcomes and ensuring that expected benefits are delivered. The ICT Steering Board will ensure that resources are directed where possible in support of the Council's transformation programme. The Chair of the ICT Steering Board also chairs the Transformation Board and this ensures appropriate co-ordination between the two boards.

ICT Steering Board Member Responsibilities

- Attendance at ICT Steering Board meetings as scheduled;
- Create ICT Strategy sub-group which has specific responsibility for developing the ICT Strategy;
- Agreement of ICT Strategy;
- Agreement of ICT Development Framework;
- Consider Development Proposals for inclusion in ICT capital programme;
- Agreement, monitor and review of ICT Development Plan;
- Review of Benefit Realisation for completed projects;
- Approval of ICT policies and standards
- Review of ICT customer satisfaction levels

An Integrated ICT Strategy

The overall objective is that we build a corporate strategy that integrates ICT as an essential component rather than as at present presenting a separate ICT strategy after the corporate strategy. We aim to design systems that exploit employees' knowledge, building an information organisation with service plans that assume that ICT is fundamental to their success.

Responsibilities of the Strategic Management Team (SMT)

The SMT is responsible for understanding the broad possibilities in applying ICT to add value to the Council's services, focusing on the total business process and not on current organisational structures and methods, thereby creating an environment where ICT and digital initiatives can be successfully implemented. They are also responsible for supporting ICT activity with the right level of funds and resources. ICT should always be a consideration of the Strategic Management Team when considering new

policies and projects. Members, Directors and Heads of Service should regularly attend seminars etc. on ICT opportunities with ICT shaping new objectives.

Responsibilities of Members

Members have a responsibility to approve the ICT strategy for the Council. The ICT Service will actively engage with Members through Members Services to support Members' own IT needs, and will hold regular meetings with the lead councillor for Customer & Support Services (the service within which ICT is located) to ensure that Members support the ICT Steering Board in taking forward the development of emerging service policy issues, and in the promotion and awareness of ICT strategies, achievements and constraints. The ICT services will support the lead councillor to report back to the Council on these matters and to be an ambassador for the service both locally and nationally.

Resourcing

Argyll and Bute Council has a centralised ICT function providing a full range of support services to all corporate and education establishments, users and services. In addition the service provides all infrastructure and key application support services for secondary schools. ICT operates from two main centres in Kilmory and Helensburgh and also has a number of key frontline support staff based in Oban, Campbeltown, Tarbert and Dunoon.

ICT Structure

The ICT function now operates as one central service with five distinct areas of responsibility:

- ICT Projects and Liaison (8 FTE) – Procurement (specification and tendering) of new systems, and project management of their implementation and testing. Input to ICT Strategy. Leads the establishment of the IT Capital Programme. Includes ICT Client Liaison team
- Production (26 FTE) - desktop support to all corporate and to all education establishments (not including secondary schools), Corporate print facilities, Unix Server Support
- Networks and Servers (14.5 FTE + 2 Temp) - provision and maintenance of application servers, file and print servers, Microsoft domain, voice and data network connections, network security, telephone switches, administration of Azzurri billing and Vodafone bills.
- ICT Applications (7 FTE) – first line support of applications, installation and testing of software upgrades and new releases, interfaces between applications.
- Management & Support – 2

ICT Revenue

The total cost of the ICT service in 2016/17 is £4.8m including capital charges and £3.8m without. This equates to 1.6% of the council's total revenue budget. Unlike the rest of support services, a significant part of the budget (c £1.9m) is for externally provided supplies and services.

Our budget makes no provision for the annual inflationary cost increases imposed by 3rd party suppliers within existing budgets, and this supports our drive to seek improved value from our ICT suppliers. This applies to the central ICT budget and departmental budgets for 3rd party ICT applications and related services.

The Council's ICT service is already a very low cost service compared to others. It ranked 2nd lowest in terms of ICT related spend across the Socitm Benchmarking community, illustrating a service that provides exceptional value for money comparatively with other councils in Scotland. This is alongside being high quality, evidenced by achieving its highest ever score for overall customer satisfaction in the most recent Socitm ICT benchmarking exercise. Overall the ABC score ranked 3rd highest of all Scottish participants and ranks in the top 25% of all UK regional and national scores. This is an impressive score in light of the comparatively low cost of the Council ICT service.

ARGYLL AND BUTE COUNCIL ICT 2016-17 REVENUE BUDGET		
Head of Customer and Support Services	2016-17 £000's	2016-17 £000's
	Without Capital Charges	With Capital Charges
Employee costs	2,360	2,360
Supplies and Services	1,919	1,919
Transport Related expenses	38	38
Income	-438	-438
Capital Charges	0.00	999
TOTAL REVENUE BUDGET	3,879	4,878

ICT Capital Plan

There is an on-going capital programme to invest in improved IT infrastructure and new applications to support new or changing business needs. This includes a managed programme for the replacement of PCs, Education domain extension in schools, further adoption of GLOW, establishment of a successor to the Pathfinder network, further development of GIS, development of a Social Work Electronic Document Management system, and response to increasing requirements for more formal records management.

The ICT Steering Board will oversee the prioritisation, development and delivery of the ICT capital work programme, ensuring the most appropriate deployment of funds and resources in support of the Council's corporate and service objectives. This extends to the assessment of outcomes and ensuring that expected benefits are delivered.

Future Funding

The capital allocation for ICT is significantly reduced from the previous 3 years which saw a total capital allocation of £7 million 2013/2016 compared to £2.36 million for 2017/2020. As outlined in the GAMP [[ICT Capital GAMP November 2016](#)], the funding available will focus on PC replacement, delivering limited infrastructure sustainability, and a much reduced development programme covering only the highest priority projects. Some of the actions of the ICT and Digital Strategy may result in business cases seeking additional funding where improvements cannot be accommodated fully within the existing ICT Capital Programme.

ARGYLL AND BUTE COUNCIL ICT 2017 – 20 CAPITAL PLAN			
Head of Customer and Support Services	2017-18 £000's	2018-19 £000's	2019-20 £000's
Asset Sustainability			
PC Replacement	403		
MS Exchange and Document Sharing	54		
Corporate GIS Portal	10	10	10
Block Allocation	277	550	945
	744	560	955
Service Development			
Application Projects	100		
TOTAL Capital Budget	844	560	955

Benchmarking

ICT is regularly benchmarked against other Local Authorities via the National and Scottish SOCITM benchmarking services and regularly compares favourably with similar authorities in terms of cost, quality, and the effectiveness of the services delivered. Of all participating public organisations in Scotland, Argyll and Bute Council regularly emerges close to the bottom of the cost tables i.e. low cost. In terms of quality, and despite the comparatively low cost of ICT services, the Council regularly appears mid-way in most service delivery measures, is considerably above average in procurement measures and only falls short in services that are directly impacted by our

geographical remoteness. For overall customer satisfaction, the ABC score ranked 3rd highest of all Scottish participants and ranks in the top 25% of all UK regional and national scores. Argyll and Bute Council has been an early adopter of ICT benchmarking via the UK Benchmarking service and became a founding member of the Scottish SOCITM benchmarking club.

IT Service Management

We have established a formal IT Service Management (ITSM) methodology which aligns ICT service delivery with the business needs of the Council's Service Departments. We have selected the Information Technology Infrastructure Management Library (ITIL) methodology which was developed by the UK Government's Office of Government Computing (OGC) and is in its current 3rd version, ITIL V3. This will help to ensure all IT services are appropriately aligned to the Council's stated goals and visions.

Future Resources

Future budgetary pressures are expected over the strategy period given the Council's overall financial outlook. It will be very challenging to remove further cost without reducing the ability of the ICT service to continue to support business improvement activity across the Council at the current level.

The action plan attached in the attached Action Plan is based on current resources. If these change, then a revision of the action plan will also be required. It should also be noted that many of the planned actions are dependent on business case justification. If the business cases do not show a positive return, then these actions will be dropped at that point. Where a positive return is demonstrated, then the savings will be needed to fund the cost of the new developments.

Action Plan

Programme 1 – DIGITAL FIRST											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						2	3	4	5	6	7
Implement single authentication account for customers using our website to access and request services.	Integration of My Account service with core business applications such as Online Payments, CRM etc and ensure new and replacement systems can support My Account where relevant. Introduce verification services where feasible to do so.	Customers can benefit from single sign on for access to a range of personalised digital services. Allows for pre-population of known information for a smoother customer experience.	Digital First Working Group	Ongoing	June 2018				✓		
Provide comprehensive Assisted digital support for people who can't use online services on their own.	Ensure infrastructure and services are available to support assisted digital action such as provision of kiosk tablets in Leisure facilities and information hubs.	Customers that need assistance to access digital services know where to find that assistance and are able to take up a full range of digital services.	Digital First Working Group	Ongoing	March 2019				✓		
Encourage a greater level of uptake of Digital Services as preferred channel.	Ensure the technology solutions available to customers for digital engagement with the Council are intuitive, platform independent and fully integrated with business systems.	Digital services are so easy to use that they become the preferred option for a much greater number of our Customers.	Digital First Working Group	Ongoing	March 2019				✓		

Programme 2 – FIT FOR PURPOSE BUSINESS SOLUTIONS											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	3	4	5	6	7
Consolidate all Council payment channels to single supplier solution	Procure and implement single solution from Civica for face to face, telephone and online payments	Civica Cash receipting System fully integrated with Leisure and CRM Systems.	Revenues Services	Ongoing	December 2017	✓			✓		
Existing business solutions are reviewed regularly to ensure they meet business needs and are sustainable.	Assess ICT managed solutions within ICT asset register through ICT Client Liaison officer and user groups.	Up to date condition assessments exist for every major business application with development/ improvement roadmaps in place. Business Cases produced for replacement solutions/ improvements where deemed necessary.	Depts/ICT CLOs/ Managers	January 2017	December 2020			✓	✓	✓	
Review Fitness for Purpose for key business systems	Support the review and plan for the potential replacement of the Council's: <ul style="list-style-type: none"> • Revenues and Benefits System; • HR Systems; and • ORACLE FMS and Reporting tools 	Business Cases for changes to or replacement of these current key Council Systems. Replacement of key systems	Depts/ ICT CLOs/ Managers	January 2017	December 2017			✓	✓	✓	

Business solutions can be linked to add value and enhanced functionality	Develop improvements and investigate options to reuse and enhance available solutions rather than procure, through the use of integration tools.	Reduction in number of independent Business Solutions	Depts/ ICT CLOs/ Managers	January 2017	December 2020			✓	✓	✓	
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Programme 3 – ENABLING AN AGILE AND FLEXIBLE WORKFORCE											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	4	5	6	7
Develop a Mobile Strategy to reflect modern working practices	Investigate and implement Mobile Device Management solution, VPN connectivity and device procurement to make it easier to work from any location using a device of choice	Our people are able to work from anywhere and using the most appropriate device for the job	ICT	April 2017	April 2018	✓	✓		✓	✓	✓
Core technologies enhanced to be mobile adaptive	Investigate corporate applications and processes that may require enhancement for mobile access using mobile apps and software, and deliver productivity benefits	Users can access core technologies using mobile devices	ICT	April 2017	April 2020	✓	✓		✓	✓	✓

Enhance Digital Skills of the workforce	Projects introducing new technologies, software and functionality will aim to assess digital skills levels and identify digital and ICT awareness and training requirements earlier and design appropriate delivery solutions. Identifying gaps when introducing new technology to the workforce	The workforce has the relevant skills to operate supplied technology effectively and efficiently	HR/IOD	April 2017	December 2019	✓	✓		✓	✓	✓
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Programme 4 –VALUING OUR INFORMATION											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	5	6	7
Complete a pilot of Sharepoint based Record Management Technology	RecordPoint to be trialled as a proof of concept for implementing electronic Record Management solution.	A greater understanding of how an RM solution can assist the Council in meeting regulatory obligations and significantly reduce burden for staff compared with a wholly manual process. Revised business case for supporting Records management Technologies.	Governance & Law / ICT	Ongoing	August 2017	✓	✓	✓	✓	✓	
Optimise the use of the Civica corporate Document Management System for improving Information Management and Records Management	Revise and implement an improvements action plan of improvements for optimize of this existing resource.	Greater use of reporting, barcoding, disposals and all onboard functionality within Civica EDMS. Links from EDMS to Records Management System established. Carefirst integrated fully with EDMS.	All Services using Civica EDMS / ICT	February 2017	February 2018	✓	✓	✓	✓	✓	

Programme 5 – CUSTOMER ENGAGEMENT											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	4	6	7
Increase and improve digital services on our website	Implement service specific digital action plans and ICT initiatives	Customer can interact through their choice of technology and self serve	Digital Working Group	Ongoing	December 2020	✓	✓	✓	✓	✓	✓
Provide a digital platform for Consultation and Participatory Budgeting	Pilot for Participatory Budgeting and Consultation	Successful contributions from members of the public within scope of pilot consultations	Community & Culture	February 2017	July 2017	✓			✓	✓	✓
Support Economic Development in the expansion of public wifi in main towns	Currently in Helensburgh with plans for expansion to other CHORD towns of Argyll	Better access to information for visitors.	D&I (Econ Development)	Ongoing	December 2020	✓	✓		✓	✓	
Improve ICT skills and awareness.	Development of ICT&D Knowledge Base on The Hub incorporating new Top Desk features for internal users to self-serve ICT helpdesk, access ICT support services and suggest new digital working ideas.	Users are better informed on ICT service products, initiatives and incidents and can use ICT effectively.	ICT	April 2017	December 2018	✓		✓		✓	✓

Programme 6 – EDUCATION ICT											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	4	5	7
Extend Unified Communications across the Education infrastructure	Make the case for extending Skype across all schools	Current traditional telephony infrastructure replaced by LYNC / Skype telephony with Skype functionality available for delivery of school curriculum	ICT/ Community Services	April 2017	December 2018	✓		✓			✓
Provide parents with better facilities for interaction with schools	Partner working with Civica and Mastercard (QKR) on a school app aimed at parents interaction with schools for catering. Work with SEEMIS to expand possible applications for a range of interactions with parents and pupils.	Parents able to use their smart phone (with electronic wallet facility) for selection of school meals and payment.	ICT/ Community Services/ Catering Services	January 2017	March 2018	✓	✓		✓	✓	✓

Education Domain Extension	Complete the programme of migration of schools to the Corporate Network Domain	All schools benefit from the managed corporate domain, consistent desktop environment and associated security. Infrastructure to support Skype in place across all schools.	ICT	Ongoing	March 2018	✓		✓			✓
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Programme 7 – COLLABORATION AND PARTNER WORKING											
Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes					
						1	2	3	4	5	6
Enhance and extend unified communications technology technologies to support partner and collaborative working.	Upgrade to MS Skype for Business 2013, supported by end user awareness programmes and explore further federation with key suppliers and partners.	Be able to work more easily with external partners, suppliers and other government bodies	ICT	April 2017	March 2018	✓		✓		✓	✓
Explore options for safe and secure connection to other PSN and non PSN network and impact for shared service arrangements.	Increase in number of services providing services to other public sector organisations such as Loch lomond and Trossachs National Park, Police Scotland and Regional collaborations e.g. for Roads, Trading Standards.	Services can supply services to other public sector bodies and local authorities efficiently and securely.	ICT	April 2017	December 2019	✓		✓		✓	✓
Improved collaboration through the use of MS Sharepoint and other digital collaboration tools including social media.	Develop migration roadmap for MS Sharepoint sites.	Enable efficient partner working through digital collaboration and information sharing technologies.				✓		✓		✓	✓

Programme 8- CORE TECHNOLOGIES AND INFRASTRUCTURE

Action	Description	Planned Outcome	Owner	Start	End	Relevance - Other Programmes						
						1	2	3	4	5	6	7
Introduce secure payments engine for all electronic card payments.	Implement an integrated DTMF suppression technology solution along with Civica ICON solution (as an integrated layer of our telecommunications provision i.e. SIP trunk) which will facilitate the Netcall automated self service facilities of the Council.	Achievement of PCI DSS compliance status across all card payment channels Customers are reassured their card data is safe. No member of staff within Argyll and Bute Council handle sensitive payment card information.	Revenues	ongoing	Dec 2017	✓	✓	✓	✓	✓	✓	✓
CyberSecurity Development and promotion of the Council's Cybersecurity policy	Improve information security awareness across the Council. To provide tools and protocols to allow the sharing of information securely within and outside the Council on any device. Implement consistent	Our people are better informed and more aware of the Cyberscurity and risk. Risk for sensitive information is reduced and	ICT/ Governance & Law/ all Depts	April 2017	December 2018	✓	✓	✓	✓	✓	✓	✓

	identity and access management. Provide the detection and reporting of information security incidents across the Council.	information security incidents across the Council are readily identified and reported.										
Develop a coherent technology architecture and roadmap for the Council, in order to support in increasing demand for digital services and future system renewal	<p>Develop a clear “cloud services” strategy and decision making framework to support evaluation and procurement of services within the Council.</p> <p>Enable mobile devices to be managed effectively using the appropriate infrastructure and tools.</p> <p>Ensure that IT services delivered to the Council are secure, resilient and reliable.</p>	The Council’s ICT infrastructure is fit for purpose, resilient and reliable and represents value for money	ICT	January 2017	December 2020	✓	✓	✓	✓	✓	✓	✓

ARGYLL AND BUTE COUNCIL**POLICY & RESOURCES COMMITTEE****CUSTOMER & SUPPORT SERVICES****17 AUGUST 2017**

CONSULTATION ON SOCIAL SECURITY

1.0 EXECUTIVE SUMMARY

- 1.1 The Social Security (Scotland) Bill was introduced in the Scottish Parliament on 20 June 2017. The Social Security Committee issued a call for views on 30 June 2017 about the Bill with written submissions due to be returned by 23 August. The bill was accompanied by a financial memorandum and the Finance and Constitution Committee also launched a call for written evidence on the estimated financial implications of the Bill. This closes on 18 August 2017.
- 1.2 The Council responded to the previous consultation on social security which covered the principled approach being proposed, the developed benefits and operational policy.
- 1.3 The draft response to both consultations is attached for consideration.

ARGYLL AND BUTE COUNCIL

POLICY & RESOURCES COMMITTEE

CUSTOMER & SUPPORT SERVICES

17 AUGUST 2017

CONSULTATION ON SOCIAL SECURITY

2.0 INTRODUCTION

2.1 The Social Security (Scotland) Bill was introduced in the Scottish Parliament on 20 June 2017. The Social Security Committee issued a call for views on 30 June 2017 about the Bill with written submissions due to be returned by 23 August. The bill was accompanied by a financial memorandum and the Finance and Constitution Committee also launched a call for written evidence on the estimated financial implications of the Bill. This closes on 18 August 2017.

3.0 RECOMMENDATIONS

3.1 Policy & Resources Committee is asked to consider the draft responses attached at Appendix 1 and 2 and comment on them.

4.0 DETAIL

4.1 The draft Bill is accompanied by a Policy Memorandum, Explanatory Notes, Financial Memorandum, statements on legislative competence and delegated powers memorandum. The Bill itself is relatively short comprising 57 sections split as follows:

- Part 1: Principles, Charter and Accountability
- Part 2: Assistance to be given according to determination of entitlement
 - Types of assistance to be given
 - Determining Entitlement
 - Recovery of Assistance given in Error
 - Offences and Investigations
- Part 3: Supplementing assistance under other enactments
- Part 4: Discretionary Housing Payments

4.2 The types of assistance to be given are as follows:

- Carer's assistance
- Cold-spell heating assistance
- Winter heating assistance
- Disability assistance
- Early years assistance
- Employment-injury assistance
- Funeral expense assistance

- Short term assistance

- 4.3 For the first seven of these, there are Schedules attached which give a brief outline of the types of eligibility provisions, further criteria and types of assistance to be given around which detailed regulations may be laid by Ministers. These are very high level and most give no detailed clue as to whether the proposals may be more or less generous than the similar benefits being devolved from the UK Government.
- 4.4 The exception to this is for Carer's allowance which is to be a temporary benefit providing a top-up, paid in two 6-monthly instalments to bring the UK government's carer's allowance in line with Job-Seeker's Allowance. It is payable to those already in receipt of carer's assistance, carer's allowance or invalid care allowance. This is to be launched first in Summer 2018 with an estimated additional cost of £37m for 2018-19. This is to be a short term measure prior to development of a replacement Scottish carer's assistance.
- 4.5 The new Best Start Grant (referred to as Early Years Assistance) will replace the Sure Start Maternity Grant and, along with Funeral Assistance, is expected to come in next by Summer 2019. Others will be provided in a staged approach. The Best Start Grant is the only other benefit which is expected to cost more than the amounts being devolved from the UK government – an estimated allowance of £17m per annum. However the bill itself provides little information about how this is likely to differ.
- 4.6 The Policy Memorandum explains why so little information is provided in the draft Bill. This is because the Scottish Government believes that the clearest approach is to put the rules together in a single piece of subordinate legislation. As such regulations have not been drafted, this makes it very difficult to comment in any detail on the draft Bill. It also means that the detailed regulations will not be subject to as much parliamentary scrutiny as if they were part of the Bill.
- 4.7 The Council previously commented on all the proposed benefits in its previous consultation response with the exception of "Short term assistance". This is a new type of assistance which does not replace any UK benefit. It aims to cover the gap when someone is appealing a decision to stop their benefit so they do not face hardship during that time. This new benefit has not been costed. This is likely to reduce hardship and should be welcomed.
- 4.8 Two new principles have been added since the previous consultation. One is that social security is a human right and essential to the realisation of other human rights. This is a rights based approach, as opposed to the UK system where entitlement arises from operation by law.
- 4.9 The other new principle is that Ministers have a role in ensuring that individuals are given what they are eligible to be given under the Scottish Social Security system. This flows from the decision that virtually all the new benefits are to be delivered by the new Scottish Social Security Agency which is directly accountable to Ministers. The agency will be highly centralised body with c 1500 employees primarily offering services digitally with some enhanced phone and on-line support along with face-to-face pre-claims advice and support services co-located where possible in places people already visit (which may include local authority

premises). The only role for local government is to continue to deliver Discretionary Housing Payments – but this will be under new guidance from Scottish Ministers. Little is being said about how assessments will be delivered – only that this will not be outsourced to a private company. These decisions follow an options appraisal and outline business case. Both the Council and Cosla argued in the previous consultation that there should be a greater role for local authorities particularly locally and in ensuring joined up assessments with health & social care. Unfortunately this now looks to be most unlikely to happen.

4.10 The Council is already engaging with the new agency to discuss the opportunities for co-location.

4.11 The draft responses are attached for consideration. The main point included is the difficulty of commenting about the Bill because of the lack of detail being provided at this stage. This applies also to the financial memorandum as it is very difficult to cost changes in benefits without knowing much about the eligibility criteria or amounts to be paid. The policy memorandum suggests that there will be a more generous approach than with the current UK benefits, but it is difficult to that this will be delivered with the costs described, and this conflict is pointed out. In addition our disappointment at not having a greater role for local government is highlighted and we welcome the flexibility from the proposed ne short term assistance.

5.0 CONCLUSIONS

5.1 Policy & Resources Committee is asked to consider and comment on the draft responses attached at Appendix 1 and 2.

6.0 IMPLICATIONS

6.1 Policy: Affects levels and types of social security benefits to be paid in Scotland.

6.2 Financial: About £2.9bn of benefits are being devolved, with most being disability related. It is important that the new or changed benefits will be affordable.

6.3 Legal: The proposed bill will be supported by detailed regulations which will set out the detailed legislation.

6.4 HR: A new devolved social security agency is to be set up to deliver the new benefits. Local authorities are now unlikely to have a significant part to pay in delivery.

6.5 Equalities: A partial EQIA was previously provided which did not identify significant equalities impacts.

6.6 Risk: Continuity of payment will be very important for existing recipients of benefits to be devolved.

6.7 Customer Service: The Scottish Government is keen that respect for the dignity of individuals is at the heart of the new agency and the new / reformed benefits. High levels of customer service will be key in achieving this.

Appendices

1 Draft response to Social Security Committee

2 Draft response to Finance and Constitution Committee

Background reports

Consultation on Social Security: Policy & Resources Committee 27 October 2016

Douglas Hendry
Executive Director Customer Services
17 July 2017

Policy Lead: Councillor Rory Colville

For further information please contact Judy Orr, Head of Customer and Support Services Tel 01586-555280 or Fergus Walker, Revenues and Benefits Manager, Tel 01586-555237

Appendix 1: Draft response to Social Security Committee

From: SocialSecurityCommittee [<mailto:SocialSecurityCommittee@parliament.scot>]

Sent: 30 June 2017 11:31

To: SocialSecurityCommittee

Subject: Social Security (Scotland) Bill - call for views

Dear all,

I am emailing to make you aware of the Social Security Committee's call for views on the Social Security (Scotland) Bill. Please find attached a link to it below.

<http://www.parliament.scot/parliamentarybusiness/CurrentCommittees/105193.aspx>

It will soon be available in a number of accessible formats including BSL, Easy Read, audio and large print. These will be available via the link above within the next couple of weeks.

Please also find attached a link to the video that has been produced to promote the call for views. We would be grateful if you could share it with any other interested parties / organisations you may be aware of.

<https://youtu.be/aMVZdgZhHE0>

The Committee would be grateful to receive written submissions by **Wednesday 23 August 2017**.

You can keep up to date with the progress of Bill and the Committee's work in general by following us on Twitter [@SP_SocialSecur](https://twitter.com/SP_SocialSecur).

For any questions, the Social Security Committee clerking team can be contacted by email at SocialSecurityCommittee@parliament.scot or on 0131 348 5320.

Kind regards

Suzanne Lyden
Committee Assistant
Social Security Committee
Scottish Parliament

Telephone (Direct Dial): 0131 348 5320
Calls via RNID Typetalk: 18001 0131 348 5320
Email: suzanne.lyden@parliament.scot

The Social Security Bill: What do you think?

Control of a number of existing social security benefits is being passed from the UK Government to the Scottish Government. The Parliament would like your views on the Scottish Government's plans before they become law. The Social Security Bill is the proposed law.

1. The Bill aims to provide a framework for the creation of the Scottish social security system. In addition the Scottish Government has chosen to put most of the rules about the new benefits in Regulations. It believes that putting the rules in Regulations will make things clearer and less confusing. Parliament cannot change Regulations, only approve or reject them. The Scottish Government intends to develop Regulations with external help.

Q. Do you have any views on this approach?

We are disappointed that so little of the detail is in the draft bill and that the majority of the rules will be put into the detailed regulations. Regulations are subject to only very limited scrutiny through the Scottish Parliament (negative or affirmative resolution as provided at section 55). We would prefer that the approach of the UK government is taken where much more of the principles of the detailed rules is set out in the Act. We do not accept the argument that this makes the legislation confusing to follow. It is still perfectly possible for the detailed regulations set out in Scottish Statutory Instruments to be fully comprehensible on a standalone reading even though they cross reference to the main Act.

The Financial Memorandum only assumes that there will be different costs for Carers Allowance and Best Start Grant. For all other benefits being devolved, it is assumed that the costs will be the same as currently experienced by the UK Government. That can only be the case if eligibility rules, upratings and take-up are all identical. Whilst understandably there is an intention to minimise change for current recipients, the purpose of the benefits being devolved is that the Scottish Government can make their own decisions about priorities. It is therefore most unlikely just to mirror UK Government approaches in future.

This approach with providing so little detail in the Bill alongside a Financial Memorandum which assumes no changes in cost gives great uncertainty over what is planned.

2. The Bill proposes that the Scottish social security system will be based on the following seven principles:

- Social security is an investment in the people of Scotland.
- Social security is a human right. It is essential to accessing other human rights.
- Respect for the dignity of individuals is at the heart of the Scottish social security system.
- The Scottish Government has a role in making sure that people are given the social security assistance they are eligible for.
- The Scottish social security system will be designed with the people of Scotland, and based on evidence.

- The Scottish social security system should always be trying to improve. Any changes should put the needs of those who require social security first.
- The Scottish social security system is efficient and delivers value for money.

Q. What are your views on these principles and this approach? Please explain the reason for your answer.

We note the addition of 2 new principles 1 (b) and 1 (d) along with the other principles previously consulted on. We would like to see principle 1 (d) extended to including signposting to reserved benefits which the applicant is found also to be eligible for.

We had hoped that the principles would recognise the need for the overall system to be affordable (which is different to being efficient and value for money). This Financial Memorandum recognises that any changes to benefits once they will be devolved may need to be supported from the Scottish budget. Such choices are not easy and this necessity of recognising choices between social security and other priorities such as Health provision is considered an omission from the principles.

Q. Are there other principles you would like to see included?

See above

3. The Bill proposes that there will be a publicly available social security 'charter'. This will say how the Scottish Government will put the seven principles above into practice. It will also say what is expected from people claiming benefits. A report on the charter will be produced by the Scottish Government each year.

Q. Do you agree with the idea of the charter? Please explain the reason for your answer.

Yes – this is good practice and helps to ensure that applicants and other users have a clear and realistic expectation of how the service will be delivered, to what standards etc.

Q. Is there anything specific you would like to see in this charter?

Unfortunately no details of what will be in the charter are given. This is most regrettable. We believe that this is a very important element and the primary legislation should give a good outline of the areas to be covered by the charter.

Specific areas which it should cover include:

- Timescales for response to calls, complaints, for making decisions and re-determinations and appeals;
- Commitment to resolving queries at first time of contact
- Treating customers with respect and dignity
- How to access services and provide access to information
- Using plain English

4. The Bill proposes rules for social security which say:

- how decisions are made and when they can be changed
- how to apply and what information people have to provide
- how decisions can be challenged
- when overpayments must be repaid
- what criminal offences will be created relating to benefits.

Q. Do you have any comments on these rules?

We are content with the high level details provided in chapters 3, 4 and 5 in the main. However much of the necessary detail in order to provide a full assessment of proposals is not provided in the Bill. We would like to see proposed timelines for making determinations, how applications are to be submitted (and support provided to applicants for this purpose), and timescales for submitting and considering re-determinations requests and how these are to be submitted/ supported, supporting information to be provided, how and when changes of circumstances are to be reported, the broad principles for determining recovery in comparison with financial circumstances, and more detail on when an offence would be deemed to be committed.

We note the policy objective that it must be clear what activity will be considered a criminal offence, and the intention for a more proportionate approach, but do not consider that the Bill clearly achieves this. The use of civil penalties by DWP provided a useful route where the level of fraud did not mean that prosecution was appropriate / cost-effective.

We also note that the level of housing benefit fraud cases being prosecuted in Scotland has dropped dramatically since responsibilities were passed from local authorities to DWP, and that Audit Scotland has reported their concerns on this. The framework set out in this Bill could support either a much more stringent regime or an even laxer regime.

5. The Scottish Government will take over responsibility for some current benefits. The Bill does not explain how they will work in detail. This will be set out in Regulations at a later date. The current benefits which will be run by the Scottish Government are:

- disability assistance (including disability living allowance, personal independence payment, attendance allowance and severe disablement allowance)
- carer's allowance
- winter fuel payments
- Industrial injuries disablement benefit
- cold weather payments
- funeral payments
- sure start maternity grants

Q. What are your thoughts on the schedules in the bill in regard to these benefits?

Again we find that the schedules are very high level generally saying that Ministers may make regulations (but do not have to) with regard to certain factors. We would prefer that this is changed to a requirement for Ministers to make regulations with regards to

certain factors so that the relevance of these can be properly debated and agreed. Too much flexibility for future change without due scrutiny is provided.

6. The Bill proposes that a new type of short-term assistance will be introduced. This will be for someone who is challenging a decision to stop or reduce a Scottish benefit.

Q. What are your views on this proposal?

We welcome this innovative proposal which recognises the difficult financial circumstances faced by many people when a benefit stops, particularly when they consider that the wrong decision has been made and that eligibility should continue.

We would trust that this does not detract from the need to provide high quality decisions in the first instance, so that the need to seek re-determinations or appeals is minimised. We would expect careful review of the level of decisions that are over-turned at these two key stages.

We agree that there is a need to protect an individual's right to challenge and to access administrative justice but this could provide an incentive for everyone to challenge all such decisions irrespective of the merits of their case simply in order to retain previous higher levels of assistance for a longer period. This should be avoided as it could encourage many badly founded appeals which are unlikely to succeed adding substantial administrative and other costs to the system. We think that the parameters of such further assistance should be defined and subject to full scrutiny and debate.

7. The Bill includes the power for the Scottish Government to be able to top up 'reserved' benefits (ones controlled by the UK Government), but does not say how these will be used. The Scottish Government also has the power to create new benefits. This is not included in the bill.

Q. Do you agree with these proposals?

This provides very broad powers and very limited restrictions. All details would be provided under regulations. We think that the parameters of such further assistance should be defined and subject to full scrutiny and debate.

8. The Bill proposes that carer's allowance should be increased as soon as possible to the level of jobseeker's allowance (from £62.10 to £73.10 a week).

Q. What are your thoughts on this proposal?

We support this proposal as a temporary measure prior to considering further the longer term replacement with a new Scottish carers benefit.

9. The Bill proposes that discretionary housing payments continue as they are. They will still be paid by local authorities. The Bill does not require any local authority to have a discretionary housing payments scheme but if they do, they must follow Scottish Government guidance on running it.

Q. Do you agree that discretionary housing payments should continue largely as they are?

Q. Do you have any other views on the proposals for discretionary housing payments?

The vast bulk of discretionary housing payments (DHPs) relate to mitigation of the bedroom tax. On the one hand the local authority has to restrict housing benefit by the amount of the bedroom tax and then separately administer a claim for DHP to reinstate it. This is administrative nonsense for the claimant. We need the legislation amended so that the initial deduction is not made at all.

The guidance must be accompanied by appropriate funding for local authorities which allows all these costs to be met in full. The Bill suggests that local authorities could have a choice as to whether to offer DHPs or not, but there is in effect little discretion where the guidance states that the payment in certain circumstances is mandatory.

10. Q. Is there anything else you want to tell us about this Bill?

Argyll and Bute Council welcomes the Bill, and the opportunity to comment. The Council is encouraged by the principled approach, the proposal to have a charter, and formal annual reporting on this important matter, and the broad framework for determinations, re-determinations and appeals.

However we would welcome the opportunity to comment in more detail on the individual benefits that are being devolved, the eligibility rules and arrangements for assessment and pre-claims support. These details are not being provided at present and we will have to wait for the more detailed regulations.

We are disappointed that the opportunity to increase the level of joint working with local authorities is not being taken. This provided a golden opportunity to have a single shared assessment for disability providing access to both care and benefits.

How to submit evidence

The Committee would be grateful to receive written submissions by **Wednesday 23 August**. Before making a submission, please read the Parliament's [policy on treatment of written evidence by subject and mandatory committees](#) (the policy is also available in BSL video format and audio format).

In general, written submissions should be concise, no more than 4 sides of A4 and it is helpful if they are set out in numbered paragraphs. Submissions should be sent electronically (in word format) to socialsecuritycommittee@parliament.scot.

For any questions, the Social Security Committee clerking team can be contacted on the same email address or on 0131 348 5320.

Appendix 2: Draft response to Finance and Constitution Committee

From: Finance and Constitution Committee [<mailto:Finance.Constitution@parliament.scot>]
Sent: 04 July 2017 12:32
Cc: Hawthorne C (Clare) <Clare.Hawthorne@parliament.scot>; Johnston JD (James) <James.Johnston@parliament.scot>; Herbert S (Stephen) <Stephen.Herbert@parliament.scot>
Subject: Social Security Bill Financial Memorandum - call for evidence

Dear all,

The [Social Security \(Scotland\) Bill](#) was recently introduced in the Scottish Parliament. The Bill makes provision relating to certain social security assistance following changes to the devolution settlement enacted in the Scotland Act 2016.

As with all bills, the Finance and Constitution Committee invites written evidence on the estimated financial implications of the Bill as set out in its accompanying [Financial Memorandum](#) (FM). The purpose of this email therefore, is to invite you or your organisation to submit a response to the questions set out in the Committee's FM questionnaire by no later than **18 August 2017**.

A copy of the Committee's FM questionnaire can be accessed on the [Committee's website](#).

For information, the Social Security Committee is the lead committee with responsibility for considering the Bill's general principles and has issued a separate call for evidence on the Bill's policy provisions.

Before making a submission, please read our [Policy on Treatment of Written Evidence by Subject and Mandatory Committees](#). If you have any queries, please do not hesitate to contact the Committee clerking team on Tel: 0131 348 5409 or by emailing Finance.Constitution@parliament.scot.

Regards,

Alan

Alan Hunter
Assistant Clerk
Finance and Constitution Committee
The Scottish Parliament
Edinburgh
EH99 1SP

Telephone: 0131 348 5409

Finance and Constitution Committee Questionnaire

This questionnaire is being sent to those organisations that have an interest in, or which may be affected by, the **Social Security (Scotland) Bill's — Financial Memorandum (FM)**.

In addition to the questions below, please add any other comments you may have which would assist the Committee's scrutiny of the FM.

Consultation

1. Did you take part in any consultation exercise preceding the Bill and, if so, did you comment on the financial assumptions made?

Yes, the Council responded to the consultation on social security in Scotland on 28 October 2016. The consultation covered the principled approach, specific benefits being devolved and operational policy. We made some comments about affordability in the context of upratings, the need to review eligibility of Universal Credit claimants instead of treating all as being in receipt of a qualifying benefits given the range of circumstances now included in UC, and for winter fuel and cold weather payments to be more targeted to households in fuel poverty. However, it was possible top comment on detailed financial assumptions as these were not known.

2. If applicable, do you believe your comments on the financial assumptions have been accurately reflected in the FM?

Not applicable

3. Did you have sufficient time to contribute to the consultation exercise?

Yes, sufficient time was allowed to respond.

Costs

4. If the Bill has any financial implications for your organisation, do you believe that they have been accurately reflected in the FM? If not, please provide details.

The main implications for local authorities are through co-location of agency staff on local authority premises, and the continued responsibility for delivery of Discretionary Housing Payments. We are disappointed that the opportunity has not been taken to provide for more joint working with local authorities, particularly the use of a single shared assessment for care and disability benefits. As such, there are no significant new burdens on local authorities – this being restricted to providing some office space to support face-to-face pre-claims and support services which will be recharged at market rates. These are not quantified directly but we have been assured that they have been built into the estimates of running costs for the new agency.

We would respectively highlight that the costs of Discretionary Housing Payments are currently in the main non-discretionary as the bulk of the funding is directed to mitigating the bedroom tax. We understand the policy intent is to have no significant change but the bill provides for new guidance to be provided by Scottish Ministers. The funding provided in future will need to reflect the new or amended guidance.

5. Do you consider that the estimated costs and savings set out in the FM are reasonable and accurate?

The only new costs identified are for the increase to Carers Allowance and for Best Start Grant. No savings are identified.

It is pointed out that future policy differentials between Scotland and the UK for uprating and eligibility could put new pressures on the Scottish budget. With no allowance for any such additional costs, and a clear intent to initially replicate existing benefits for existing claimants, it is difficult to see what difference there will be for benefit recipients in terms of amounts received or eligibility. The main difference will simply be having to deal with a different government agency.

The Policy Memorandum describes the desired move to a rights-based approach to social security as supposed to one where entitlement arises by operation of law. This implies that there is a desire to be more generous, but no financial allowance is made.

There is also an emphasis on improving take-up with Scottish Ministers being given a role in ensuring this happens – but no increase in take-up is provided for.

The Bill itself just provides a broad framework of high level eligibility criteria with the detailed rules to be set in future regulations. This makes it impossible to comment on the financial effects of the new eligibility rules.

Implementation costs are estimated to be c £308 – well above the £200m provided by the Fiscal Framework. Running costs are estimated at £144 - £156m, also well above the baseline amount under the Fiscal Framework of £66m. These additional costs need to be provided for from the Scottish budget.

Overall, it is difficult to assess the estimated costs because of these unknowns. However, it seems very unlikely that the aspirations set out in the Policy Memorandum and in the Bill itself can be met within the costs set out.

6. If applicable, are you content that your organisation can meet any financial costs that it might incur as a result of the Bill? If not, how do you think these costs should be met?

As described at 4 above, the main costs for local authorities will be in providing some accommodation for pre-claims support, and in continuing to administer Discretionary Housing Payments. In addition, they will continue to provide welfare rights assistance and advocacy services to people in need of such assistance. It is expected that accommodation costs and Discretionary Housing Payments will be met in full. In terms of welfare rights assistance and advocacy services, these costs will depend on changes in level of demand which will in turn depend on changes to eligibility rules and the quality of service provided by the new agency. Given the intention to minimise upheaval for existing claimants, it is likely that we will be able to meet these costs at least initially.

7. Does the FM accurately reflect the margins of uncertainty associated with the Bill's estimated costs and with the timescales over which they would be expected to arise?

No, we do not believe it reflects the uncertainties described in our answer at question 5 above.

Wider Issues

8. Do you believe that the FM reasonably captures any costs associated with the Bill? If not, which other costs might be incurred and by whom?

As described in our responses at question 5 and 7 above, we do not believe that it is possible to capture all costs associated with the Bill at this stage. This is because the bill just provides a broad framework for future subordinate legislation, rather than providing more details as would be usual. Whilst the policy memorandum states that this is deliberate, and helps users understand the legislation more easily, we do not concur. We believe that it creates uncertainty and does not allow for the necessary detailed discussion about the Bill itself, and leaves too much flexibility for later regulations which may not be subject to the same level of scrutiny by the Scottish Parliament.

9. Do you believe that there may be future costs associated with the Bill, for example through subordinate legislation? If so, is it possible to quantify these costs?

It is very likely that subordinate legislation could bring additional costs. It is not possible to quantify these costs as the bill itself puts very little restriction on the subordinate legislation, providing only a very broad framework.

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ARGYLL AND BUTE COUNCIL**POLICY & RESOURCES COMMITTEE****COMMUNITY SERVICES****17TH AUGUST 2017**

LEISURE & LIBRARIES TRUST - FINANCIAL AGREEMENT

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide an update on the progress of the Leisure and Libraries Trust and to agree the management fee between the Council and the Trust.
- 1.2 In February 2016 the Council agreed to the preparation of a business case on the future of the leisure and libraries services as part of the Council's Service Choices Savings Programme. In May 2016 Ernst & Young (EY) were appointed to undertake a full business case on the service options available to the Council. At the Council meeting on 24th November 2016 the Council approved the Full Business Case (FBC) prepared by EY and approved that the next steps to implementation of a Charitable Trust set out in the FBC be taken forward within the proposed governance arrangements.
- 1.3 The next steps within the report which have now been undertaken are as follows:

Commercial case

- Confirmed the preferred approach to the Charitable Trust's legal structure.
- Carried out Shadow Board recruitment and reviewed Governance Arrangements.
- Agreed name and logo for Trust – LiveArgyll, see appendix 2
- Developed legal documentation including Lease Agreements, SLAs and Management Fee.
- Confirmed approach for the provision of support services, maintenance and utilities.

Financial case

- Reviewed the base financial figures and prepared the attached appendix 1.

Management case

- Developed robust and comprehensive Project Plan.
- Undertaken dialogue with OSCR and HMRC.
- Implemented communication strategy.

It is recommended that

- a) Members note the progress update.

- b) Members agree the management fee and contract terms between the Council and the Trust as set out in paragraphs 4.5.3 and 4.5.4.
- c) Agree “go live” date for LiveArgyll of 2nd October 2017.

ARGYLL AND BUTE COUNCIL

POLICY & RESOURCES COMMITTEE

COMMUNITY SERVICES

17TH AUGUST 2017

LEISURE & LIBRARIES TRUST - FINANCIAL AGREEMENT

2.0 INTRODUCTION

2.1 At the Council meeting on 24th November 2016 the Council approved the Full Business Case prepared by Ernst and Young and approved that the next steps to implementation of a Charitable Trust set out in the Full Business Case be taken forward within the proposed governance arrangements.

2.2 The next steps within the report which have now been undertaken are as follows:

Commercial case

- Confirmed the preferred approach to the Charitable Trust's legal structure.
- Carried out Shadow Board recruitment and reviewed Governance Arrangements.
- Agreed name and logo for Trust – LiveArgyll, see appendix 2
- Developed legal documentation including Lease Agreements, SLAs and Management Fee.
- Confirmed approach for the provision of support services, maintenance and utilities.

Financial case

- Reviewed the base financial figures and prepared the attached appendix 1.

Management case

- Developed robust and comprehensive Project Plan.
- Undertaken dialogue with OSCR and HMRC.
- Implemented communication strategy.

3.0 RECOMMENDATIONS

It is recommended that:

- a. Members note the progress update.
- b. Members agree the management fee and contract terms between the Council and the Trust as set out in paragraphs 4.5.3 and 4.5.4.
- c. Agree "go live" date for LiveArgyll of 2nd October 2017.

4.0 DETAIL

4.1 The Council approved the EY Full Business case and its recommendations for the implementation of a Leisure & Libraries Trust in November 2016. A Project team was set up in December 2016 to undertake the key activities. The services within the scope of the Trust are:

- Libraries
- Archives
- Museum
- Leisure Facilities
- Halls
- Community Centres
- Active Schools
- Sport Development
- Community Lets

4.2 Implementation was projected to take between 9-12 months from November 2016 and the project is on track for the Trust to “go live” on 2nd October 2017.

4.3 The project work was divided into seven key workstreams and progress against the project plan milestones was reported through a highlight report to the Council’s Senior Management Team on a monthly basis. The workstream leads comprise of a group of Trust service scope managers and senior support service managers. The workstreams are:

- Finance
- HR
- Management Structure and Assets
- Governance and OSCR
- Service Specification
- Support Services Specification
- Branding and Communications

All the targets on the critical path for each of the workstreams have been achieved to date.

4.4 Commercial case progress

4.4.1 Brodies and EY are assisting the project team to develop the legal documentation for operating the Arm’s Length External Organisation (ALEO) for the following:

- The Lease Agreement - covers the ownership of the building assets which will be retained by the Council and leased to the Charitable Trust
- Service Level Agreement (SLA) – The Charitable Trust will require a range of support and administration services which it will procure from the Council under a number of SLA’s
- The Operating Agreement - Sets out the Management Agreement between the Trust and the Council and includes the Service Specifications to be delivered by the Trust and the management fee payable by the Council.

4.4.2 In February 2017 the Council agreed to advertise for Independent Trustees/Directors for the Board in line with the decision taken in November 2016. Three Independent Board Members were selected by a panel of senior Councillors in April 2017 and the three council appointed board members were agreed in May 2017. In line with best practice a Trade Union representative was nominated by joint Trade Unions in June 2017. The first Shadow Board meeting took place in June 2017 where the Articles of Association, Standing Orders and Financial regulations were signed off.

4.4.3 Board Members

Chair, Andrew Nisbet - Independent member
Vice Chair, Mairi Coleman - Independent member, Chair of Business and Performance Sub Group
Charles Brodie – Independent, Chair of Finance and Audit Sub Group
Jim Anderson, Elected Member
Graham Hardie, Elected Member
Jim Lynch, Elected Member
Mary Watt, Trade Union representative

4.4.4 The approach for the provision of support services, maintenance and utilities has been agreed in line with the advice given by EY and Brodies. This will ensure the Council can optimise its VAT savings following dialogue between EY VAT specialists and HMRC and acceptance by HMRC. EY have reviewed the contracts for transfer and operation of the trust in order to obtain HMRC's approval and a favourable VAT outcome.

4.4.5 Following a rigorous recruitment process the trust board appointed a General Manager in June 2017. The successful candidate is Kevin Anderson, a senior financial manager within the Council and he will take up the post in September 2017.

4.5 Financial case progress

4.5.1 The projected financial position has been updated based on two scenarios put forward by our external VAT advisors and is detailed in Appendix 1. The greater savings will be achieved through Scenario 2 where irrecoverable VAT is reduced by the Council taking responsibility for repairs, utilities and support services associated with the Trust's assets. This analysis presents the projected 2017/18 to 2020/2021 financial position for the charitable trust. The analysis is used to project the annual management charge for these three full years and refines the information and assumptions contained in the FBC.

4.5.2 In this paper, the base financial position of the future operating model has been established. The financial projections reflect:

- ▶ The opening net deficit for the Leisure and Library Services is £6.797m
- ▶ The Charitable Trust would be expected to make savings in respect of NDR and VAT of between £0.556m and £0.705m. For Scenario 1 the NDR and VAT savings apply a prudent assumption of a £0.636m saving. For Scenario 2 the NDR and VAT savings are £0.705m. To achieve Scenario 2 savings will require approval from HMRC which EY (VAT Advisors) anticipate will be given.

4.5.3 In order to maximise the Trust's opportunities for obtaining external funds to support its business plan, the Trust Board has requested the Council provide at least a 10 year contract period for the delivery of the services. It is recommended this length of contract is agreed. The Council currently has agreed annual uplifts on its SLA's with some Community Enterprises for the delivery of leisure services. The trust board would ideally prefer a similar arrangement for a five year period. However, in the current financial climate it is proposed that an annual uplift to cover staff pay awards is added to the baseline financial projections for the trust management fee. This is in line with the budgeted pay award increases the Council factors into its own budgets. It is proposed that this financial arrangement is reviewed after a 3 year period on the basis that the trust will be able to grow its income streams and over time the percentage of the trust expenditure represented by the management fee will reduce.

4.5.4 Taking account of the treatment of the VAT scenarios by HMRC the Head of Strategic Finance has calculated the management fee payable in the first full year to the trust will be £3.615m (representing Scenario 1), however, it is anticipated that the fee would reduce to £3.546m (Scenario 2).

4.6 Management case progress

4.6.1 The new trust, with an operating name of LiveArgyll has been set up as a company limited by guarantee as agreed in November 2016. The trust is a wholly owned subsidiary of the council and following a process of due diligence Charitable Status has been granted by OSCR – Charity Number SC047545.

4.6.2 LiveArgyll has also now been registered with Companies House - Company Number 569568

4.6.3 In order to ensure successful TUPE of 264 staff to LiveArgyll, Brodies have worked with Strathclyde Pension Fund (SPF) to submit the formal request for the new trust to be given admitted body status within the SPF. This will enable the charitable trust employees to continue to participate in the Local Government Pension Scheme with no change to Pension provision and full service protection.

- 4.6.4 To ensure all staff were fully consulted over the last six months the project team has provided regular briefing updates on progress with the implementation plan. In addition, seven roadshows were held in all the main service locations during late April to provide maximum opportunity for the staff to be fully updated on progress and any matters they wished to raise. The Trade unions were also fully involved in this process.

5.0 CONCLUSION

- 5.1 This report provides members with an update on progressing the next steps to allow implementation of the Charitable Trust leading to LiveArgyll going live on 2nd October 2017.
- 5.2 This report provides members with an overview of the current financial position and seeks agreement on the management fee to be paid by the Council to the Trust from October 2017 to March 2021.

6.0 IMPLICATIONS

- 6.1 Policy - None
- 6.2 Financial - The council agrees a full year 2018/19 annual management charge with the ALEO of £3.615m (representing Scenario 1), however, it is anticipated that the fee would reduce to £3.546m. This will achieve the budgeted annual net savings of £540k agreed by the Council in February 2017.
- 6.3 Legal - Complies with Companies House and OSCR regulations
- 6.4 HR - Complies with TUPE regulations
- 6.5 Equalities - Complies with Equalities guidance
- 6.6 Risk - Council savings will not be achieved if project does not proceed to timescale
- 6.7 Customer Service - Sustained and enhanced customer services

Ann Marie Knowles, Acting Executive Director of Community Services

Robin Currie, Policy Lead for Communities, Housing, Islands and Gaelic Housing

3rd August 2017

For further information contact: Donald MacVicar, Head of Community & Culture 01546 604364 or Kirsty Flanagan, Head of Strategic Finance 01546 604268

APPENDIX 1**Financial Position (including inflation)**

	FY 17/18	FY 18/19	FY 19/20	FY 20/21
	1 Oct	1 April	1 April	1 April
	2017 -	2018 -	2019 -	2020 -
	31	31	31	31
	March	March	March	March
	2018	2019	2020	2021
	£'000	£'000	£'000	£'000
Income	(1,264)	(2,527)	(2,527)	(2,527)
Accounting Adjustments	-	-	-	-
Employee Expenses	2,295	4,681	4,774	4,870
Premises Related Expenditure	395	790	790	790
Supplies and Services	436	872	872	872
Support Services and Departmental Admin Charges	-	-	-	-
Third Party Payments	168	336	336	336
Transport Related Expenditure	50	99	99	99
Expenditure	3,344	6,778	6,871	6,967
Total Net Expenditure	2,080	4,251	4,344	4,440
NDR and VAT Savings (VAT Scenario 1)	(318)	(636)	(636)	(636)
Total Management Charge (VAT Scenario 1)	1,762	3,615	3,708	3,804
NDR and VAT Savings (VAT Scenario 2)	(353)	(705)	(705)	(705)
Total Management Charge (VAT Scenario 2)	1,727	3,546	3,639	3,735

APPENDIX 2



ARGYLL AND BUTE COUNCIL**Policy and Resources****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****17 August 2017**

Rothesay Townscape Heritage – HLF Award

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to request that Members accept Heritage Lottery Fund's grant offer of £1,888,500 to deliver a Townscape Heritage (TH) in Rothesay, which was made to the council on 20 June 2017.
- 1.3 The award will be used for the following approved purposes:
1. To deliver a programme of building repairs to under-used and vacant town centre properties as outlined in the second round application.
 2. To deliver a programme of learning, skills development and engagement to sustain project benefits and enable the local community to celebrate Bute's heritage, as outlined in the second round application.
- 1.4 Rothesay TH will be delivered over a 5-year period from 1 October 2017 to 30 September 2022, and will seek to deliver the following:
- 5 priority building repairs
 - Traditional window repairs
 - 8 shopfront restorations
 - Activities, skills and capacity building programme – heritage and maintenance
 - Activities, skills and capacity building programme – growing and supporting a creative industry
 - Wayfinding and connectivity improvements

2.0 RECOMMENDATIONS

- 2.1 That Members agree to accept the Heritage Lottery Fund offer of grant based on the afore-mentioned approved purposes and delegate authority to the Chief Executive to sign the permission to start letter once all the necessary pre conditions have been satisfied.

Rothesay Townscape Heritage – HLF Grant Award

3.0 INTRODUCTION

- 3.1 The purpose of this report is to request that Members accept Heritage Lottery Fund's grant offer of £1,888,500 to deliver a Townscape Heritage (TH) in Rothesay, which was made to the Council on 20 June 2017.
- 3.2 The award will be used for the following approved purposes:
1. To deliver a programme of building repairs to under-used and vacant town centre properties as outlined in the second round application
 2. To deliver a programme of learning, skills development and engagement to sustain project benefits and enable the local community to celebrate Bute's heritage, as outlined in the second round application.
- 3.3 This report also requests that Members delegate authority to the Chief Executive to sign the permission to start letter, which will enable the project to commence and allow the drawdown of grant over a 5-year period until 30 September 2022.

4.0 RECOMMENDATIONS

- 4.1 That Members accept the Heritage Lottery Fund offer of grant based on the aforementioned approved purposes and delegate authority to the Chief Executive to sign the permission to start letter once all the necessary pre conditions have been satisfied.

5.0 DETAIL

- 5.1 At their meeting of 20 August 2015, the Policy and Resources Committee agreed that the council should submit a first round application to HLF to seek funding for a second phase of heritage-led regeneration in Rothesay, which would continue and build on the momentum of the successful Townscape Heritage Initiative (THI), which concluded on 31 March 2016. At the meeting, the committee also agreed to the need to identify council match funding of £200,000, which has since been confirmed at the Council's budget meeting of 23 February 2017. The council also agreed to submit a Conservation Area Regeneration Scheme (CARS) funding bid to Historic Environment Scotland (HES) for £500,000 towards the Rothesay TH. This bid was successful and

seek to grow the population and make places more attractive for people to live, work, visit and invest. The project is also identified within the Bute and Cowal EDAP.

- | | | |
|-----|-------------------|---|
| 7.2 | Financial | The Council's match funding requirement of £200,000 was committed by the Council on 23 February 2017. |
| 7.3 | Legal | The contract with HLF is as the offer of award, the approved purposes and second round application. |
| 7.4 | HR | Funding from HLF includes a contribution towards a dedicated TH Project Officer and a dedicated Admin/Finance Officer position. The posts will sit within Transformation Projects and Regeneration and be recruited for the 5-year duration of the project. |
| 7.5 | Equalities | No equal opportunities implications. |
| 7.6 | Risk | Project staff will seek to mitigate against risk by updating a risk register on a quarterly basis. |
| 7.7 | Customer Services | Working with local people |

Pippa Milne, Executive Director of Development and Infrastructure

Councillor Aileen Morton, Policy Lead, Sustainable Economic Growth

30 June 2017

For further information contact:

Lorna Pearce, Senior Development Officer, Transformation Projects & Regeneration Team
Tel: 01700 501 374

ARGYLL AND BUTE COUNCIL**POLICY AND RESOURCES
COMMITTEE****CUSTOMER SERVICES and
DEVELOPMENT AND
INFRASTRUCTURE SERVICES****17 AUGUST 2017**

LAND AT GRAHAM'S POINT, KILMUN

1.0 EXECUTIVE SUMMARY

- 1.1** The purpose of this report is to provide background information and seek Committee instructions in relation to a decision of the Bute and Cowal Area Committee held on 4 April 2017. The Committee considered a motion presented under Standing Order 13 in the following terms: "That the Committee recommend to the Policy and Resources Committee that the Council should enter into negotiations with Argyll Community Housing Association to engage Clause 31 with a view to the land known as Graham's Point Community Park, being transferred back into the Council ownership." The Committee decision was "The Committee agreed the content of the motion and resolved accordingly".
- 1.2** The recommendation is as follows:
That Members note the information contained in this Report and instruct officers to inform Argyll Community Housing Association that the Council does not wish to take this land back into Council ownership.

ARGYLL AND BUTE COUNCIL

**POLICY AND RESOURCES
COMMITTEE**

**CUSTOMER SERVICES and
DEVELOPMENT AND
INFRASTRUCTURE SERVICES**

17 AUGUST 2017

LAND AT GRAHAM'S POINT, KILMUN

2.0 INTRODUCTION

- 2.1** The purpose of this report is to provide background information and seek Committee instructions in relation to a decision of the Bute and Cowal Area Committee held on 4 April 2017. The Committee considered a motion presented under Standing Order 13 in the following terms: "That the Committee recommend to the Policy and Resources Committee that the Council should enter into negotiations with Argyll Community Housing Association to engage Clause 31 with a view to the land known as Graham's Point Community Park, being transferred back into the Council ownership." The Committee decision was "The Committee agreed the content of the motion and resolved accordingly".

3.0 RECOMMENDATIONS

- 3.1** That Members note the information contained in this Report and instruct officers to inform Argyll Community Housing Association (ACHA) that the Council does not wish to take this land back into Council ownership.

4.0 DETAIL

- 4.1** A plan showing the location and extent of the land referred to in this Report is annexed hereto as Appendix 1. The land is used by the general public and a local community group as a community play and amenity area.
- 4.2** Prior to the Council's Housing Stock Transfer which was carried out in November 2006, this land was held on the Housing Revenue Account. The Council had decided to transfer all land held on the Housing Revenue Account other than vacant land with development potential to ACHA. This land was neither vacant nor considered to have development potential.
- 4.3** Following a decision of the Bute and Cowal Area Committee on 4 September 2007, ACHA was requested to return the land to Council ownership on the basis (1) that the land had been erroneously transferred to ACHA and (2) that in terms

of clause 31 of the Stock Transfer agreement land which had been erroneously transferred to ACHA should be returned to the Council. The Chief Executive of ACHA responded by saying that this land did not transfer in error and that clause 31 did not apply but that ACHA would discuss the transfer back of this land “in the round of things”. The land remains in ACHA’s ownership although it is understood that ACHA would now agree to transfer the land back to the Council.

- 4.4 Maintenance of the land consist mainly of grass cutting and this was carried out by D & I staff. The cost was never recharged as the area of grass remained on the asset register as amenity grass. This area was highlighted as belonging to ACHA as part of the grass cutting reductions exercise as part of Service Choices.
- 4.5 Development and Infrastructure have no identified budget to allow the Department to maintain this land, the estimated cost of which would be £2,500.00 per annum for grass cutting and general grounds maintenance (including weed treatment, shrub cutting etc). There would be additional costs associated with inspection of play equipment and any maintenance and future replacement of the play equipment. The land at Graham’s Point bounds directly onto the foreshore and includes a sea wall and costal protection. As with any sea defence there is a risk of significant failure which has no budget provision and would place an additional financial burden on the Council if the land was transferred. For these reason Development and Infrastructure would not willingly accept responsibility for this land.
- 4.6 The Council has received a “petition” which requests that the Council takes this land back into Council ownership. A copy of the “Petition” forms Appendix 2 to this Report.

5.0 CONCLUSION

- 5.1 The Council is under no legal obligation to accept the return of this land.
- 5.2 The Council has no identified budget to meet the estimated annual maintenance costs of £2,500.00.
- 5.3 Given the absence of a budget to maintain this land, officers’ recommendation is to refuse the request to take this land back into Council ownership.

6.0 IMPLICATIONS

- 6.1 Policy A community group may wish to consider an asset transfer from ACHA. This may allow access to grant funding not available to ACHA. This would be for ACHA to determine.
- 6.2 Financial There is no identified budget to maintain this land
- 6.3 Legal This land correctly transferred to ACHA during the stock transfer process and the Council is under no legal obligation to take this

land back into Council ownership.

- 6.4 HR: None.
- 6.5 Equalities None known as the asset is assumed to remain available as part of the ACHA Estate.
- 6.6 Risk: Taking on the maintenance of this site would have a detrimental impact on the level of amenity service provided elsewhere.
- 6.7 Customer Service: None.

**Director of Customer Services
Director of Development and Infrastructure Services
Policy Lead - Councillor Roddy McCuish**

6 June 2016

For further information contact:

Donnie Kelly, Legal Services Manager – Commercial,
Email: donald.kelly@argyll-bute.gov.uk
Telephone: 01546 604221

Jim Smith
Head of Roads and Amenity Services
Email: jim.smith@argyll-bute.gov.uk
Telephone: 01546 604324

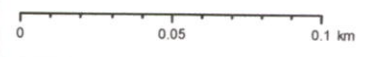
APPENDICES

Appendix 1 Plan
Appendix 2 Petition



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This is the Appendix I referred to in the Longgairing Report in relation to land at Graham's Point, Kilman.



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This is the Appendix 2 referred to in the foregoing Report in relation to land at Graham's Point, Kilmun.

Petition to Argyll & Bute Council requesting action to have Graham's Point Community Park returned to Council ownership.

Signed by attendees at a Public meeting in Younger Hall Kilmun on

31st March 2017

Ann Campbell

Alex Soltysiak

A SOLTYSIAK

Jan & Sheila Wherry

Sue Gough

JANET HOWE

JUNE MACDONALD

GORDON MACDONALD

HELEN GILES

Jan Giles

Sheila Mullen

ANDY MULLEN

ISOBEL HENDRY

JP & FI SINGLETON

BEN R. TESSER

BRYAN TESSER

MOICA TESSER

Lorraine Gough

Xander Gough

Shanee Gough

Mick Duff

[Handwritten signatures]

[Handwritten signature]
June Macdonald

[Handwritten signature]
H. Giles

[Handwritten signature]
Mullen
Isobel
Hendry

[Handwritten signature]
BESSER

[Handwritten signature]
Lorraine
& Gough
S Gough
Mick Duff

SUE MINAS

JEAN ANDERSON

JAMES C BOWEN

Sue

Moiria Ferguson

Don Reid

FRASER SMITH

Yvonne M'Nally

Gordon Munn

Bonnie Marshall

KILMUN -
BURNSIDE, KILMUN

1510 LOCH KILMUN.

Dunrobin Ma Blainne

Aldersyde, Kilmun

Fairhaven, Kilmun

MAXWELLTON, STRENE.

1 Kilbride Ave Dunrobin

35 HARRISON STREET DUNROBIN

Wild Crane Strone

GRAHAM THOMPSON
Sister Mrs THOMPSON
John E. Skiller
John S. Skiller
Anne Rodge
a son
A. Holm

ALAN WILSON
Kate Wilson
Yvonne Tracey
MARION MCARTHUR
MARIAN NORRIS
Eileen Connell
John CAMPBELL
Lorraine Parramore
Stuart Smith

Georgia Love
Russell Haysley
Gione Murphy
Bill Murphy
David McKenzie

VICTOR SANDRILL
Jan Hendelsson

John Thompson
Bridget Thompson
ROSEMARY McVICAR
JONAS McVICAR
ANNE RODGER
H ROUGER
Ashburn.

~~MARION MCARTHUR~~
Kills
Yvonne Tracey

M McARTHUR
Maria J. Norris
E. Connell Ardentkenny CC
BURNIE, BLAIRMORE.

MILK COTTAGE, STRONE
High Cottages, Strone
Halder Blairmore
Ferry Park Blairmore
Ferry Park Blairmore

QUARMID BLAIRMORES
2 Park Loch.

Amenity Grass

Grass cut in Cowal 501,149sq m

Private grass cut in Cowal 80,041sq m

Grass cut in South Cowal 15,000sq m Seats in South Cowal 40 plus
5 picnic tables with seats

Grass area at Graham's Pt 4,500sq m

Only other area of grass on the Shore is at Blairmore Pier 10sq m

Grass cut on Bute 347,000sq m

Private grass cut on Bute 66,408sq m

COWAL GRASS AREAS AND PROPOSED CUT FREQUENCY FOR THE 2017 SEASON

All grass areas dropped in the 2016 season will be added back in to the grass routes.

All Football Pitches will be cut at a frequency of 24 cuts for the season.

In order to maintain the cost saving from the 2016 season all other grass areas will have a frequency drop of 9 cuts per season to 15 from the 2015/16 seasons.

GRASS AREAS

Ardenslate Road

Bencorrum Brae

Blairmore Pier

Bottom of Newton Road

Brandon St.

Broxwood Park Picnic Site *

Cairndow Cemetery

Cairndow War Memorial and Verges

Castle Gardens all areas

Cluniter Point

Colintraive Cemetery

Colintraive Churchyard

Colintraive Pier

Cowal Cemetery

Cowal Terrace Banking

Dalriada Grove

Dhailing Ave

Dhailing Road Carpark

Dhailing Road Gardens

Dunclutha Childrens Home

Dunoon Cemetery all Sections

Ferguslie Street

Glendaruel Cemetery

Glenmorag Carpark

Glenmorag Putting Area (Part of)

Hanover Gardens

High Kirk

Innellan Front Part of.

Innellan Monument

Innellan to Dunoon

Inverchaolin Cemetery

Kilbride Cemetery

Kilfinan Cemetery

Kilmun Cemetery and Extensions

Kilmun Church Yard

Kirn Gardens & Parade

Lamont Memorial

Lazaretto Point

Library Area

Library HQ

Lochgoilhead Cemetery

Lochgoilhead Toilets

McArthur St/Victoria Rd Corner

Millhouse Cemetery

Milton Burn Walkway

Milton House

Milverton

Newton Park

Park Square

Post Office

Rankin's Brae

Redbridge

Rose Gardens

Sandbank Play Area

Sandybeach Carpark

Strachur Bus Stop

Strachur Cemetery

Strathlachlan Cemetery

The Area Office Dolphin Hall

To Aluin Picnic Site

Toward Picnic Site

Union Lane

Whiteheather Farm

All contract work i.e. Schools and Roads Verges will be maintained at their contracted frequencies that is 15 cuts per season for Schools and 6 cuts for Roads Verges.



ARGYLL AND BUTE COUNCIL
**POLICY AND RESOURCE
COMMITTEE**
Development and Infrastructure
17 August 2017

Rural Resettlement Fund

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of the report is to provide members with an update on the one-off Rural Resettlement Fund (RRF) of £500,000, announced in the Argyll and Bute Council budget 2016/2017.
- 1.2 The May 2016 Policy and Resources Committee agreed that the main focus of the RRF should be to incentivise new residents and/or businesses to relocate to Argyll and Bute.
- 1.3 The August 2016 Policy and Resource Committee agreed the outline conditions of the fund, including allocation £10,000 for marketing, giving officers the remit to proceed with the development and delivery of the fund.
- 1.4 RRF was formally launched on 31st October 2016 in line with Argyll Enterprise Week. This report will provide members with an update on the performance of the fund so far.
- 1.5 Table 1 below provides an update on performance of the fund so far.

Table 1: Summary of Rural Resettlement Fund applications						
RRF applications	Received	Approved	Withdrawn	Rejected	Pending	Grant Awarded
Personal Relocation Grant	33	17	2	5	9	£81,078.03
Business/Self-employed	3	3	0	0	0	£15,000.00
Total	36	20	2	5	9	£96, 078.03

ARGYLL AND BUTE COUNCIL

POLICY AND RESOURCE
COMMITTEE

Development and Infrastructure

17 August 2017

Rural Resettlement Fund

2.0 INTRODUCTION

- 2.1 The purpose of the report is to provide members with an update on the one-off Rural Resettlement Fund (RRF) of £500,000, announced in the Argyll and Bute Council budget 2016/2017.
- 2.2 In May 2016 the Policy and Resources Committee agreed that the main focus of the RRF should be to incentivise new residents and/or businesses to relocate to Argyll and Bute.
- 2.3 The August 2016 Policy and Resource Committee agreed:
- RRF will support micro and SMEs (including social enterprises) relocating their business to Argyll and Bute; economically active people and economically active families relocating to take up employment in Argyll and Bute;
 - RRF will operate on a first come first served basis;
 - £10,000 of the RRF will be allocated to marketing;
 - RRF will be administered within Economic Development and Strategic Transportation using existing structures; and
 - Officers will proceed with the development and delivery of RRF.
- 2.4 RRF was formally launched on 31st October 2016 in line with Argyll Enterprise Week. This report will provide members with an update on the performance of the fund thus far.

3.0 RECOMMENDATIONS

- 3.1 The recommendations for Policy and Resources Committee are as follows:
- To note the contents of the report.

4.0 DETAIL

4.1 Table 1 below provides an update on performance of the fund so far.

Table 1: Summary of Rural Resettlement Fund applications						
RRF applications	Received	Approved	Withdrawn	Rejected	Pending	Grant Awarded
Personal Relocation Grant	33	17	2	5	9	£81,078.03
Business/Self-employed	3	3	0	0	0	£15,000.00
Total	36	20	2	5	9	£96, 078.03

4.2 Table 2 below provides a breakdown of the RRF Personal Relocation Grant approvals per administrative area.

RRF Personal Relocation Grants	B&C	H&L	MAKI	OLI	Total
No of approvals	3	0	3	11	17
No of relocated residents	9	0	4	29	42
Value	£15,000.00	£0.00	£15,000.00	£51,078.03	£81,078.03

4.3 Interest in the fund was raised when the initial paper went to committee and a press release was issued. Over 100 people registered interest in the fund prior to it being launched in November 2016.

4.4 Since the launch, officers have been working with partner organisations to promote the fund:

- HIE promoted the fund to account managed businesses who may be recruiting new staff;
- Key local businesses known to be recruiting new staff were contacted directly;
- Community planning partners were provided information on the RRF; and
- All local estate agents were mailed with information about the fund and posters for their offices.

4.5 On July 3, an eight-week digital campaign with S1 Homes and S1 jobs targeting people looking for new jobs and new homes was launched.

4.6 Of the seventeen PRGs grants which have been approved, fourteen have been accepted and this has resulted in 35 new Argyll and Bute residents due to many of these relocating with families.

4.7 3 Self Employment Relocation Grants have been approved and accepted resulting in 3 business relocating. A fencing contractor to the island of Colonsay, a patisserie to the island of Bute and a plastic mouldings repair engineer relocating to Dunoon.

- 4.8 Officers are collecting case studies where possible to use for future marketing. The following is an example of feedback in relation to the scheme. The first candidate for RRF had the choice of jobs in Newcastle and Oban. The candidate opted for the job in Argyll and Bute favouring a rural upbringing for the children. The additional benefit was support from the Council's RRF which helped with some of the expenses incurred when moving almost the length of the UK from Cornwall to the Oban area. The candidate said "it really helped to smooth the path. We think the country isn't that big, but it is when moving the entire length with two small children. It was reassuring not to have to start a new life in deficit".

5.0 CONCLUSION

- 5.1 Take up of the Rural Resettlement Fund has got off to a stronger start for the Personal Relocation Grant. Marketing of the fund through national media is expected to accelerate the number of applications to the fund, and a further report on the success of this measure can be provided to P&R after the eight week campaign.
- 5.2 On average, every Personal Relocation Grant results in an additional 2.5 residents into Argyll and Bute.
- 5.3 Take up of the Self-Employment Relocation Grant has been slow and to date we have had no applications for the Business Relocation Grant. The Business Gateway team do refer clients who are looking to relocate their business to the area to the grant.

6.0 IMPLICATIONS

- | | | |
|-----|------------|--|
| 6.1 | Policy | The proposed fund will offer the opportunity to support the objectives and long term outcomes of the Single Outcome Agreement together with the Local Development Plan Action Plan, with the Local Development Plan and the area-based and overarching Economic Development Action Plan. |
| 6.2 | Financial | An allocation of £500k was identified in the 2016/2017 budget. No additional funds are sought. |
| 6.3 | Legal | None at this time. |
| 6.4 | HR | None. |
| 6.5 | Equalities | The dissemination of the RRF will comply with all Equal Opportunities policies and obligations. Applicants to the fund must be over 18 years with no upper age limit. |
| 6.6 | Risk | The efficient delivery of this fund will be critical to its success in assisting population growth In Argyll and Bute. |

6.7 Customer Services None.

Pippa Milne, Executive Director of Development and Infrastructure Services
Councillor Aileen Morton, Policy Lead, Economic Development
17 July 2017

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Policy and Resources Committee Work Plan 2017-18

August 2017 - This is an outline plan to facilitate forward planning of reports to the P&R Committee.					
16 March 2017	Report Title	Dept/Section	How Often?	Date Due	Comments
	Financial Monitoring Pack Summary – will include links to: <ul style="list-style-type: none"> • Financial Monitoring Pack Summary • Revenue Budget Monitoring • Monitoring of Service Choices Savings • Monitoring of Financial Risks • Capital Plan Monitoring • Treasury Monitoring • Reserves and Balances 	Strategic Finance	Every Meeting	18 July 2017	
	Budget Outlook 2018-19 – 2020-21	Strategic Finance			
	Strategic Risk Register	Strategic Finance			
	Pay Settlement 2017/18	Strategic Finance			
	Performance Report FQ1 April to June 2017	Customer Services/Strategic Finance	Quarterly		
	Review of the Scheme for the Establishment of Community Councils	Customer Services – Melissa Stewart			
	ICT and Digital Strategy 2017-20	Customer Services – Judy Orr			
	Consultation on Social Security	Customer Services – Judy Orr			
	Leisure and Libraries Charitable Trust Progress and Financial Agreement	Community Services – Donald MacVicar			
	Rothesay Townscape Heritage	Development and Infrastructure – Audrey Martin			
	Lorn Arc Update	Development and			Agreed 16 March 2017 to report

Policy and Resources Committee Work Plan 2017-18

		Infrastructure -			to next appropriate Committee re meeting with SG Ministers on 29 March 2017
	Land at Grahams Point, Kilmun	Customer/ Development and Infrastructure			
	Rural Resettlement Fund	Development and Infrastructure			
	Potential Purchase of Land – Helensburgh Town Centre	Development and Infrastructure			
19 October 2017	Report Title	Dept/Section	How Often?	Date Due	Comments
	Financial Monitoring Pack Summary – will include links to: <ul style="list-style-type: none"> • Financial Monitoring Pack Summary • Revenue Budget Monitoring • Monitoring of Service Choices Savings • Monitoring of Financial Risks • Capital Plan Monitoring • Treasury Monitoring • Reserves and Balances 	Strategic Finance	Every Meeting		
8 December 2017	Report Title	Dept/Section	How Often?	Date Due	Comments
	Financial Monitoring Pack Summary – will include links to: <ul style="list-style-type: none"> • Financial Monitoring Pack Summary • Revenue Budget Monitoring • Monitoring of Service Choices Savings 	Strategic Finance	Every Meeting		

Policy and Resources Committee Work Plan 2017-18

	<ul style="list-style-type: none"> • Monitoring of Financial Risks • Capital Plan Monitoring • Treasury Monitoring • Reserves and Balances 				
	Performance Report FQ2 July to September 2017	Customer Services/Strategic Finance	Quarterly		
15 February 2018	Report Title	Dept/Section	How Often?	Date Due	Comments
	Financial Monitoring Pack Summary – will include links to: <ul style="list-style-type: none"> • Financial Monitoring Pack Summary • Revenue Budget Monitoring • Monitoring of Service Choices Savings • Monitoring of Financial Risks • Capital Plan Monitoring • Treasury Monitoring • Reserves and Balances 	Strategic Finance	Every Meeting		
	Budgeting Pack	Strategic Finance	Annual		
	Treasury Management Strategy Statement and Annual Investment Strategy	Strategic Finance	Annual		
17 May 2018	Report Title	Dept/Section	How Often?	Date Due	Comments
	Financial Monitoring Pack Summary – will include links to: <ul style="list-style-type: none"> • Financial Monitoring Pack Summary • Revenue Budget Monitoring • Monitoring of Service Choices 	Strategic Finance	Every Meeting		

Policy and Resources Committee Work Plan 2017-18

	<p>Savings</p> <ul style="list-style-type: none"> • Monitoring of Financial Risks • Capital Plan Monitoring • Treasury Monitoring • Reserves and Balances 				
	Performance Report FQ3 October to December 2017	Customer Services/Strategic Finance	Quarterly		
Future Items – date to be determined					
	SOA Delivery Plan Review	Community Services			To come to future meeting – most likely June 2016.
	<p>IHR Policies:</p> <ul style="list-style-type: none"> • Attendance Management Policy • Secondment Policy 	Improvement and HR	As required		<ul style="list-style-type: none"> • To come in 2017/18 • To come in 2017/18
	Update on Operation and Performance of the Tarbert and Lochgilphead Regeneration Fund	Development and Infrastructure			
	Argyll, Lomond and the Isles Regeneration Initiative	Development and Infrastructure Services			October 2017

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