



Argyll and Bute Council
Comhairle Earra-Ghàidheal Agus Bhòid

Customer Services
Executive Director: Douglas Hendry

Kilmory, Lochgilphead, PA31 8RT
Tel: 01546 602127 Fax: 01546 604435
DX 599700 LOCHGILPHEAD
11 April 2019

NOTICE OF MEETING

A meeting of **ARGYLL AND BUTE COUNCIL** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 18 APRIL 2019** 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 INTERESTS (IF ANY)**
- 3. MINUTES**

- (a) Special Argyll and Bute Council - 21 February 2019 (Pages 5 - 8)
- (b) Argyll and Bute Council - 21 February 2019 (Pages 9 - 30)

- 4. MINUTES OF COMMITTEES**

- * (a) Environment, Development and Infrastructure Committee - 7 March 2019 (Pages 31 - 36)
- * (b) Community Services Committee - 14 March 2019 (Pages 37 - 42)

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

- 5. LEADER'S REPORT** (Pages 43 - 66)
Report by Leader of the Council
- 6. POLICY LEADS REPORT** (Pages 67 - 96)
Report by Policy Leads

7. **APPOINTMENTS PANEL - HEADS OF SERVICE VACANT POSTS**
(Pages 97 - 102)
Report by Chief Executive
8. **APPOINTMENT OF RETURNING OFFICER** (Pages 103 - 104)
Report by Chief Executive
9. **EQUALITIES MAINSTREAMING REPORT: 2019** (Pages 105 - 168)
Report by Executive Director of Customer Services
10. **SCOTTISH GOVERNMENT TOWN CENTRE CAPITAL FUND** (Pages 169 - 176)
Report by Executive Director of Development and Infrastructure Services

REPORTS FOR NOTING

11. **ONE COUNCIL PROPERTY UPDATE** (Pages 177 - 186)
Report by Executive Director of Customer Services
12. **COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015: UPDATE**
(Pages 187 - 198)
Report by Executive Director of Customer Services
13. **LIVE ARGYLL - LEISURE AND LIBRARIES TRUST - MONITORING AND REPORTING** (Pages 199 - 206)
Report by Executive Director of Customer Services
14. **NPDO & HUB DBFM SCHOOLS ANNUAL PROGRESS REPORT** (Pages 207 - 212)
Report by Executive Director of Customer Services

EXEMPT REPORTS FOR DECISION

- E1 15. SITE TO REAR OF ROTHESAY PAVILION, ROTHESAY, ISLE OF BUTE - DISPOSAL TO APPLETREE NURSERY** (Pages 213 - 220)
Recommendation by Bute and Cowal Area Committee of 5 March 2019
- E1 16. STRIP OF GROUND AT INNELLAN VILLAGE HALL, INNELLAN** (Pages 221 - 228)
Recommendation by Bute and Cowal Area Committee of 5 March 2019

E2 17. COUNCIL CONSIDERATION OF ABSENCE

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

The appropriate paragraphs are:-

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

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

E2 Paragraph 1 Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office-holder, former office-holder or applicant to become an office-holder under the authority.

Argyll and Bute Council

All Members

Contact: Hazel MacInnes Tel: 01546 604269

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**MINUTES of SPECIAL MEETING of ARGYLL AND BUTE COUNCIL held in the COUNCIL
CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 21 FEBRUARY 2019**

Present:

Councillor Len Scoullar (Chair)

Councillor Jim Anderson	Councillor Roderick McCuish
Councillor John Armour	Councillor Yvonne McNeilly
Councillor Gordon Blair	Councillor Barbara Morgan
Councillor Rory Colville	Councillor Ellen Morton
Councillor Robin Currie	Councillor Aileen Morton
Councillor Mary-Jean Devon	Councillor Gary Mulvaney
Councillor Lorna Douglas	Councillor Iain Paterson
Councillor Jim Findlay	Councillor Alastair Redman
Councillor George Freeman	Councillor Alan Reid
Councillor Audrey Forrest	Councillor Elaine Robertson
Councillor Bobby Good	Councillor Richard Trail
Councillor Kieron Green	Councillor Sandy Taylor
Councillor Anne Horn	Councillor Douglas Philand
Councillor Donald Kelly	Councillor Andrew Vennard
Councillor Donald MacMillan	Councillor Jean Moffat
Councillor Sir Jamie McGrigor	Councillor Jim Lynch
Councillor David Kinniburgh	Councillor Graham Archibald Hardie

Attending:

Cleland Sneddon, Chief Executive
 Douglas Hendry, Executive Director of Customer Services
 Anne Paterson, Head of Education
 Louise Connor, Head of Education
 Pippa Milne, Executive Director of Development and Infrastructure
 Charles Reppke, Head of Governance and Law
 Kirsty Flanagan, Head of Strategic Finance
 Joanna MacDonald, Chief Officer, Health and Social Care Partnership

Prior to the start of the meeting the Provost announced that he was delighted to welcome Councillor Sir Jamie McGrigor back after his recent illness and wished him well.

The Provost received a petition from Councillor Jim Findlay by the organisers, Bute Community Council and Isobel Strong; Standing up for Bute. The petition had been signed by 1790 people and is a representation against, inter alia, the removal of the Bute name of the official Council Strapline, the non inclusion of Bute in the Live Argyll Leisure Trust.

The Provost congratulated Councillor Donnie MacMillan who had been awarded the British Empire Medal in this year's New Year's Honours List for services to local government. Donnie has served Argyll and Bute as a local Councillor for nearly 35 years through challenging times for local government.

The Provost also congratulated Council employee Alick Livingstone who had been awarded the British Empire Medal in this year's New Year's Honours List for services

and dedication to HM Coastguard. Alick has served with the coastguard for 42 years and is due to retire from the Council's street cleansing department this year.

1. APOLOGIES FOR ABSENCE

An apology for absence was intimated from Councillor Julie McKenzie.

2. DECLARATIONS OF INTERESTS

Councillor Mulvaney declared a non-financial interest in Item 5 (Standards Commission Hearing) as he was named in the Commission report. He left the room prior to the discussion of this item and took no part in the decision.

Councillor A Morton also advised of an indirect interest in Item 3 (Review of Polling Districts/Places) which she regarded as insignificant in respect of the item.

3. REVIEW OF POLLING DISTRICTS / POLLING PLACES 2018/20

The Electoral Registration and Administration Act 2013 required Argyll and Bute Council to undertake a review, between the dates of 1 October 2018 and 31 January 2020, of polling districts and polling places within the Argyll and Bute UK Parliamentary Constituency for the purposes of UK Parliamentary, Scottish Parliamentary and Local Government elections. The Council considered the revised scheme of polling districts and polling places as outlined in the Appendices to the report.

Decision

- a) Noted that polling districts and polling places will continue to be reviewed on an on-going basis by the Returning Officer to whom authority has already been delegated to make alterations in response to changing circumstances;
- b) Noted that under the provisions of the Electoral Registration and Administration Act 2013 a further formal review of polling districts and polling places will require to be carried out by the end of January 2025 and on a 5 yearly basis thereafter;
- c) Approved the scheme of polling districts and polling places detailed in Appendix 1;
- d) Noted the representations received during the consultation period detailed in Appendix 2 together with the Returning Officer comments thereon.

(Ref: Report by Executive Director of Customer Services dated 14 January 2019, submitted)

4. REVIEW OF SECTION 43[A] OF THE TOWN AND COUNTRY PLANNING (S) ACT 1997 SCHEME OF DELEGATIONS

The Council considered a recommendation by the Planning, Protective Services and Licensing Committee with regard to reviewing the current Scheme with no changes to that which currently operates. Consent has been approved by the Scottish Ministers to the Council adopting the scheme as recommended by the PPSL Committee.

Decision

The Council agreed to renew the current Scheme with no changes to that which currently operates which will come into force from 23 April 2019.

(Ref: Recommendation by the PPSL Committee of 21 February 2019 and report to that Committee, submitted)

5. ETHICAL STANDARDS IN PUBLIC LIFE (SCOTLAND) ACT 2000 - STANDARDS COMMISSION HEARING

The Council considered a report from the Standards Commission for Scotland in regard to a decision of the Hearing Panel of the Commission following a hearing on 18th January 2019, which found a contravention of the Councillors Code of Conduct by, and imposed a censure on, Councillor Gary Mulvaney.

Decision

The Council noted the detail of the Commission's report, further noted that Councillor Mulvaney had not sought to appeal the Panel's decision or the sanction imposed, and agreed that no further action be taken by the Council.

(Ref: Report by Executive Director of Customer Services dated 31 January 2019, submitted)

E1 6. COUNCIL CONSIDERATION OF ABSENCE

This item was withdrawn.

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**MINUTES of MEETING of ARGYLL AND BUTE COUNCIL held in the COUNCIL CHAMBER,
KILMORY, LOCHGILPHEAD
on THURSDAY, 21 FEBRUARY 2019**

Present: Councillor Len Scoullar (Chair)

Councillor Jim Anderson	Councillor Roderick McCuish
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Councillor Gordon Blair	Councillor Barbara Morgan
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Councillor Donald Kelly	Councillor Andrew Vennard
Councillor Donald MacMillan	Councillor Jean Moffat
Councillor Sir Jamie McGrigor	Councillor Jim Lynch
Councillor David Kinniburgh	Councillor Graham Archibald Hardie

Attending: Cleland Sneddon, Chief Executive
Douglas Hendry, Executive Director of Customer Services
Anne Paterson, Head of Education
Louise Connor, Head of Education
Pippa Milne, Executive Director of Development and Infrastructure
Charles Reppke, Head of Governance and Law
Kirsty Flanagan, Head of Strategic Finance
Joanna MacDonald, Chief Officer, Health and Social Care Partnership
Jane Fowler, Head of Improvement and HR

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated from Councillor McKenzie and William Shaw and Margaret Anderson Religious Representatives.

2. DECLARATIONS OF INTEREST

Councillors Anderson, Lynch and Hardie each declared a non-financial interest in relation to the report on Budgeting Pack 2019/20 which is dealt with at Item 5 of the Minute due to them being Board Members of Live Argyll. The Councillors claimed the benefit of the dispensation contained at Section 5.16 of the Standard's Commission's Guidance and Dispensations Note to enable them to speak and vote.

3. MINUTES

The Minutes of the Meeting of Argyll and Bute Council held on 29 November 2018 were approved as a correct record.

4. MINUTES OF COMMITTEES

(a) **Environment, Development and Infrastructure Committee of 6 December 2018**

The Minute of the Environment, Development and Infrastructure Committee held on 6 December 2018 were noted.

(b) **Community Services Committee of 11 December 2018**

The Minute of the Community Services Committee held on 11 December 2018 were noted.

Arising under Item 6 (School Catchment Areas Rezoning Policy) the Council:-

1. discontinued the policy adopted on 11 September 2014 in relation to dealing with requests to alter the catchment area of a school;
2. noted that the relevant Area Committee would be given the opportunity to comment as part of a consultation exercise; and
3. returned to the previous process, similar to that for other proposals under the 2010 Act, whereby requests to alter the catchment area of a school are brought before the Community Services Committee for a decision to be made on whether that request is adopted as a 'relevant proposal' to be progressed to a public consultation under the 2010 Act.

Arising under Item 18 (Review of Strategic Housing Fund) the Council agreed to:-

1. continue to use the Strategic Housing Fund to assist with the delivery of affordable housing in Argyll and Bute at £12,000 per unit. This would apply to affordable housing units delivered by March 2021;
2. use the Strategic Housing Fund to honour existing commitments within the fund eg existing awards to Registered Social Landlords;
3. extend the £12,000 per unit to community organisations who satisfy requisite funding criteria and secure Rural Housing Fund and/or Islands Housing Fund Grant from the Scottish Government to deliver affordable housing;
4. an Empty/Abandoned Buildings enabling budget of £50,000 per annum to tackle the most problematic empty buildings; and
5. carry out a further review of the Strategic Housing Fund which will take into account the Scottish Government vision of Housing Beyond 2021.

Arising under Item 28 (Notice of Motion under Standing Order 13 - Scotland's Charter for a Tobacco-Free Generation) the Council agreed to ratify the terms of the Motion below:-

- a) Welcomes the signing of Scotland's Charter for a Tobacco-Free Generation by the Argyll and Bute Integration Joint Board.
- b) Noted that further details of the Charter can be found at

<https://www.ashscotland.org.uk/what-you-can-do/scotlands-charter-for-a-tobacco-free-generation/>

- c) Agrees that Argyll and Bute Council sign the Charter.
- d) Endorses the principles that:
 - a) Every baby should be born free from the harmful effects of tobacco;
 - b) Children have a particular need for a smoke-free environment;
 - c) All children should play, learn and socialise in places that are free from tobacco;
 - d) Every child has the right to effective education that equips them to make informed positive choices on tobacco and health;
 - e) All young people should be protected from commercial interests which profit from recruiting new smokers; and
 - f) Any young person who smokes should be offered accessible support to help them to become tobacco-free.
- e) In support of the Charter agrees to:
 - a) Acknowledge the harmful effect smoking has on the health of our population.
 - b) Be personal advocates for a tobacco-free generation.
 - c) Encourage our educational establishments to further discourage young people from becoming new smokers and ensure that accessible support is available for smokers becoming tobacco-free.

Arising under Item 29 (Rapid Rehousing Transition Plan) the Council agreed the Rapid Rehousing Transition Plan.

(c) Policy and Resources Committee of 13 December 2018

The Minutes of the Policy and Resources Committee held on 13 December 2018 were noted.

Arising from Item 11 (Proposed Revision to Charges for Pre-Application Planning Advice), the Council agreed that the Council's scale of non-statutory charges be revised to include new charges for pre-application initiation and follow up meetings as detailed in paragraph 4.7 of the submitted report.

Arising from Item 14 (Conservation Area Regeneration Scheme (CARS) – Funding Opportunity), the Council agreed to a financial commitment to the Council as part of the budget process in respect of –

1. Making a financial commitment of £386,220 towards a Lochgilphead Conservation Area Regeneration Scheme.
2. Making a financial commitment of £500,000 towards a Helensburgh Conservation Area Regeneration Scheme.

(d) Policy and Resources Committee of 14 February 2019

The Minutes of the Policy and Resources Committee held on 14 February 2019 were noted.

Arising from Item 4 (Financial Report Monitoring Pack – December 2018), the

Council considered this under Item 5 of the Agenda (Budgeting Pack).

Arising from Item 5 (Budgeting Pack 2019/2020), the Policy and Resources Committee had referred the Budgeting Pack for consideration to the Council without recommendation. It was noted that this would be considered under Item 5 of the Agenda (Budgeting Pack).

Arising from Item 6 (Treasury Management Strategy Statement and Annual Investment Strategy), the Council agreed that this would be dealt with under Item 6 of the Agenda.

Arising from Item 7 (Equality and Diversity Plan), the Council approved the updated Equality and Diversity Policy.

Arising from Item 8 (Equalities Outcomes 2019-2023), the Council approved the draft Equality Outcomes 2019-2023.

Arising from Item 9 (Weekly and Monthly Parking Permits), the Council noted that the request would be subject to approval by the Council as part of its consideration of the Budget 2019/20.

Arising from Item 10 (Royal National Mod and Funding Support), the Council noted that the request would be subject to approval by the Council as part of its consideration of the Budget 2019/20.

Arising from Item 13 (Kintyre Recycling Limited), the Council noted that the request would be subject to approval by the Council as part of its consideration of the Budget 2019/20.

5. BUDGETING PACK 2019/20

The Council considered the Revenue Budget and Capital Budget papers as contained within the budgeting pack, considered such other appropriate resolutions in relation to these papers and fixed the Council Tax for the year to 31 March 2020 which had been referred without recommendation by the Policy and Resources Committee held on 14 February 2019.

Motion

The Council:

1. Approves the revenue estimates for 2019/20 and that consequently the local tax requirement estimated at £50.457m is funded from Council Tax and confirms the following rates, charges and flexibility in payment terms for the year 2019/20:
 - a) Council tax to be paid in respect of a chargeable dwelling in band D of £1,308.83 representing a 4.79% increase, as permitted by the Scottish Government;
 - b) Council tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with section 74(1) of the Local Government Finance Act 1992 as amended;
 - c) Business rates as determined by Scottish Ministers.
2. Notes and approves the detail provided in the Head of Strategic Finance's Revenue Budget Overview report and the surplus of £1.032m in 2019/20, subject to the following

amendments as set out below and reconciled in the Administration's Revenue Budget Model at point 4;

- a) Agrees to increase the allocation to the Health and Social Care Partnership for 2019/20 to £58.368m with indicative allocations for 2020/21 and 2021/22 to support the partnership in its long term financial management and planning, subject to the level of Scottish Government funding and the council's overall financial position in future years, and agrees to defer the payback of the 2017/18 overspend by one year, all as detailed below:

	2019/20 £000	2020/21 £000	2021/22 £000
Baseline funding 2018/19	56,389	56,389	56,389
Adjust fleet capital charges	(189)	(189)	(189)
Scottish Government recommended 2.2% reduction	(1,236)	(1,236)	(1,236)
Total additional HSCP funding as per Finance Circular	2,168	2,168	2,168
Base Payment to HSCP	57,132	57,132	57,132
Additional in-year payment (rejecting recommended 2.2% reduction for 2019/20)	1,236	1,236	1,236
1% Budgetary reduction in 2020/21 and 21/22		(584)	(1,162)
Revised payment to HSCP	58,368	57,784	57,206
Less 2017/18 overspend payment	(100)	(300)	(755)
Net payment to HSCP	58,268	57,484	56,451

- b) Approves the adjustment to the Live Argyll management fee, resulting in a management fee of £3.692m in 2019/20; also approves the increase in the management fee for 2020/21 as previously agreed on establishment of the Trust, noting that the fee for 2021/22 will be subject to review on the basis of the Trust's ability to grow income streams/reduce the management fee;
- c) Allocates an additional £500,000 for winter maintenance expenditure on a recurring basis and requests that officers, when reviewing the Winter Maintenance policy, explore options to increase community resilience;
- d) Approves an additional one-off funding allocation of £80,000 to the Royal National Mod from the unallocated General Fund balance which, combined with the existing base budget provision of £40,000, brings the total council contribution to £120,000; notes that the existing base budget is removed from 2020/21 onwards;
- e) Agrees a one-off funding allocation of £23,330 to Kintyre Recycling Ltd (KRL) funded from the unallocated General Fund balance;
- f) Agrees a total of £90,000 available funding for Events and Festivals in 2020/21 in order that the grants application process can commence during 2019/20;
- g) Agrees that the Supporting Communities Fund level will be £90,000 in 2020/21, allowing Area Committees to make decisions about allocations in March 2020;
- h) Approves the management and operational savings outlined in Appendix 5 of the Revenue Budget Overview Report;
- i) Accepts all policy options listed in Appendix 6 of the Head of Strategic Finance's Revenue Budget Overview Report except those listed below, to deliver total savings of £1.419m;
- RAS05 – Grounds and Environment
 - RAS11 – School Crossing Patrollers
 - CSS02 – Customer Service Points
3. Approves the following in relation to fees and charges with effect from 1st April 2019 unless otherwise noted:
- a) Approves the proposals for the fees and charges inflationary increase of 3%;
- b) Rejects proposed increases to on-street and off-street parking charges in 2019/20 and approves all other charges over and above inflation;

- c) Approves new charges in relation to registrars printing copy certificates, pre-application meetings and private water supplies, and agree that these charges will apply from 22nd February 2019;
- d) Approves the new charges in relation to the proposed parking pilot for Oban, Lorn and the Isles as per the report to Policy and Resources Committee on 14th February 2019;
- e) Approves the changes proposed to Social Work fees and charges;
- f) Approves all other charges as noted within the Fees and Charges Schedule;
- g) Notes that the income resulting from the above measures totals £0.275m.
4. Approves that, after the changes as noted in points 2 and 3 above, the remaining revenue budget surplus of £0.212m is transferred to the Unallocated General Fund; all summarised in the Administration Revenue Budget model below:

Administration Budget Model 2019/20	2019/20 £000	2020/21 £000	2021/22 £000
Budget surplus/(gap) as per Budget Pack	1,032	(4,528)	(11,611)
Policy options not agreed:			
RAS05 Grounds/Environment 10% reduction	(120)	(180)	(180)
RAS11 School Crossing Patrollers	(115)	(170)	(170)
CSS02 Customer Service Centre/Digital Service Team	(40)	(79)	(79)
Non-acceptance of fee increases for on-street and off-street car parking	(45)	(45)	(45)
Increase winter maintenance funding	(500)	(500)	(500)
Remove Mod baseline funding future years		40	40
HSCP – 1% reduction to payment in 2020/21 and 2021/22		584	1,162
Events and Festivals – reduce to £0.09m		23	23
Supporting Communities – reduce to £0.09m		8	8
Transfer surplus to Unallocated General Fund Balance	(212)		
Revised Budget Surplus/(Gap)	0	(4,847)	(11,352)

5. a) Approves the capital plan recommendations q) to v) as outlined in the Head of Strategic Finance's Introductory Report and Recommendations;
- b) Approves that the remaining capital grant in respect of Campbeltown Flood Scheme, amounting to £4.153m, is earmarked within the General Fund pending a decision on full business case expected to be submitted in late 2019;
- c) Instructs officers to bring forward a Capital Strategy, including an update on emerging capital priorities, to the Policy and Resources Committee in October 2019;
6. a) Notes the report on reserves and balances;
- b) Approves the adjustments to the Unallocated General Fund balance as outlined in the table below, and notes that this will leave an estimated remaining unallocated General Fund balance of £1.092m at the year end;
- c) Approves the contingency level for the General Fund Balance at a level of 2% of net expenditure;

Unallocated General Fund Balance	£000
Unallocated General Fund Balance as per budget pack	1,899
Balance no longer required	1,237
Forecast overspend as at 31 st December 2018	(2,041)

Revised Unallocated General Fund Balance before budget	1,095
Budget motion:	
Mod funding allocation	(80)
Kintyre Recycling Ltd	(23)
Transfer to contingency to maintain 2% level	(112)
Transferred from Revenue Budget Surplus 2019/20	212
Revised Unallocated General Fund Balance after budget	1,092

7. In line with the council's agreed priority of prudent financial management and effective planning for the longer term:
 - a) Notes the estimated mid-range revenue budget gap of £11.352m by 2021/22 as outlined in the Administration Budget Model;
 - b) Notes the ongoing work of the Transformation Board and instructs officers to bring forward proposals for savings options and measures to balance the budget in future years to the Policy and Resources Committee in October 2019;
 - c) Requests that officers, as options are developed for consideration by Council, review budget efficiency and savings proposals identified by other local authorities.

8. Agrees to progress the following in support of council priorities:
 - a) Requests a report to the Community Services Committee in June 2019 detailing steps we are taking to ensure looked-after children get the most out of education, what impact is being achieved and further considering how Argyll & Bute Council can develop best practice as the corporate parent, with further reports to the Corporate Parenting Board;
 - b) Noting that officers will be bringing forward our developing waste strategy which aims to support the Zero Waste Scotland approach, requests that further reports come to the Environment, Development and Infrastructure Committee focused on:
 - i. How we can work with residents to further reduce waste in all forms,
 - ii. The financial impacts and practical challenges of the landfill ban on rural and island local authority areas, and
 - iii. The implications on communities of transporting waste from areas where transport infrastructure is already under strain
 - c) Requests that council officers seek information from other public sector organisations operating in Argyll and Bute, to identify:
 - i. positive examples of collaboration and joint working by those public agencies that have enhanced services to our communities, and
 - ii. opportunities to establish or further develop such arrangements.

An initial report should come to the September meeting of the Argyll and Bute CPP Management Committee;
 - d) Improves engagement with the wider community by co-opting local young people as representatives to local Community Planning Groups and the CPP Management Committee.

9. Acknowledges the feedback provided by local people who participated in this year's budget consultation with thanks for their participation and contribution to the process.

10. Approves all service plans, subject to updating the budget figures in line with the budget agreed for 2019/20.

11. Notes the revenue budget monitoring position as at 31 December 2018.

12. Notes the financial risks analysis report.

13. Notes that, through the EQSEIA (Equality and Socio-Economic Impact) process, we have paid due regard to our duties under the Equality Act 2010, our associated Fairer Scotland Duty, and the Islands Act; noting also that some savings proposals have an impact in some

areas but that this too has been given due regard, and that no impacts showing actual or potential unlawful discrimination have been identified through the EQSEIA process.

Moved by Councillor A Morton, seconded by Councillor Mulvaney.

Amendment 1

The Council ...

- i. Recognises and values the feedback from those citizens who have shared their views on the suggested 'Policy savings options' through the Council's budget planning consultation, and most importantly, indicated their priority choices for education, environmental services and roads, and care for vulnerable people.
- ii. Notes the detail provided in the Revenue Budget Overview 2019-20, and 2020-2022 report.
- iii. Approves the Revenue Budget estimates for 2019-20, recognising the projections for 2020 - 21 and 2021-22, subject to the changes contained in this amendment.
- iv. Approves all service plans 2019-22, and specifically the budget allocation for the forthcoming year, noting the continuing search for improvement in the Council's approach to business planning and performance management. (Notes that the above service plans will be amended in light of the agreed Council budget and budget priorities.)
- v. Notes the detail of the EQSEIA report and its conclusion that the implementation of the savings proposals would have no actual or potential unlawful discrimination.
- vi. Agrees the detail which underpins the Opposition budget model for 2019-20, noting the detail set out in respect of 2020 -21 and 2021-22, as follows:

Funding Resources:

The Council ...

- i. Notes the detail of the Revenue Budget Monitoring position as at 31 December 2018
- ii. Approves the Revenue estimates for 2019-20, and the consequent requirement that £50.457m of the Council's expenditure will be funded from Council tax

Fees and Charges

- iii. Agrees a general 3% inflationary increase in fees and charges, together with a higher increase in respect of specified services, where the increase will be higher as set out in the budget pack, including fees in respect of piers and harbours, which are to be ring-fenced to fund asset improvements.
- iv. Approves the application of the following charges as outlined in the budget pack; printing and copying of registers, pre-application planning consultations and charging for private water supply monitoring, with effect from 22 February 2019.
- v. Approves the
 - new charges in relation to the parking pilot for Oban, Lorn and the Isles,
 - the changes to Social Work fees and charges, and
 - all other charges as noted within the Fees and Charges schedule as set out in the Fees and Charges report in the budget pack.

Council Tax

- vi. Agrees to a 4.79% increase in Council Tax in 2019-20
- vii. Approves the following, that:
 - Council tax to be paid in respect of a chargeable dwelling in band D will be £1,308.83, representing a 4.79% increase;
 - Council tax to be paid in respect of a chargeable dwelling in each of the other valuation bands will be in accordance with section 74(1) of the Local Government Finance Act, 1992, as amended; and
- viii. Notes that business rates will be as determined by Scottish Ministers

Revenue Budget

- ix. Notes that the Revenue Budget for 2019-20 as set out in the budget pack show a budget gap of £7.896m.
- x. Notes the contribution to reducing that budget deficit through the continuing legacy of previously agreed savings measures derived from management and operational savings in 2017, together with policy savings from 2018, and loans charges amounting to £2,350;
- xi. Welcomes the continuing efforts of Officers in the search for economies, efficiencies and opportunities for change and looks forward with anticipation to future reports from the Transformation Board.

xii. **Management Savings**

Agrees the implementation of new Management/operational savings amounting to £2.090m in 2019-20 (£1.638m 2020-21 & £1.398m in 2021-22.) as set out in Appendix 5 Revenue Budget Overview.

xiii. **Policy Savings**

Agrees the implementation of new Policy savings amounting to £1.133m in 2019-20 (£1.425m 2020-21 & £1.500m in 2021-22) as set out in the Appendix to this motion. Members are asked to note the following commentary as to the Group's position on certain of the following Policy Savings options which are not accepted at this time:

- | | | |
|---------------|--|--|
| <i>PHRS16</i> | Trading Standards - not accepted | <i>This is all about timing; a small reduction in a small team would significantly impact on the Service's ability to engage with and support local businesses at a time of great uncertainty, as they deal with changes in cross border trade and a changing landscape regulatory landscape.</i> |
| <i>EDST05</i> | Road Safety Unit - not accepted | <i>This valued service promotes desirable safe, independent travel by children and others, and is totally consistent with our commitment to build and sustain, safe strong communities.
If not delivered through this small unit, it would fall to schools to pursue this, alongside other competing demands on teachers' time and curriculum.</i> |
| <i>RAS11</i> | School Crossing Patrollers - not accepted | <i>An integral part of all road safety messages, 'cross safely'. Whilst parents have always</i> |

sought to promote our children's independence, school crossing patrollers play a part in securing safe routes to school.

With a view to informing the management of change and a new service approach, the **Executive Director of ED&I is asked to bring forward a report for the June meeting of the ED&I Committee which looks holistically at how we might review this service in light of site by site risk-assessments, the promotion of safe routes to school and the potential for pedestrian controlled crossings.**

The safety of our school pupils is of the utmost importance and we should strive to maintain key crossing patrol services where these are required.

It is appropriate at this time to look to a more integrated approach to pedestrian and road user safety. The **Executive Director of ED&I is therefore asked to prepare a report for the June meeting of the ED&I Committee on an integrated road safety service, which embraces both the above services and the Roads Design team, potential benefits and efficiencies.**

RAS05 **Amenity Services - not accepted**

Whereas the service has struggled to deliver previous budget savings requirements, this proposal will see a further reduction in the service's capacity to deliver across a range of services, not least of all grass cutting.

Members will recognise the importance of a well maintained, litter free environment as it underpins our tourism economy.

RAS15 **Environmental Wardens - not accepted**

These officers are essential to the enforcement of parking and environmental regulation, and the pursuit of increased commercial waste income.

CSS02 **Customer Service Points - not accepted**

Customer service points are fundamental to our commitment to remote communities. They serve to provide a 'connection' with the council and public bodies which individuals need to connect to for basic services.

The case for service points should not be founded on registrar services footfall, but valued, as a fundamental contribution to island and remote community life. In effect there should be a 'presence', however, small on each island that delivers on our commitment to these communities.

The Executive Director of Customer Services is asked to bring forward a report for the June meeting of the Community Services Committee which sets out how we might retain that 'connection', and explore how the staff at work in these offices could assume a compensatory wider workload on behalf the Service ensuring a continuing presence in each community.

The case for continuing financial support for Jura and Colonsay should be founded on growing the capacity and resilience of these communities, and not acting against their best efforts to be creative and aspirational for their communities.

The reduction of the island offices and of Campbeltown to part-time opening, in a civic building which houses a museum and is used to conduct civil ceremonies is unwelcome and unnecessary when other work could be transferred to ensure a sustainable workload suffice to justify an 'open' office. Members will recognise the disproportionate impacts of these closures on individuals and communities.

ED05 **Youth and Adult Learning**
 - not accepted

It is difficult on the basis of this budget paper to support a major service change.

It would be inappropriate to agree to this service change without sight of the Education Scotland audit inspection process which has yet to conclude and whilst we await the Audit Report.

Whereas the savings option focusses on structures and access in the larger towns, it does not offer assurance that the new service structure would continue to deliver

- improved life chances for people of all ages through learning, personal development and active citizenship;*
- stronger, more resilient, supportive, influential and inclusive communities*

The Executive Director of Customer Services is asked to bring forward a report for the June meeting of the Community Services Committee which reviews the current service design against the above criteria and recognises and responds to issues raised in the anticipated Audit Report.

ED06	Music Instruction - not accepted	<p><i>This service has been raised in cost savings options in the past and will feature again as a non-statutory service. The service would be better sustained in a more commercial environment, one in which the costs of the service could be supported by income from both the education authority and the wider community.</i></p> <p><i>The Executive Director of Customer Services is asked to explore the desirability and potential benefits of transferring the service to Live Argyll, a body whose remit is to manage and deliver leisure and cultural services, subject to the necessary protections of the Council's interest in the delivery of SQA tuition of music and to report back to the June meeting of the Community Services Committee.</i></p>
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Expenditure:

The Council ...

Health & Social Care

- i. Approves the allocation of core funding support of £57.132m to the Argyll and Bute Health and Social Care Partnership (HSCP) for 2019-20, in addition to an in-year payment of £1.236m (total £58.368m).
- ii. Approves an indicative base core funding of £57.132m plus in year funding of £1.236m in both years (total £58.368m) for the Argyll and Bute Health and Social Care Partnership (HSCP) for 2020-21 and 2021-2022.
- iii. Agrees to defer the pay-back of the 2017-18 Social Work overspend by the HSCP by 1 year, resulting in a re-profiling of repayments to (£0.100m in 2019-20, £0.300m in 2020-21 and £0.755m in 2021-22.)

Live Argyll

- iv. Approves the adjustment to the Live Argyll management fee, resulting in a management fee of £3.692m in 2019-20 and an increase in 2020-21 as previously agreed. The 2021-22 payment to be the subject of review in advance of that date.

Other Commitments

- v. The Council agrees to extend its contract with Kintyre Recycling Limited (KRL) to August 2019, and makes a consequential provision in the Revenue Budget 2019-20 of £23,330.
- vi. The Council agrees to host the National Mod in Oban, in 2023, and makes provision of £120,000 within the 2019-20 budget (£80,000 additional cost, £40,000 already in base budget). Agree to transfer to Earmarked Reserves until the monies are required.
- vii. Approves the proposed funding for Events and Festivals for 2020-21 at the same level as 2019-20, £0.113m.
- viii. Approves the proposed funding for Supporting Communities Fund for 2020-21 at the same level as 2019-20, £0.098m.

- ix. Makes specific provision of £10,000 in 2019-20 in respect of awards of up to £1,000 to be to community groups who undertake to maintain 'closed' cemeteries. The scope of these awards, the definition of maintenance and related administrative, to be set out in a report by Officers to the Environment, Development and Infrastructure Committee in June. Members should note. That as anticipated, this arrangement would see the Council cease all routine maintenance in these cemeteries.
- x. Makes specific provision of £30,000 in 2019-20 for the acquisition of advisory digital signage to be used in the promotion of speed moderation in rural villages and elsewhere in response to community concerns not otherwise addressed. Asks that Officers bring forward a report to the Environment, Development and Infrastructure Committee on the design, specification and temporary deployment of this equipment in June, together with a second report, in December 2019, reviewing the operation and value of this initiative.
- xi. Agrees that £0.149m, the sum equivalent to the remaining revenue balance surplus is transferred to the General Fund Reserve, recognising the pressure on the General Fund reserves at this time.

Reserves

The Council ...

- i. Affirms the contingency level previously agreed by the Council for the General Fund balance at a level of 2% of net expenditure, equivalent to £4.840m, and note the report on Reserves and Balances.
- ii. Notes the report on Council Reserves and Balances in the Budget pack which reported an estimated Unallocated General Fund balance of £0.999m as at 31 March 2019.
- iii. Approves that the remaining Capital Grant in respect of Campbeltown Flood Scheme, amounting to £4.153m, be earmarked within the General Fund pending a decision on the full business, which is expected to be submitted late 2019.
- iv. Agrees that the remaining Capital Plan surplus of £0.929m is retained within earmarked reserves as a Capital Plan contingency.

Capital and Corporate Asset Management Strategy

The Council ...

- i. Approves the Capital Plan recommendations as outlined in the Head of Strategic Finance Introductory Report and recommendations (q) through to (v).

Financial Risks Analysis

The Council ...

- i. Notes the detail of the financial risk analysis

SUMMARY

The Council notes that this budget Amendment ...

- a. recognises the continuing work of Officers and positive contributions to the transformation approach and the Council's budget setting process
- b. ensures that going forward the Council's services and workforce will ensure continuing support for local business at a time of uncertainty, provide for a safer roads environment, continuing learning and personal development for individuals and the best presentation of Argyll and Bute's natural environment, and
- c. makes specific provision to address community concerns for falling standards of maintenance in unused cemeteries and the speed of vehicles passing through smaller rural communities.

Appendices 1, 2 and 3 are attached to this Minute.

Moved by Councillor Taylor, seconded by Councillor Douglas.

Amendment 2

- a) Note the findings from the Council's budget planning consultation.
- b) Approve all service plans, subject to updating the budget figures in line with the budget agreed for 2019-20.
- c) Note that through the EQSEIA process, we have paid due regard to our duties under the Equality Act 2010, our associated Fairer Scotland Duty and the Islands Act. Note that some of the savings proposals have an impact in some of areas, but this has been given due regard. There are no impacts identified through the EQSEIA process that show actual or potential unlawful discrimination.
- d) Approve a base allocation to the Health and Social Care Partnership of £57.132m for 2019-20 in addition to an in-year payment of £1.236m. Approve indicative allocations base for 2020-21 and 2021-22 to be £57.132m with a further in-year payment of £1.236m in both years. The level of future years funding is subject to the level of Scottish Government funding and the Council's overall financial position in future years.
- e) Agree to defer the pay-back of the 2017-18 Social Work overspend by the HSCP by 1 year, resulting in repayments of £0.100m in 2019-20, £0.300m in 2020-21 and £0.755m in 2021-22. This will alter the payments as noted in recommendation (d).
- f) Approve the adjustment to the Live Argyll Management Fee, resulting in a management fee in 2019-20 of £3.692m. Approve the increase in the Management Fee for 2020-21 as was previously agreed when the Trust was established and note that the fee for 2021-22 will be subject to review on the basis that the Trust should have been able to grow its income streams and the management fee will reduce.
- g) Approve the revenue estimates for 2019-20 and that consequently the local tax requirement estimated at £50.457m is funded from Council Tax. Approve the following rates and charges for the year, 2019-20:
 - i. Council Tax to be paid in respect of a chargeable dwelling in Band "D" of £1,308.83 representing a 4.79% increase.
 - ii. Council Tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with Section 74(1) of the Local Government Finance Act 1992 as amended.
 - iii. Business Rates as determined by Scottish Ministers.
- h) Approve the new management/operational savings as outlined in Appendix 5 and approve the policy savings options as outlined in Appendix 6 of the Revenue Budget Overview Report, with the exception of those savings options noted in the appendix to this amendment.
Policy Options not agreed to take
ED06 - Music Instruction
ED05 - Youth and Adult Learning
RAS15 - Environmental Warden Services
RAS11 - School Crossing Patrollers
RAS05 - Grounds and Environment
EDST05 - Road Safety Unit

CSS02 - Customer Care Centre

j) Approve the funding request for the Royal National Mod, £0.080m to be funded from unallocated General Fund reserve and £0.040m to be funded from existing budget provision for the Mod SLA. Note that the existing budget provision for the Mod SLA can be removed from the base budget from 2020-21 onwards. Further approve the funding request from Kintyre Recycling Limited of £23,330 to be funded from unallocated general fund. Both are noted in the appendix to this amendment.

i) Approve the revenue budget for 2019-20 as set out in the revenue budget overview report. With changes in (h) and (j) implemented. This will leave a surplus of £0.303m which should be transferred to the General Fund.

k) Approve the funding for Events and Festivals for 2020-21 in order that the grant application process can commence during 2019-20. At same level of funding as previous year of £0.113m.

l) In a similar position to the Events and Festivals funding, consider approving the funding for the Supporting Communities Fund in 2020-21 in order that the grant application process can commence during 2019-20 at same level of funding as previous year of £0.098m.

m) Approve the following in relation to fees and charges with effect from 1 April 2019 unless otherwise noted:

i. Approve the proposals for the fees and charges inflationary increase of 3% and approve the charges that are over and above inflation. Note that this would generate additional income of £0.320m in total.

ii. Approve the new charges in relation to registers printing copy certificates, pre-application meetings and private water supplies and agree that these charges will be implemented from 22 February 2019.

iii. Approve the new charges in relation to the proposed parking pilot for Oban, Lorn and the Isles as per the Policy and Resources Committee report on 14 February 2019.

iv. Approve the changes proposed to the Social Work fees and charges.

v. Approve all other charges as noted within the Fees and Charges Schedule.

n) Note the revenue budget monitoring position as at 31 December 2018.

o) Note the financial risks analysis.

p) Approve the contingency level for the General Fund balance at a level of 2% of net expenditure, equivalent to £4.837m and note the report on reserves and balances.

q) Approve the capital plan block allocations for 2020-21 and 2021-22 and the contribution to the private sector housing grant for these years as noted in the capital summary report

r) Approve the following changes to the capital plan:

i. No additional funding approved for the overspend on Helensburgh Waterfront and Dunoon CHORD at this time and require the Executive Director of Development and Infrastructure to come forward with proposals as to how the shortfall in relation to these two projects will be funded from within Development and Infrastructure existing capital resources.

ii Approve an additional allocation of £1.024m for Tabert/Ardrishaig/ Lochgilphead regeneration projects and ask the Executive Director of Development and Infrastructure to come forward with proposals as to how this will be spend.

- iii. Approve the removal of the Kilmahew/St Peter's project from the capital plan and transfer the £0.250m to the capital plan surplus.
- iv. Approve that the underspend of £0.423m on the Kintyre Renewables Hub project is removed from the capital plan and transferred to the capital plan surplus.
- v. Approve that the £0.500m funding that was accelerated from the Education Block allocation in 2019-20 towards Dunoon Primary School is re-instated and used towards the projects originally intended for.
- vi. Approve a 20% contribution towards the Campbeltown Flooding Scheme to 2019-20 of £0.159m.
- vii. Approve the full capital ask of £0.200m towards the CARS Lochgilphead Project, profiled over 2019-24.
- viii. Approve the full capital ask of £0.327m towards the CARS Helensburgh Project, profiled over 2020-25.
- ix. Approve an additional allocation of £0.250m for the Health and Social Care block allocation in 2019-20 to be used for asset sustainability.
- x. Approve that the remaining Capital Grant in respect of Campbeltown Flood Scheme, amounting to £4.153m, be earmarked within the General Fund pending a decision on the full business, which is expected to be submitted late 2019.
- s) Approve the capital plan as set out in Appendix 3 of the capital plan summary, subject to the changes noted in recommendation (r).
- t) Approve that the remaining capital plan surplus of £0.929m is retained within earmarked reserves as a capital plan contingency.
- u) Approve the Corporate Asset Management Strategy.
- v) Approve the Corporate Asset Management Plan and the Asset Group Summaries.

Revenue Budget Table

	2019-20	2020-21	2021-22
	£000	£000	£000
Budget Surplus / (Gap) as per Budget Pack	1,032	-4,528	11,611
Policy Options not agreed:			
ED06 - Music Instruction	-27	-61	-61
ED05 - Youth and Adult Learning	-248	-330	-330
RAS15 - Environmental Warden Services	-105	-140	-140
RAS11 - School Crossing Patrollers	-115	-170	-170
RAS05 - Grounds and Environment	-120	-180	-180
EDST05 - Road Safety Unit	-74	-99	-99
CSS02 - Customer Care Centre	-40	-79	-79

Remove Mod baseline funding from 2020-21		0	0
Revised Budget Surplus / (Gap)	303	-5,587	12,670
Transfer Surplus to General Fund	-303		-
Finalised Budget Surplus / (Gap)	0	-5,587	12,670

Unallocated General Fund Table

	£000
Unallocated General Fund Balance as at 31 March 2018	1,899
Balance no longer required	1,237
Forecast overspend as at 31 December 2018	-2,041
Revised Unallocated General Fund Balance before budget	1,095
Mod	-80
Kintyre Recycling Limited	-23
Transfer to contingency to maintain 2% level	-111
Transferred from Revenue Budget Surplus 2019-20	303
Revised Unallocated General Fund Balance after budget	1,184

Capital Table

	£000
Capital Surplus as per Budget Pack	1,865
Not agreed Helensburgh Waterfront additional funding	514
Not agreed Dunoon CHORD additional funding	510
Tarbert/Ardrishaig/Lochgilphead Regeneration Project	-1,024
Campbeltown Flood Scheme	-159
CARS Lochgilphead	-200
CARS Helensburgh	-327
HSCP Block Allocation 2019-20	-250
Revised Surplus - to be retained as contingency	929

Moved by Councillor Philand, seconded by Councillor Kelly.

Amendment 3

The Council:

- Note the findings from the Council's budget planning consultation.
- Approve all service plans, subject to updating the budget figures in line with the budget agreed for 2019-20.
- Note that through the EQSEIA process, we have paid due regard to our duties under the Equality Act 2010, our associated Fairer Scotland Duty and the Islands Act. Note that some of the savings proposals have an impact in some of areas, but this has been given due regard. There are

no impacts identified through the EQSEIA process that show actual or potential unlawful discrimination.

d) Approve a base allocation to the Health and Social Care Partnership of £57.132m for 2019-20 in addition to an in-year payment of £1.236m. Approve indicative allocations base for 2020-21 and 2021-22 to be £57.132m with a further in-year payment of £1.236m in both years. The level of future years funding is subject to the level of Scottish Government funding and the Council's overall financial position in future years.

e) Agree to defer the pay-back of the 2017-18 Social Work overspend by the HSCP by 1 year, resulting in repayments of £0.100m in 2019-20, £0.300m in 2020-21 and £0.755m in 2021-22. This will alter the payments as noted in recommendation (d).

f) Approve the adjustment to the Live Argyll Management Fee, resulting in a management fee in 2019-20 of £3.692m. Approve the increase in the Management Fee for 2020-21 as was previously agreed when the Trust was established and note that the fee for 2021-22 will be subject to review on the basis that the Trust should have been able to grow its income streams and the management fee will reduce.

g) Approve the revenue estimates for 2019-20 and that consequently the local tax requirement estimated at £50.457m is funded from Council Tax. Approve the following rates and charges for the year, 2019-20:

i. Council Tax to be paid in respect of a chargeable dwelling in Band "D" of £1,308.83 representing a 4.79% increase.

ii. Council Tax to be paid in respect of a chargeable dwelling in each of the other valuation bands in accordance with Section 74(1) of the Local Government Finance Act 1992 as amended.

iii. Business Rates as determined by Scottish Ministers.

h) Approve the new management/operational savings as outlined in Appendix 5 and approve the policy savings options as outlined in Appendix 6 of the Revenue Budget Overview Report, with the exception of those savings options noted in the appendix to this amendment.

i) Approve the revenue budget for 2019-20 as set out in the revenue budget overview report. With changes in (h) and (j) implemented. This will leave a surplus of £0.303 which should be transferred to the General Fund.

j) Approve the funding requests for the Royal National Mod of £0.080m to be funded from unallocated General Fund reserve and £0.040 to be funded from existing budget provision for the Mod SLA. Note that the existing budget provision for the Mod SLA can be removed from the base budget from 2020-21 onwards. Further approve the funding request from Kintyre Recycling Limited of £23,330 to be funded from unallocated general fund. Both are noted in the appendix to this amendment.

k) Approve the funding for Events and Festivals for 2020-21 in order that the grant application process can commence during 2019-20. At the same level of funding as previous year of £0.113m.

l) Approve the funding for the Supporting Communities Fund in 2020-21 in order that the grant application process can commence during 2019-20 at the same level of funding as previous year of £0.098m.

m) Approve the following in relation to fees and charges with effect from 1 April 2019 unless otherwise noted:

- i. Approve the proposals for the fees and charges inflationary increase of 3% and approve the charges that are over and above inflation. Note that this would generate additional income of £0.320m in total.
- ii. Approve the new charges in relation to registers printing copy certificates, pre-application meetings and private water supplies and agree that these charges will be implemented from 22 February 2019.
- iii. Approve the new charges in relation to the proposed parking pilot for Oban, Lorn and the Isles as per the Policy and Resources Committee report on 14 February 2019.
- iv. Approve the changes proposed to the Social Work fees and charges.
- v. Approve all other charges as noted within the Fees and Charges Schedule.
- n) Note the revenue budget monitoring position as at 31 December 2018.
- o) Note the financial risks analysis.
- p) Approve the contingency level for the General Fund balance at a level of 2% of net expenditure, equivalent to £4.837m and note the report on reserves and balances.
- q) Approve the capital plan block allocations for 2020-21 and 2021-22 and the contribution to the private sector housing grant for these years as noted in the capital summary report
- r) Approve the following changes to the capital plan:
 - i. Approve that additional funding of £0.514m is allocated to the Helensburgh Waterfront Project and £0.510m to Dunoon CHORD in line with the current reported overspends on these projects.
 - ii. Approve the removal of the Kilmahew/St Peter's project from the capital plan and transfer the £0.250m to the capital plan surplus.
 - iii. Approve that the underspend of £0.423m on the Kintyre Renewables Hub project is removed from the capital plan and transferred to the capital plan surplus.
 - iv. Approve that the £0.500m funding that was accelerated from the Education Block allocation in 2019-20 towards Dunoon Primary School is re-instated and used towards the projects originally intended for.
 - v. Approve a 20% contribution towards the Campbeltown Flooding Scheme to 2019-20 of £0.159m.
 - vi. Approve the full capital ask of £0.200m towards the CARS Lochgilphead Project, profiled over 2019-24.
 - vii. Approve the full capital ask of £0.327m towards the CARS Helensburgh Project, profiled over 2020-25.
 - viii. Approve an additional allocation of £0.250m for the Health and Social Care block allocation in 2019-20 to be used for asset sustainability.
 - ix. Approve that the remaining Capital Grant in respect of Campbeltown Flood Scheme, amounting to £4.153m, be earmarked within the General Fund pending a decision on the full business case which is expected to be submitted late 2019.
- s) Approve the Capital Plan as set out in Appendix 3 of the Capital Plan summary, subject to the changes noted in recommendation (r).

t) Approve the remaining capital plan surplus of £0.929m is retained within earmarked reserves as a Capital Plan contingency.

u) Approve the Corporate Asset Management Strategy.

v) Approve the Corporate Asset Management Plan and the Asset Group Summaries.

w) Agrees that officers bring forward an early report to the Council on the non-statutory Argyll Air Services serving Oban, Coll and Tiree Airports and Colonsay Airfield. The report should include flight and passenger numbers and all income and expenditure figures over the past two financial years with details of the net saving / cost to the Council should the Council decide to terminate this service.

Revenue Budget Table

	2019-20	2020-21	2021-22
	£000	£000	£000
Budget Surplus / (Gap) as per Budget Pack	1,032	-4,528	-11,611
Policy Options not agreed:			
RAS11 - School Crossing Patrollers	-115	-170	-170
ED05 - Youth and Adult Learning	-248	-330	-330
ED06 - Music Instruction	-27	-61	-61
RAS15 - Environmental Warden Services	-105	-140	-140
RAS05 - Grounds and Environment	-120	-180	-180
CSS02 - Customer Care Centre	-40	-79	-79
EDST05 - Road Safety Unit	-74	-99	-99
Remove Mod baseline funding from 2020-21		0	0
Revised Budget Surplus / (Gap)	303	-5,587	-12,670
Transfer Surplus to General Fund	-303		
Finalised Budget Surplus / (Gap)	0	-5,587	-12,670

Unallocated General Fund Table

	£000
Unallocated General Fund Balance as at 31 March 2018	1,899
Balance no longer required	1,237
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Revised Unallocated General Fund Balance before budget	1,095
Mod	-80
Kintyre Recycling Limited	-23
Transfer to contingency to maintain 2% level	-111
Transferred from Revenue Budget Surplus 2019-20	303
Revised Unallocated General Fund Balance after budget	1,184

Capital Table

	£000
Capital Surplus as per Budget Pack	1,865
Campbeltown Flood Scheme	-159
CARS Lochgilphead	-200
CARS Helensburgh	-327
HSCP Block Allocation 2019-20	-250
Revised Surplus - to be retained as contingency	929

Moved by Councillor Freeman, seconded by Councillor Moffat.

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

The Head of Strategic Finance advised the following –

“I would confirm that all four budget proposals presented here today are financially competent and balanced. No budget is without an element of risk as a budget is an estimate of income and expenditure at a point in time before the income and expenditure has actually happened. Provost, I would confirm that the four budget proposals presented here today are balanced and competent.”

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

Motion	Amendment 1	Amendment 2	Amendment 3
Cllr Anderson	Cllr Armour	Cllr Kelly	Cllr Freeman
Cllr Colville	Cllr Blair	Cllr Philand	Cllr Moffat
Cllr Currie	Cllr Douglas		
Cllr Devon	Cllr Findlay		
Cllr Good	Cllr Forrest		
Cllr Green	Cllr Horn		
Cllr Hardie	Cllr Lynch		
Cllr Kinniburgh	Cllr Paterson		
Cllr MacMillan	Cllr Taylor		
Cllr McCuish	Cllr Trail		
Cllr McGrigor			
Cllr McNeilly			
Cllr Morgan			
Cllr A Morton			
Cllr E Morton			
Cllr Mulvaney			
Cllr Redman			
Cllr Reid			
Cllr Robertson			
Cllr Scoullar			
Cllr Vennard			

Decision

The Motion was carried by a substantial majority.

(Ref: Report by Head of Strategic Finance, Revenue Budget and Capital Budget packs, updates to the Budgeting Pack from the P&R Committee of 14 February 2019, submitted)

6. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY

The Council gave consideration to a report which sought approval of the proposed Treasury Management Strategy Statement and Annual Investment Strategy which set out the Council's Strategy for borrowing and investment for the forthcoming year. The report also set out the policy for the repayment of loans fund advances for 2019-20 which had been referred without recommendation by the Policy and Resources Committee held on 14 February 2019.

Decision

The Council:-

1. Approved the proposed Treasury Management Strategy Statement and Annual Investment Strategy and the indicators contained within.
2. Approved the use of Option 1 (statutory method) for the repayment of loan fund advances in respect of existing capital expenditure and new advances up to 31 March 2021 at an interest rate of 4.095%, with the exception of spend to save schemes where Option 4 (funding/income profile method) will be used.
3. Approved the ability to continue to use countries with a sovereign rating of AA- and above, as recommended by Link Asset Services.

(Ref: Report by Head of Strategic Finance dated 2 February 2019, submitted)

**MINUTES of MEETING of ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE
COMMITTEE held in the COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD
on THURSDAY, 7 MARCH 2019**

Present: Councillor Roderick McCuish (Chair)

Councillor John Armour	Councillor Aileen Morton
Councillor Gordon Blair	Councillor Ellen Morton
Councillor Bobby Good	Councillor Alastair Redman
Councillor David Kinniburgh	Councillor Alan Reid
Councillor Donald MacMillan	Councillor Andrew Vennard
Councillor Sir Jamie McGrigor	Councillor Jim Findlay
Councillor Jean Moffat	

Also Present: Councillor Robin Currie Councillor Elaine Robertson
Councillor Kieron Green Councillor Sandy Taylor
Councillor Jim Lynch Councillor Richard Trail

Attending: Pippa Milne, Executive Director – Development and Infrastructure Services
Jim Smith, Head of Roads and Amenity Services
Fergus Murray, Head of Economic Development and Strategic Transportation
Ishabel Bremner, Economic Growth Manager
Peter Leckie, Project Manager
Patricia O'Neill, Central Governance Manager

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Donald Kelly and Gary Mulvaney.

2. DECLARATIONS OF INTEREST

There were no declarations of interest.

3. MINUTES

The Minutes of the meeting of the Environment, Development and Infrastructure Committee held on 6 December 2018 were approved as a correct record.

4. DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT FQ3 (OCTOBER TO DECEMBER 2018)

The Committee gave consideration to the Development and Infrastructure Services departmental performance report with associated scorecard for performance in financial quarter three 2018/19.

Decision

The Environment, Development and Infrastructure Committee -

1. Noted the Development and Infrastructure Services departmental performance report with associated scorecard for performance in FQ3 2018/19.
2. Recognised the outstanding work carried out by departments in respect of building standards and empty homes; and in particular the achievement of Kelly Ferns in being named Outstanding Individual at the Howdens Scottish Empty Homes Champion of the Year Awards.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2019, submitted)

5. UPDATE REPORT ON FLOOD RISK IN OBAN

The Committee gave consideration to a report which updated them on the 2018 flood event and subsequent relief works in Oban. The report drew Members attention to the purpose and progress of the flood study currently underway for Oban. The report provided guidance on interim works which had been completed to reduce flood risk, and gave clarity on the flood study programme including the potential for a wider flood scheme.

Decision

The Environment, Development and Infrastructure Committee –

1. Noted the interim actions undertaken to mitigate immediate flood risk by carrying out works to the pumps in Lochavullin car park, and the provision of temporary flood barriers.
2. Welcomed the progress on the Oban flood study which was assessing flood risk and potential for cost beneficial flood protection solutions for Oban, with potential funding available from 2022 at the earliest.
3. Noted the advice and links to advice available to the public at the Council's website <https://www.argyll-bute.gov.uk/transport-and-streets/flood-advice>.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 29 January 2019, submitted)

6. DRAFT WASTE STRATEGY

Consideration was given to a report that introduced Members to the draft Waste Strategy document and which updated them on the overall context for, and potential changes to, waste services.

Decision

The Environment, Development and Infrastructure Committee –

1. Approved the Draft Waste Strategy for public consultation.
2. Noted the timeline at paragraph 4.4.1 of the submitted report and the approvals process for the production of the Final Waste Strategy.

3. Noted the significant work to date in progressing the complex piece of work.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 12 February 2019, submitted)

7. FESTIVE LIGHTING

The Committee gave consideration to a report that updated Members on the delivery of festive lighting across Argyll and Bute in 2018, as well as the community handover arrangements now that the Council is ceasing to provide this non-statutory service.

Decision

The Environment, Development and Infrastructure Committee –

1. Noted the successful delivery of festive lighting schemes across Argyll and Bute in 2018.
2. Endorsed the work of community groups to deliver festive lighting in their towns and villages.
3. Agreed the scoring matrix guide for Area Committees as set out at paragraph 4.2.2 of the submitted report.
4. Noted that the Council has now ceased to provide this service and that the project is on track to deliver full community handovers by the end of this financial year.
5. Noted that other local authorities have approached the Council for advice and support in their own festive handover initiatives.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2019, submitted)

8. ROADS CAPITAL RECONSTRUCTION PROGRAMME 2019/20

The Committee gave consideration to a report that provided details of the proposed roads reconstruction programme for 2019/20.

The Head of Roads and Amenity Services clarified that the reference to Ardrishaig Street on the Mid Argyll, Kintyre and the Islands proposed roads reconstruction programme should actually read streets in Ardrishaig.

Decision

The Environment, Development and Infrastructure Committee –

1. Endorsed the proposed programme of capital works for 2019/20.
2. Agreed that the details of each Area Committee's programme would be forwarded on to individual Members, and that updates to Area Committees would be provided as the programme progresses.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2019, submitted)

9. SHARED PROSPERITY FUND: ARGYLL AND BUTE REGIONAL POLICY POSITION

Consideration was given to a report which sought endorsement from the Committee for officers to develop an evidence base of appropriate criteria and indicators to provide a regional policy position for Argyll and Bute to benefit from any future national funding allocations that may replace current European funding streams.

Decision

The Environment, Development and Infrastructure Committee –

1. Endorsed officers to do further work on the development of appropriate criteria and indicators to prepare an evidence based position to support an Argyll and Bute regional policy to ensure the area benefits from future external funding allocations.
2. Agreed that officers come back to a future Environment, Development and Infrastructure Committee meeting to present and seek approval on appropriate criteria and indicators.
3. Agreed that Argyll and Bute Council lobby to ensure that national criteria recognise local needs.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 19 February 2019, submitted)

Councillor Alistair Redman and Councillor Donald MacMillan left the meeting during discussion of the following item of business.

* **10. DRAFT ARGYLL AND BUTE ECONOMIC STRATEGY AND ASSOCIATED ACTION PLAN**

The Committee gave consideration to a report concerning the development of a new Argyll and Bute Economic Strategy and associated Action Plan that had been drafted to take account of a rapidly changing economy at global, national and local levels, increasingly influenced by a number of key economic drivers such as the emergence of City and Regional Growth deals including the Argyll Rural Growth Deal.

Decision

The Environment, Development and Infrastructure Committee –

1. Recommended approval of the Draft Argyll and Bute Economic Strategy and associated Action Plan to the Council.
2. Noted that the Strategy and associated Action Plan would also be considered by the Community Planning Partnership Management Committee and any suggested amendments arising from that meeting would be subject to consideration and adoption by the Council.

(Reference: Report by Executive Director – Development and Infrastructure Services dated March 2019, submitted)

* **11. BUSINESS GATEWAY LOCAL GROWTH ACCELERATOR PROGRAMME PHASE TWO**

The Committee gave consideration to a report which updated Members on the progress made towards launching Phase Two of the Business Gateway Local Growth Accelerator Programme.

Decision

The Environment, Development and Infrastructure Committee –

1. Noted that Phase Two would create a £483k business support programme at no additional cost to the Council and that it can be delivered by the current head count within Business Gateway.
2. Agreed the preparations for Phase Two, including the proposal to use all of the West of Scotland Loan Fund (WSLF) surplus of £150k as the Council's match funding for Phase Two.
3. Agreed to recommend to Council that the £75k West of Scotland Loan Fund (WSLF) surplus allocated for additional small and medium sized enterprises support is used in advance of an agreed Rural Growth Deal in order to be able to draw down European Structural Funds to maximise business growth opportunities within Argyll and Bute.

(Reference: Report by Executive Director – Development and Infrastructure Services dated 5 February 2019, submitted)

12. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORKPLAN - MARCH 2019

The Environment, Development and Infrastructure Committee Workplan as at March 2019 was before the Committee for noting.

Decision

The Environment, Development and Infrastructure Committee noted the content of the Workplan as at March 2019.

(Reference: Environment, Development and Infrastructure Workplan as at March 2019, submitted)

The Council resolved in terms of Section 50(A)(4) of the Local Government (Scotland) Act 1973 to exclude the press and public for the following item of business on the grounds that it was likely to involve the disclosure of exempt information as defined in Paragraphs 8 and 9 of Part 1 of Schedule 7A to the Local Government (Scotland) Act 1973.

13. JOINT PROCUREMENT PROPOSALS FOR DISPOSAL OF HELENSBURGH WASTE

The Committee gave consideration to a report which sought approval for the issue of a tender for a collaborative procurement agreement for residual waste disposal services for Argyll and Bute Council and another 2 local authorities.

Decision

The Environment, Development and Infrastructure Committee –

1. Approved the collaborative approach to procurement in conjunction with another two local authorities.
2. Delegated the Minute of Agreement to the Executive Director of Development and Infrastructure Services in consultation with the Executive Director of Customer Services.

(Reference: Report by Executive Director – Development and Infrastructure Services dated February 2019, submitted)

**MINUTES of MEETING of COMMUNITY SERVICES COMMITTEE held in the COUNCIL
CHAMBERS, KILMORY, LOCHGILPHEAD
on THURSDAY, 14 MARCH 2019**

Present: Councillor Yvonne McNeilly (Chair)

Councillor Jim Anderson	Councillor Anne Horn
Councillor Rory Colville	Councillor Barbara Morgan
Councillor Robin Currie	Councillor Iain Paterson
Councillor Lorna Douglas	Councillor Elaine Robertson
Councillor Kieron Green	Margaret Anderson

Attending: Douglas Hendry, Executive Director – Customer Services
Anne Paterson, Head of Education: Lifelong Learning and Support
Louise Connor, Head of Education: Learning and Teaching
Stuart McLean, Area Committee Manager
Alison MacDonald, Education Manager: Performance and Management
Douglas Whyte, Team Lead – Housing Strategy
Chief Superintendent Hazel Hendren, Local Police Commander (Argyll and West Dunbartonshire Division), Police Scotland
Paul Devlin, Local Senior Officer, Scottish Fire and Rescue

In the absence of the Chair of the Committee who was held up due to a road accident, the Vice Chair chaired the meeting until item 6 of the Agenda.

1. APOLOGIES FOR ABSENCE

Apologies for absence were intimated on behalf of Councillors Devon, Hardie, Lynch, McKenzie, Reid and William Shaw, Church Representative and Alison Palmer, Teacher Representative

2. DECLARATIONS OF INTEREST

Councillors Horn and Robertson each declared a non-financial interest in item 10 (Strategic Housing Fund - RSL Additional Financial Requests) of the Agenda due to them being Board Members of the West Highland Housing Association.

3. MINUTE

The Minute of the Community Services Committee meeting held on 11 December 2018 was approved as a correct record.

4. SCHOOLS CONSULTATION SCOTLAND ACT 2010 - ARDCHATTAN AND ASHFIELD PRIMARIES

The Committee gave consideration to a report providing details of the draft proposals for Ardchattan and Ashfield Primary Schools after satisfaction of the Preliminary Requirements of s12A of the Schools (Consultation) (Scotland) Act 2010.

Decision

The Community Services Committee agreed the draft Proposals, as set out in Appendices 1 and 2 of the report, as relevant Proposals that would now proceed to statutory consultation in compliance with the Schools (Consultation) (Scotland) Act 2010.

(Reference: Report by Executive Director - Customer Services, dated 14 March 2019, submitted)

5. REQUEST TO REZONE THE CATCHMENT AREA OF ST COLUMBA'S PRIMARY SCHOOL, OBAN

The Committee gave consideration to a report highlighting the progress of a request from St Columba's Primary Parent Council to vary the current catchment area of St Columba's Primary school to that of the mainland catchment area for Oban High School.

Decision

The Community Services Committee agreed:

1. that this was a relevant proposal and that Officers should now carry out a full consultation on the proposed change to the catchment area of St Columba's Primary school, as defined in the Schools (Consultation) (Scotland) Act 2010 as amended;
2. to note that on completion of the consultation period a report would be presented to the committee detailing the results of the consultation for consideration; and
3. to note that the relevant Area Committee would be given the opportunity to comment as part of a consultation exercise.

(Reference: Report by Executive Director - Customer Services, dated 14 March 2019, submitted)

Councillors Anderson, Douglas, Paterson and McNeilly joined the meeting at this point. Councillor Yvonne McNeilly chaired the meeting from this point forward.

6. EARLY LEARNING AND CHILDCARE PROGRESS UPDATE

The Committee gave consideration to a report providing an update for members on the progress being made by the Education Service in preparing for the proposed expansion of Early Learning and Childcare (ELC) and the implementation of 1140 hours of funded ELC in Argyll and Bute by 2020.

Decision

The Community Services Committee agreed:

1. to note the progress of implementation to date and the areas and settings to be phased in by August 2019;
2. to endorse the positive steps the Service had taken in implementing the Argyll and Bute Early Learning and Childcare Delivery Plan;

3. to support the progress on developing Early Years as an attractive area of employment with a growing workforce within Argyll and Bute; and
4. requested that the Executive Director of Customer Services bring forward progress updates in relation to the Expansion of Early Learning and Childcare to future meetings of the Community Services Committee.

(Reference: Report by Executive Director - Customer Services, dated 14 March 2019, submitted)

7. PARENTAL ENGAGEMENT STRATEGY PAPER

The Committee gave the Education Service revised Parental Engagement Strategy 2019-2021. It was noted that the Parental Engagement Strategy 2019-2021 had been revised in line with feedback from consultation with a wide range of stakeholders including parents, Parent Council members, teachers, Head Teachers and other partners such as representatives from the Educational Psychology team and Youth Services.

Decision

The Community Services Committee:

1. agreed to note the continued commitment of the Education Service to enhance and further develop opportunities for parental engagement in all of our schools, in context of the Scottish Government's policy position in regard to the development of a National Action Plan; and
2. agreed the revised Parental Engagement Strategy 2019-2021 as set out in Appendix 1 of the report.

(Reference: Report by Executive Director - Community Services, dated 14 March 2019, submitted)

8. EDUCATION SERVICE PERFORMANCE REPORT FQ3 2018/19

A paper presenting the Education performance report with the scorecards for Customer Services for FQ3 2018-19 (October – December) was considered.

Decision

The Community Services Committee agreed to note the scorecards as presented.

(Reference: Report by Executive Director - Customer Services, dated 14 March 2019, submitted)

9. HOUSING SERVICES PERFORMANCE REPORT FQ3 2018/19

A paper presenting the Housing Services performance report with associated scorecard for performance in FQ3 2018-19 (October – December 2018) was considered.

Decision

The Community Services Committee agreed to note the scorecard as presented.

(Reference: Report by Executive Director – Development and Infrastructure Services, dated 14 March 2019, submitted)

* **10. STRATEGIC HOUSING FUND - RSL ADDITIONAL FUNDING REQUESTS**

The Committee gave consideration to a report detailing the requests from Argyll Community Housing Association (ACHA) and West Highland Housing Association for additional Strategic Housing Fund (SHF) funding for 2 of the affordable housing projects detailed in the Strategic Housing Investment Plan (SHIP).

Decision

The Community Services Committee agreed to recommend to Council:

1. to contribute an additional £30,492 SHF to be awarded to the ACHA new build development in Tarbert (£48,000 SHF had already been agreed to assist in the delivery of the 4 affordable housing units in this development); and
2. to contribute an additional £16,000 SHF to be awarded to the West Highland Housing Association new build development in Imeraval, Islay (£96,000 SHF had already been agreed to assist in the delivery of 8 affordable housing units in this development).

(Reference: Report by Executive Director – Development and Infrastructure Services, dated 14 March 2019, submitted)

11. ARGYLL AND BUTE LOCAL POLICING PLAN 2017-2020 - QUARTERLY REPORT Q3 2018/19

The Committee gave consideration to a report by Police Scotland which provided the FQ3 – 2018/19 update in relation to the Argyll and Bute Local Policing Plan for 2017-2020.

Decision

The Community Services Committee agreed to note the contents of the report.

(Reference: Report by Local Police Commander for Argyll and West Dunbartonshire Division, Police Scotland, submitted)

12. SCOTTISH FIRE AND RESCUE SERVICE - ARGYLL AND BUTE PERFORMANCE REPORT FQ3 - OCTOBER - DECEMBER 2018

The Committee gave consideration to a report highlighting the Scottish Fire and Rescue Service (SFRS) FQ3 review of local performance within Argyll and Bute for 2018-19.

Decision

The Committee agreed to note the contents of the report.

(Reference: Q3 2018/19 Report by Local Senior Officer, Scottish Fire and Rescue Service, submitted)

13. EXTERNAL EDUCATION ESTABLISHMENT INSPECTION REPORT

A report was before the Committee for noting which provided details of all external education establishment inspection reports received across Argyll and Bute Education Service during the period January 2019 to March 2019.

Decision

The Community Services Committee agreed to note:

1. the contents of the report and appendices;
2. that a quarterly report would be presented to the Committee detailing all establishment inspections conducted and published by Education Scotland within that period; and
3. that Ward members would receive copies of school inspection reports for schools within their area as published by Education Scotland.

(Reference: Report by Executive Director - Customer Services, dated 14 March 2019, submitted)

14. NATIONAL IMPROVEMENT FRAMEWORK FOR SCOTTISH EDUCATION

A report was before the Committee for noting which provided an overview of the Argyll and Bute Primary and Secondary achievement in Literacy and Numeracy for P1, P4, P7 and S3 published by the Scottish Government on the 12 December 2018 in Achievement of Curriculum for Excellence (CFE) Levels 2017/18 (Appendix A). The report also provided an update on the Scottish Governments 2019 National Improvement Framework and Improvement Plan for Scottish Education (Appendix B).

Decision

The Community Services Committee agreed:

1. to note the overview of the Primary and Secondary achievement in Literacy and Numeracy for P1, P4, P7 and S3 within Argyll and Bute; and
2. to note the update on the Scottish Governments 2019 National Improvement Framework and Improvement Plan for Scottish Education.

(Reference: Report by Executive Director - Customer Services, dated 14 March 2019, submitted)

15. COMMUNITY SERVICES COMMITTEE WORK PLAN 2019/20

The Community Services Committee work plan 2018/19 was before the Committee for noting.

Decision

The Community Services Committee agreed to note the contents of the work plan.

(Reference: Community Services Committee Work Plan 2018/19, submitted)

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ARGYLL AND BUTE COUNCIL**COUNCIL**

18th April 2019

LEADER'S REPORT

1. INTRODUCTION

- 1.1** This report gives colleagues an update on my activities as Leader of Argyll and Bute Council from 15th November 2018 to 5th April 2019. It also includes an update in relation to my Policy Lead portfolio, Economic Development. Also included is a progress update on the Priorities for the Life of the Council, attached at Appendix 1.

2. RECOMMENDATIONS

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

3. TRANSPORT INFRASTRUCTURE WORKING GROUP, Arrochar, 19th November 2018

- 3.1** Members may recall from the last Leader's Report to council in November, my update on a meeting with Michael Matheson, Cabinet Secretary for Transport, Infrastructure and Connectivity. As well as a discussion on the Rural Growth Deal, the meeting focused on honouring a commitment made by his predecessor, Humza Yousaf, to establish a transport infrastructure working group to take a strategic approach to all of Argyll and Bute's distinct travel and transport issues, and their impact on other objectives like inclusive economic growth, resilience and more. People in Argyll and Bute have made it clear that transport connectivity is a top priority for them and that they see it as a main opportunity and threat in relation to economic

growth. A strategic approach to this is therefore vital as we seek to increase our population and boost the economy.

While the Cabinet Secretary indicated that he would not be able to attend meetings himself, he did offer his support in terms of bringing the relevant agencies together.

The first meeting took place in Arrochar on 19th November and included representatives from the following organisations:

- Argyll and Bute Council – members and officers
- Caledonian Maritime Assets Ltd (CMAL)
- Transport Scotland
- HITRANS
- Argyll Timber Transport Group
- Caledonian MacBrayne
- Strathclyde Passenger Transport

The meeting offered an opportunity to discuss together a wide range of transport matters, including:

- Transport Scotland's Strategic Transport Projects Review (STPR) which will review all transport modes across the country, gathering issues, objectives and appraising available options.
- Lifeline trunk routes – Transport Scotland carrying out an exercise to identify areas most affected by closures alongside the STPR engagement activity which will seek evidence from stakeholders and communities about the impact of closures.
- Rest and Be Thankful – linked to the above, the focus was on closure and in particular the importance of effective communications in that regard. Future meetings will focus on this.
- Improved rail links with central belt – there is need for improvement on both the West Highland and Helensburgh lines, especially given the potential tie-in to the Rural Growth Deal and rail links to Faslane.
- Ferry services – specialist representation will be required at a future meeting given the importance of lifeline ferry services across Argyll and Bute.

Since that meeting Transport Scotland have contacted all councils in relation to the STPR, and substantial engagement is expected to take place throughout this year ahead of the publication of the National Transport Review at the end of 2019.

4. ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP MANAGEMENT COMMITTEE, Helensburgh, 20th November 2018

- 4.1 The CPP Management Committee met in Helensburgh in November and members will be very familiar with the key issues featuring on that agenda.

Alongside updates on the Rural Growth Deal and the Local Governance Review, the committee considered the Community Planning Partnership's annual report as well as updates from local areas.

Other headline items were:

- Overview of the new structure of Argyll and Bute Alcohol and Drugs Partnership
- An update from the Department of Work and Pensions (DWP)
- The Third Sector Interface (TSI) performance framework from new Chief Executive Kirsteen Murray

5. COSLA LEADERS MEETINGS, 30th November 2018

- 5.1 I attended the November COSLA Leaders session in Edinburgh on 30th November along with the Chief Executive. The agenda items were:

- Local Governance Review update
- Planning (Scotland) Bill update
- Scotland's Future Employability Services
- Local Authorities Working to Tackle Depopulation
- Spending Review
- Local Government Pay Negotiations update and new proposal
- Brexit update
- Review of Structure of Scottish LG pension scheme
- Early Learning and Childcare National Standard for Funded Provision from 2020
- Access to Sanitary Products
- Review of the Main Funding Floor

The item on depopulation relates to the work instigated by ourselves in April last year following publication of the NRS population statistics which highlighted an apparent west coast trend in relation to depopulation. I have given updates on my correspondence and meetings with the leaders of the seven other west coast authorities, and later in this report I will provide more detail on our most recent meeting as part of this work, with Ben McPherson, Minister for Migration, Europe and International Development.

6. INDUSTRY AND REGIONAL DEVELOPMENT SOUNDING BOARD MEETINGS: 3rd December 2018 and 19th March 2019

- 6.1** The Industry and Regional Development Sounding Board has met twice during the period covered in this report – in December and most recently in March.

The rapidly shifting situation and ongoing uncertainty presents considerable challenges, but that is precisely why it is important to meet together and focus as much as we possibly and practically can on key issues of importance to Argyll and Bute which needs a particular regional policy approach – one size cannot fit all, regardless of the eventual outcome of the EU exit process.

At all meetings of the board so far we have focused on workforce planning, officer activity in relation to funding and their involvement in partnership work at a national level in relation to policy, and how we can most meaningfully engage with Argyll and Bute's business community across all industry sectors.

This last aspect was particularly in focus at the March session and our Economic Development service will continue to explore ways of engaging with the private sector as the exit process continues and also, of course, in the context of the Rural Growth Deal.

On 19th March, officers were invited along to provide an update on their activity in relation to EU exit and, along with a strategic overview from the Chief Executive, we had a useful presentation on the work of the council's EU Exit Working Group.

The board also agreed informally to convene if required at short notice depending on national developments.

7. POLICE SCOTLAND YOUTH VOLUNTEER EVENT, Helensburgh, 5th December 2018

- 7.1** Nationally, Police Scotland is progressing its Youth Volunteer Programme which aims to strengthen the relationship between young people and the police at a local level, offer opportunities for active community citizenship and also increase skills and open up potential for future career paths. I know that youth volunteers have previously attended council events and have really impressed everyone who they encountered – so it was a real pleasure to attend the launch of the programme in Helensburgh in December last year.

As well as the practical benefits for young people and the communities in which they live, this also adds to the scope for young people to be heard and to participate in local life and decision-making. This is a key priority for the council and the Community Planning Partnership, so forging links like this is really welcome and we will be exploring the potential for doing more over the coming months.

8. HMNB CLYDE STRATEGIC DELIVERY AND DEVELOPMENT FRAMEWORK BOARD (SDDF), Helensburgh, 7th December 2018

- 8.1** Following the formal submission to both the Scottish and UK Governments of our Rural Growth Deal proposals earlier in November (and covered in my previous Leader's Report) it is inevitable that the November and December periods were dominated by key meetings relating to the Deal and to strengthening the important relationships which will be so crucial to its delivery. The relationship with HMNB Clyde is one of these and it was helpful to have an opportunity to attend the SDDF Board meeting at this time.

Alongside the Rural Growth Deal update, we also heard a high level update on the Faslane Maritime Change Programme from Commodore Donald Doull. This is a highly ambitious programme focusing on the three key themes of 'develop, recapitalise and grow' to deliver urgent change during 2019 as the base gets busier and more full. He reported anecdotal evidence that new intakes of navy personnel are keen to relocate their families to the area and this is good news for our ongoing drive to grow the population.

Positive working relationships were particularly acknowledged by the meeting and these will continue to be developed given the drive for delivery during the rest of this year.

9. COSLA CONVENTION/SPECIAL LEADERS MEETING, 14th December 2018

- 9.1** The Scottish Government's initial announcement of the local government settlement came to councils on 13th December and unsurprisingly this featured heavily in discussions and conversations at the COSLA Convention and Special Leaders meetings which took place the following day, 14th December.

Both meetings took place in Cumnock, Ayrshire and were hosted on this occasion by East Ayrshire Council.

The Special Leaders formal agenda comprised just one item, held in private – the Local Government Pay Update, a rapidly shifting and arguably

contentious matter which, as colleagues will know, was only resolved some way into 2019.

Items considered by Convention were:

- Local Governance Review update
- United Nations Sustainable Development Goals – Localisation in Scotland
- Local Government Settlement (verbal update)
- Year of the Young Person
- Achieving Gender Equality in Scottish Local Government
- COSLA Strategic Review update
- COSLA Budget 2019/20 and 2020/21
- COSLA Convention and Annual Conference Recoupling
- COSLA Governance – Appointments
- EU Exit Update

Papers (where available) and associated briefings can be viewed in the Leader's Report Pack.

10. ARGYLL AND BUTE HEALTH AND SOCIAL CARE PARTNERSHIP SENIOR MEMBERS AND OFFICERS GROUP (SMOG) – 18th December 2018 and 12th February 2019

- 10.1** Following changes to both the composition of the Integration Joint Board and the Health and Social Care Partnership Leadership, a new Senior Members and Officers Group (SMOG) was established, meeting for the first time in October last year.

With the Scottish Government budget announcement a few days prior to the December meeting, a finance update was a key element of the agenda, along with a focus on the agenda for the January IJB meeting and a discussion on developing and improving the Board/Partnership governance.

February's session, as well as finance matters, focused on people – the Partnership has been recruiting for some key posts as well as making changes to its structure.

These sessions are useful particularly as the Partnership continues to drive forward improvement and embeds financial efficiency.

11. MEETING WITH MARTIN JONES, PRINCIPAL, ARGYLL COLLEGE UHI – 10th January 2019

- 11.1** Argyll College UHI has a key role to play in delivering the Community Planning Partnership's Local Outcomes Improvement Plan with its overarching aim of population growth and ensuring that people are able to make the most of opportunities to live, work and learn in Argyll and Bute. Former principal Fraser Durie announced his retirement last year and, after a rigorous recruitment process, Dunoon resident Martin Jones was appointed as the college's new Principal.

Given our partnership work with the college at its learning centres right across Argyll and Bute, it was helpful to have an early meeting with Martin and discuss a range of issues including our Rural Growth Deal and the role that learning/skills plays within it. This was a positive meeting and I know that the good working relationship we have with the college will continue under Martin's stewardship.

12. RURAL GROWTH DEAL UPDATE, POST-SUBMISSION - 2019

- 12.1** Colleagues will recall from the previous Leader's Report that Argyll and Bute's Rural Growth Deal was formally submitted to both the UK and Scottish Governments in November last year.

Our Economic Development officers continue to engage with civil servants in both national governments about this, with visits in the planning stages.

In terms of political engagement and progress, our MSPs continue to indicate their very positive support for our Deal proposals and their assistance has been, and will be, invaluable as we press towards securing a formal announcement for Argyll and Bute.

The focus on the exit from the European Union has inevitably placed calls on ministers' time but we are currently holding summer dates for Michael Matheson, the Scottish Government Minister responsible for overseeing Argyll and Bute's Growth Deal. Scottish Government civil servants are actively assisting us in moving towards confirmation of his visit to Argyll and Bute, and we hope to welcome him here for a full day visit to show him some of the areas which will benefit most from a Deal.



I was able to catch up briefly with Brendan O'Hara MP in January and to give him a personal copy of the formal submission. He too has offered his assistance in progressing matters from the UK Government side, where possible, and this constructive support is very much appreciated.

13. DEPOPULATION IN THE WEST COAST OF SCOTLAND – UPDATE, JANUARY/FEBRUARY 2019

13.1 On behalf of the leaders of the seven other west coast Scottish local authorities affected by depopulation, I have continued to correspond with Scottish Government Ministers asking for urgent discussions on this concerning trend and how we can work together to tackle this. Growth Deals will not solve this issue alone and it is vital for the sake of the national economy, as well as for our individual areas, to find an effective approach.

We initially wrote to Derek MacKay and Aileen Campbell, the ministers responsible for finance and local government respectively. After corresponding throughout December and January to press for an early meeting, subsequently we were able to arrange an initial meeting with Ben Macpherson, Minister for Europe, Migration and International Development, in Edinburgh on 22nd February, following the COSLA Leaders meeting that day.

Mr Macpherson was positive about our work together on this matter so far although inevitably, given the national position at this time, his focus and attention remains on the impact of the exit from the European Union. He was supportive of a further meeting with Aileen Campbell, Minister for

Communities and Local Government and, at the time of writing this report, I have had a positive response from her office agreeing to an early meeting with as many of the west coast Leaders as possible. Arrangements are still in hand and I anticipate a further update on this will be available for the report due at council in June.

In the meantime senior officers from the eight authorities continue to engage with civil servants and colleagues at COSLA on this.

14. LOCAL GOVERNMENT SETTLEMENT AND POLITICAL CORRESPONDENCE, JANUARY 2019

- 14.1** Like other Scottish council leaders I spent much of the December/January period processing the Scottish Government's initial local government budget allocation and contemplating, with considerable concern, the potential impacts on the communities we represent, the services we provide and the people we employ.

In previous years, financial allocations have been improved at the eleventh hour after political negotiations at Holyrood. While additional funding is always welcome, in the financial context we're currently operating in any extended delay is at best inconvenient and at worst cruel.

I wrote to all Scottish political party leaders – Nicola Sturgeon, SNP; Patrick Harvie, Scottish Green Party; Jackson Carlaw, Scottish Conservatives; Richard Leonard, Scottish Labour; and Willie Rennie, Liberal Democrats – to seek their assistance in sharpening the focus of political negotiations and doing all that they could to secure an early agreement in the budget talks.

I believe that this was a vital request to make to end the distress for thousands of hard working frontline staff and the many more thousands of people, including those most in need, who were waiting to see what would happen to the services they depend on.

It was encouraging that national politicians took heed of the representations made by myself and other council leaders across the country and that this year there was better news at an early stage – allowing for more effective planning and budget development and avoiding last minute, potentially drastic action in response to a significantly changed settlement.

As outlined at our budget meeting on 21st February, though, the situation for local authorities in Scotland is stark over the coming years as, increasingly, we have the financial resources and capability to focus only on our statutory and core business, and must make savings in all other areas.

15. VISIT TO MID ARGYLL COMMUNITY HOSPITAL AND INTEGRATED CARE CENTRE (MACHICC), LOCHGILPHEAD – 16th January 2019

15.1 Following my appointment to the Integration Joint Board last year, I thought it would be helpful to see first-hand and where possible front line service delivery in action. It was therefore helpful to have an opportunity for a visit to MACHICC in January this year, both to meet with Health and Social Care Partnership senior leaders and to see the community hospital and integrated care centre.

MACHICC is impressive from first sight and it is easy to see why it won architectural awards when first designed and built. I know that the design was created very much in partnership, crucially, with local staff and service users. It lends itself very well to integrated health and social care services, bringing together out and in-patient services, A&E, mental health and much more.

I was particularly impressed by the dedication and professionalism of the front line staff I met there – who all, like council staff, are delivering crucial services in very challenging circumstances, but who are utterly committed to doing the very best that they can for the people who depend on them.

I hope to be able to visit service facilities in other areas in due course.

16. JOINT LEADERSHIP MEETING – NHS HIGHLAND, ARGYLL AND BUTE HSCP – 23rd January and 3rd April 2019

16.1 Members will recall from my last report a note about the introduction of this Joint Leadership quarterly meeting, bringing together the senior management and leadership from NHS Highland, the council and the Health and Social Care Partnership, to strengthen partnership working as we drive forward improvement in integrated health and social care services.

Since then, the first and second sessions for 2019 have taken place on 23rd January and 3rd April respectively.

Inevitably the focus for our January meeting was the forthcoming council and HSCP budget meetings, with financial updates dominating our discussions.

By the time we met on 3rd April, both organisations had set budgets, allowing for a focus on other ways of enhancing how we can work together. Communications professionals from the council and the partnership joined us to discuss the Partnership's Communications and Engagement Frameworks and how they are building up even more ways of working

together and working differently to reflect the Partnership's evolution. We also had an update on the self-assessment currently in progress in response to the recent Ministerial Strategic Group national report on the health and social care integration review of progress. Also on the agenda was the ongoing review of the scheme of integration and this will be a priority at the next meeting in June.

This meeting was also attended by Professor Boyd Robertson, the interim Chair of NHS Highland Board, and we had an opportunity to catch up informally after the Joint Leadership session.

17. COSLA LEADERS, 25th January 2019

17.1 I attended COSLA Leaders on 25th January where the following items were discussed:

- Draft COSLA Submission on the Local Governance Review
- Spending Review update
- Local Government Pay Negotiations
- Update on exiting the European Union
- Children and Young People's Mental Health Taskforce
- CELCIS (Centre for Excellence for Looked-after Children) Protecting Children Programme
- Health and Social Care Integration Review of Progress

All items were heard in private session but if you wish to see any reports or associated briefings, this can be arranged through Leadership Support.

18. INTEGRATION JOINT BOARD MEETINGS, NOVEMBER 2018 TO MARCH 2019

18.1 As one of the council's four representatives on the Integration Joint Board I have attended the Board meetings on 28th November 2018, 30th January and 27th March, with associated board development sessions on both dates as well as a dedicated session focusing on finance on 14th March.

While this period has been dominated by finance and budget – with the Board setting a balanced budget in March – there have been a number of other significant areas of focus, including:

- Improvement Plan progress updates
- Vision for Mental Health Services in Argyll and Bute
- Public Health Annual Report
- Argyll and Bute Alcohol and Drugs Partnership
- Carers Strategy
- Governance matters

- Draft Asset Management Strategy
- HSCP Strategic Plan 2019/20 to 2021/22
- Ministerial Reform of Health and Social Care Integration Progress
- Workforce planning
- Values and culture
- Multi-agency Public Protection Arrangements (MAPPA)
- Communications and Engagement

19. HIGHLANDS AND ISLANDS LEADERS GROUP, 21ST February 2019

19.1 After the council's budget meeting on 21st February, I travelled to Edinburgh to meet with the Leaders and Chief Executives of the other Highlands and Islands councils ahead of COSLA Leaders the next day.

The agenda featured a number of items relating to exiting the European Union and the particular impact on the Highlands and Islands region. Officers from Argyll and Bute Council contributed reports on this and on other key agenda issues including the National Transport Strategy and the Biodegradable Municipal Waste (BMW) ban.

The group agreed a number of actions:

- Asking the Highlands and Islands European Partnership to write to the Cabinet Secretary for Finance and Fair Work in relation to uncommitted European funding allocated to the Highlands and Islands
- Argyll and Bute Council to lead on a research brief on identifying distribution criteria for funding, as part of work on an evidence base to support a regional policy position
- Working with COSLA lead officers in relation to migration and the need for a regional policy relating to the H&I region's specific sectoral and geographical challenges
- Argyll and Bute and Western Isles councils to work together on a draft letter to the Minister for Islands on the BMW ban, approach to an Islands Impact Assessment on this and a formal response on the matters of funding and/or derogations for rural and island areas

The group's next meeting is scheduled for 25th April and I will update in the Leader's Report to council in June.

20. COSLA LEADERS, 22nd February 2019

20.1 The day after our budget meeting saw me in Edinburgh once again for the COSLA Leaders meeting, where the following matters were considered:

- Post EU Exit Immigration System
- Improving the lives of Scotland's Gypsy Travellers – guest speakers from the community
- Planning (Scotland) Bill
- Distribution
- Local Government Settlement
- General EU Exit update
- National Care Home Contract

Reports and briefings can be obtained through Leadership Support.

21. ARGYLL AND BUTE COMMUNITY PLANNING PARTNERSHIP FULL PARTNERSHIP, QUEEN'S HALL, DUNOON – 28th March 2019

21.1 I've now attended a range of different events in the newly refurbished Queen's Hall in Dunoon, from concerts to corporate sessions, and it never fails to impress – it really is a fantastic multi-purpose venue. With different organisations using the new spaces it provides, it was also an ideal location for the 2019 CPP Full Partnership meeting with the theme *Community Planning in Action: Meeting Challenges Together*.

As always this was a useful opportunity to reflect on our challenges and successes over the past year of working together, and also to bring that reflection into a look ahead at how we can build on it for the future. As a partnership we never rest on our laurels or take for granted our good track record in partnership working – we are always seeking to enhance and improve. This session was no different and we started off with an inspiring opening session with young people from Dunoon Grammar School who gave us their perspective on their local community.

As well as a look at some specific case studies and success stories, we had sessions on fairness and equalities, engagement and participation and our economic strategy before closing with another look as a partnership at the latest position on exiting the European Union.

22. COSLA CONVENTION AND SPECIAL LEADERS, 29th March 2019

22.1 It was back to the east coast for the COSLA Convention and Special Leaders meeting on 29th March, this time hosted in Musselburgh by East Lothian Council. Reports and briefings can be obtained through Leadership Support.

Convention agenda:

- National Performance Framework
- COSLA Annual Progress Update
- COSLA Strategic Review Follow-up
- COSLA Budget 2019/20 and 2020/21
- Local Governance Review
- UK Exit from EU update
- COSLA Governance appointments

Leaders agenda:

- Local Government Pay Negotiations update
- Scottish Welfare Fund
- Strategic Options Appraisal: Improvement Service and COSLA

23. POLICY LEAD FOR ECONOMIC DEVELOPMENT UPDATE

23.1 **Rural Growth Deal:** EDST staff have undertaken business case training to allow them to undertake green book business cases. We are intending to undertake a couple of trials to ensure that staff retain this knowledge as we move forward.

Officers are currently arranging site visits for Scottish Government and UK Government officials to familiarise themselves with aspects of our deal. Staff are working up different visit packages for officials to choose from, and if successful will look to develop others for future visits.

The following studies are ongoing associated with the deal.

- Scottish Enterprise – economic study looking at supply chain and workforce planning for the maritime Change programme. This study is being undertaken by EKOS and has involved workshops and individual surveys with private businesses and MoD. All costs being met by Scottish Enterprise.
- Seaweed feasibility Study being undertaken by SAMs paid for by EMFF. Progressing well.
- Seawater pipeline engineering study has been completed. All feasible but costs are high. HIE are now taking forward an economic impact study on the findings of the report which we will part fund.

- Two housing studies are ongoing in Islay and Mull on the need for key worker housing to facilitate economic growth.
- Hi Trans - Tender to be issued in March following getting £50k from the Local Rail Development Fund looking at rail connectivity in Helensburgh.

23.2 National Transport Strategy 2/Strategic Transport Projects: This is a key update to transport policy in Scotland where the council has the opportunity to lobby the Scottish Government for increased investment in the region's strategic transport infrastructure and services. The STPR in particular will set out the Scottish Government's transport investment priorities over the next 20 years and it is essential that Argyll and Bute's key transport arteries receive appropriate investment as part of this process.

Transport Scotland have written to the Council proposing the establishment of a Regional Transport Working Group for Argyll to ensure greater collaboration in this process. Officers believe the fact that Argyll and Bute, in its own entity, has been identified as a Regional Working Group, is a significant opportunity to work in partnership with our partner stakeholders and Transport Scotland, on the region's priority transport interests. Transport projects also form a significant element of the Rural Growth Deal and due to their nature and scale, they would need to be recognised within the horizon of the National Transport Strategy/Strategic Transport Projects Review in order for them to be realised.

This is seen as an excellent opportunity for Argyll and Bute Council and its stakeholders, to work with Transport Scotland to make real and significant contribution to the forthcoming National Transport Strategy/Strategic Transport Review whilst also taking cognisance of Argyll and Bute Council's Rural Growth Deal.

The Strategic Transportation Team are currently liaising with key stakeholders and local businesses to compile a portfolio of evidence in support of priority transport interventions that the council will lobby the Scottish Government to include as part of the revised STPR. Transport Scotland and their associated consultants will be presenting to local elected members at a seminar on 17th June 2019.

23.3 Fair Start Scotland Contract: To date 42 participants have started the Fair Start Scotland service (ten Helensburgh, 19 Campbeltown, five Rothesay, four Dunoon and four Oban).

Weekly conference calls are being carried out between the PeoplePlus Regional Manager and Employability Contract Managers.

Monthly contract reviews are taking place between the PeoplePlus Regional Manager, Economic Growth Manager and Employability Contract Managers.

Participation on Fair Start Scotland is voluntary therefore we must actively market this service to raise awareness and increase referrals. In order to highlight the service available and inspire participation, Fair Start Scotland is being promoted across Argyll and Bute as follows:

- Continued liaison with local Jobcentreplus staff.
- Engagement by Employability Team staff with Third Party Referral organisations.
- Distribution of posters, leaflets and pop-up stands throughout the area.
- Via social media posts on Facebook and twitter which link directly to an article on the council's webpage.
- EDST Transformation Summer newsletter.
- Presentations at appropriate meetings with appropriate groups.
- FSS poster advertised on community monitors with other options being explored
- Promotion within Live Argyll premises and supermarkets; issuing of leaflets and encouraging participants to sign up to the service.
- Fair Start Scotland flyer distributed to all households in Argyll and Bute along with 19/20 annual Council Tax bill.

We have successfully moved five participants into employment (two Campbeltown, two Helensburgh, one Dunoon). Unfortunately two participants have since fallen out of work. However, we continue to provide support to them with the view to moving into subsequent employment. Three participants have exited the service early due to personal circumstances/failure to engage.

23.4 Regeneration: As I was completing this report we received the fantastic news that Lochgilphead will benefit from a £1m funding boost from Historic Environment Scotland (HES). The grant of £969,700 is through the Conservation Area Regeneration Scheme (CARS). Similar CARS projects have already brought improvements to Campbeltown, Dunoon, Inveraray and Rothesay. The Lochgilphead CARS scheme is backed with £386,000 council funding and around £250,000 of building owner contributions – along with the HES grant this takes the projected investment in Lochgilphead to around £1.6m over the five-year CARS scheme.

Competition for CARS funding is always fierce so it is a real achievement to have secured this for Lochgilphead and the wider Mid Argyll area – as well as a significant boost to our ongoing drive to attract more people to live, work and do business in Argyll and Bute.

This followed the announcement of a £1.5m investment in Lochgilphead's Front Green project to deliver improvements to the town's green and Colchester Square.

Meanwhile the Helensburgh CARS bid is due to be decided in 12 months' time – allowing us to fully ensure all criteria is met.

- 23.5 Digital:** The latest take up figure for Argyll and Bute shows that around 53% of premises have taken a fibre based service where it is available meaning almost half haven't actually taken the service up where it is available - this is likely to be either because ADSL is enough for their needs (premises closer to the exchanges could already be getting over 10 Mbps through an ADSL service), they aren't aware that they can get a better service or they don't want to pay for a better service.

91.4% of Argyll and Bute premises are now connected to the fibre network and 82.41% can access speeds greater than 30Mbps.

Work is continuing with regards to a potential DCMS Rural Gigabit Networks application. The initial scope includes premises in Mull/Iona, Gigha/Tayinloan, Lismore/Port Appin, Colonsay, Easdale, Luig, Coll, Carradale, Skipness and Glendaruel. Cross departmental working with Roads and Planning will be an important aspect to ensure smooth programme implementation and minimise associated risks.

- 23.6 Argyll and Bute Employability Partnership Meeting, 12th December 2018:** I had the opportunity to attend the ABEP meeting in Lochgilphead on 12th December 2018 where the following matters featured on the agenda:

- Partnering Agreement and Employability Review – Scottish Government
- Fair Start Scotland update
- Fair Start Scotland marketing within Argyll and Bute
- Tourism and Food and Drink Industries Workforce Survey

- 23.7 COSLA ENVIRONMENT AND ECONOMY BOARD, 1st March 2018:** This COSLA Strategic Board met in Edinburgh on 1st March to discuss the following agenda items:

- Participatory budgeting presentation
- Place Principle
- Update on exit from the European Union
- Planning (Scotland) Bill
- Regional Transport Working Groups
- Ban on Biodegradable Municipal Waste to Landfill
- Restricted Roads (20mph) (Scotland) Bill

- Additional development session on Regional Approaches to Maximising Inclusive Economic Growth

Reports and briefings are available through Leadership Support.

24. CONCLUSION

- 24.1** This report highlights my recent activities as Leader of Argyll and Bute Council, together with a brief update on my Policy Lead portfolio. I hope that this update is helpful for members and will be happy to provide more information wherever possible.

Councillor Aileen Morton

Leader, Argyll and Bute Council and Policy Lead for Economic Development

5th April 2019

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

Attached:

Appendix 1 – Update on Priorities of the Life of the Council

Argyll and Bute Council, 18th April 2019 – Leader’s Report, Appendix 1

PRIORITIES FOR THE LIFE OF THE COUNCIL Update to Argyll and Bute Council, 18th April 2019

Introduction

Following the local government elections in May 2017, the Administration of Argyll and Bute Council embarked on a process to develop a set of priorities for the life of the council. These priorities were agreed by Argyll and Bute Council in September that year.

Following members’ endorsement, officers developed the council’s Corporate Plan 2018 to 2022, ensuring that it was closely aligned to the priorities alongside both corporate values and the CPP overarching vision of growing the local economy and population. The Corporate Plan was agreed at the council’s budget meeting in February 2018.

Good progress has been made on delivering these priorities since their agreement in 2017. As the national picture shifts, so timescales for further work are highlighted – for example, lobbying for funding to support waste management measures in line with national targets, or using political influence to increase pressure on industry in improving packaging to support environmental issues. Any scope for new activity is closely monitored with opportunities identified and action taken wherever possible.

Priorities Progress

Making the most of our assets to build the local economy

The right infrastructure is a crucial part of a successful local economy. Our communities, their people and their businesses need to be connected to each other and to markets elsewhere. That’s why the Administration took the decision to confirm additional capital investment of over £10m in 2018/19 and 2019/20 in our first – and unanimously agreed – budget in the life of this council. Most recently at this year’s budget we agreed a further £0.5m for winter maintenance (recurring), to keep Argyll and Bute’s roads network safe and open for business for everyone and to address one of the Council’s highest risk areas.

We are serious about making sure that Argyll and Bute thrives. The investment in our roads is just one of a series of investment decisions put in place to give communities across the area the best possible chances for success. These include a range of significant capital regeneration projects in most major towns, ongoing commitment to the Lochgilphead and Tarbert Regeneration Fund, CARS schemes in several of our towns, and other more specific local funding boosts like an investment of £100k in Bute Islands Foods to support a growing sector with massive potential for the economy.

We are exploring other sectors which promise to make a major contribution to Argyll and Bute's successful economic growth, including food and drink, sustainable seaweed production, and of course the film industry. Targeting screen industries to highlight Argyll and Bute's many opportunities and advantages has been particularly successful and is an area where we can build up further growth.

There are other ways to maximise our assets to secure economic growth. Alongside the investments we have made, we are taking as many opportunities as we can to influence and lobby for the best possible outcomes for Argyll and Bute. Transport connectivity is as crucial as an effective roads network and we have lobbied vociferously in this regard. This ranges from calling for a dedicated transport working group which focuses on Argyll and Bute's unique needs in a holistic way, to lobbying for equity in terms of our internal ferry services – lifelines which we believe should be provided by national and not local government.

We have brought together leaders of other local authorities in Scotland who face the same kind of depopulation challenges that we do – working with COSLA and securing ministerial meetings to ensure that an apparent west coast depopulation trend is taken seriously with the right kind and level of action to match.

And we continue to press ahead with our determination to secure a Rural Growth Deal for Argyll and Bute – securing cross party support from national politicians and making the final submission to both governments at the end of last year.

Education meets the needs of all our young people and their families

As well as outperforming national attainment averages on all qualification outcomes, we have seen 100% National 3 and 4 passes with Highers and Advanced Highers pass rates up in the past year. There are new or substantially refurbished schools in place or in development across the area in Oban, Campbeltown and Dunoon. These brand new learning spaces – making the most of indoor and outdoor resources – will support our young people not only to maintain but to build on the significantly improved attainment results seen in our schools in the past year.

The Our Children, Their Mental Health guidance has been developed to ensure that our Education Service and other key partners are able to effectively address the mental health and wellbeing needs of all our children and young people. This is about taking direct action to improve outcomes for the young people who most need support.

We have ensured that the strategies and plans we have in place in relation to our young people are refreshed and up to date, and reflecting the outcomes we want for their success. This includes a revised Parental Engagement Strategy, agreed in June last year and developed in partnership with parents, teachers and other partners, and aiming to enhance and further development opportunities for parents to engage and get involved in all of our schools.

The rollout of 1,140 hours early learning and childcare is progressing well across Argyll and Bute with investment in new and improved facilities both inside and outside to maximise play and learning opportunities from the earliest possible point for young children in our communities.

We are constantly seeking best practice as a corporate parent – always with a view to supported looked-after children and others in most need. A new Corporate Parenting Plan was approved in spring 2018 and activity will be monitored and reported to the Corporate Parenting Board.

Work continues to ensure that Argyll and Bute's young people have opportunities to remain in the area after finishing their education. The council is contributing to this through its Modern Apprenticeship Programme with further opportunities arising this year, including with our Early Learning and Childcare team.

The progress made in this area is illustrated through the update on the Education Service inspection reported in December last year, with improvements achieved and no further visits are planned in relation to this inspection.

Supporting individual and community wellbeing

Key to good wellbeing for people in Argyll and Bute are effective and well integrated health and social care services. That is why we are being very proactive about working constructively and positively with Argyll and Bute Health and Social Care Partnership. We see this as vital in addressing the challenges associated with integration in an area like Argyll and Bute and in the context of significantly reduced resources. And it requires serious commitment from both parent bodies – ourselves and NHS Highland – as well as the partnership itself.

In addition to very active representation on the Integrated Joint Board, we have put in place a series of joint leadership meetings at the most senior level in all three organisations – both political and operational. This strengthens partnership working and offers us a way to work together through those very considerable challenges and support the partnership's drive for improvement.

We have backed this up with our budget decisions in both 2018/19 and 19/20 – taking a measured and sensible approach which supports the partnership in its own longer-term financial planning while also protecting vital services for vulnerable people with an appropriate level of investment.

We've also seen other more targeted pieces of work to support wellbeing of people facing particular challenges – like agreeing a Joint Local British Sign Language Plan for Argyll and Bute last year.

Leisure services can make a significant contribution to health and wellbeing – so we see support of Live Argyll, the leisure and library trust, as crucial. All members will be aware of some of the substantial steps the trust has taken to drive up use of facilities, it's great to see the opportunities being seized as the trust finds its feet.

Strengthening and empowering communities

There are many ways for people to have the greater involvement that they'd like to have in decision-making – for example our participatory budgeting projects, including the Supporting Communities Fund, where we have also taken steps to help build the capacity of local groups to participate.

We are enabling communities to develop their sense of place and make the most of their own unique attributes and characteristics, with Making Places/Charrette projects delivered or in the process of being delivered for some of our main towns including Rothesay, Dunoon, Lochgilphead/Ardrihaig and Helensburgh. These projects help create a vision for the future land use of these communities. . To support communities develop their own plans, the Council has developed a Community Led Action Planning Toolkit and carried out training for communities to help them plan and deliver improvements in their areas.

Establishing a Member-Officer Working Group on Communications early in the life of the council has helped to set the tone for improved communications at all levels as well as increasing transparency.

The past two years in particular have seen us involved in very positive and significant partnership working with local communities – including working with the Rotary club to deliver internet safety and CPR training in our primary schools and delivering the national WW1 commemorative event in partnership with island volunteers in the centenary year of the end of the First World War.

We have hosted a national volunteering conference in partnership with the Improvement Service and have taken steps to embed a positive approach to this through an action research project with our senior leaders and managers.

Positive outcomes have been achieved in terms of participation and asset transfer requests from local communities and groups – with a wide variety of different requests being progressed across the whole area.

Homes for all – tackling poverty and building opportunity

Argyll and Bute has a good track record in delivering affordable homes, working in partnership with others – but we want to ensure we maintain and build on our progress. The framework we need to deliver is in place – including a Strategic Housing Investment Plan programmed to deliver 500 units by 2021 and the Local Development Plan 2 which identifies a generous housing land supply.

We are also focused on support for those in urgent need – with our Anti-Poverty Strategy and Action Plan and Rapid Rehousing Delivery Plan to support those affected by homelessness both agreed for implementation in the last year.

Greener, cleaner communities

As identified in the budget motion, this is a key area of focus for us in the coming year with our Draft Waste Strategy going out to consultation and the very considerable implications of national targets and changes on Argyll and Bute.

With the impending landfill ban and new deposit return scheme this is a complex and very significant piece of work on which we are considering a lobbying position in relation to funding, given the scale of the likely impact on an area like Argyll and Bute.

Employer of choice

Our flexible, knowledgeable and experienced workforce is one of our biggest and best assets. We are proactive about making sure they know that – and about doing everything we can to make sure that vital local government jobs are protected as much as they possibly can be.

There are several initiatives in place to support all of this – including a robust People Strategy, innovative approaches to recruitment promotion, and a new Strategic Workforce Plan.

With a strong link to education and opportunities for our young people, we are also continuing to make great progress with the Growing Our Own programme and Modern Apprenticeships. 44 apprenticeships have been delivered in-house so far with a successful bid to deliver 36 Foundation Apprenticeships in Social Services/Children and Young People in 2019/20.

Protecting jobs is always a priority, backed up by the organisation's excellent track record in redeployment and avoiding compulsory redundancies wherever possible. It goes without saying that, while there remain very significant financial challenges ahead, this is a default approach for us and one we will always strive to maintain. An aspect of this particular priority is making the best use of technology to increase efficiency and reduce time and costs – supported by our budget investment of almost £0.8m in last year's budget to support crucial IT infrastructure.

Managing our finances

Two years into the life of this council, we've delivered two balanced budgets (including one unanimously agreed) which minimise the impact on jobs and make the best use of all resources to meet the very considerable funding shortfalls we've experienced. We've found ways to make investments in Argyll and Bute's future despite very challenging circumstances; we've supported the services that matter most to local people after listening to their views shared in our budget consultations; and we're taking steps to manage the financial risks the Council is currently exposed to. As noted above, we're taking steps to support the Health and Social Care Partnership with its longer term financial planning. And, with a Best Value audit on the horizon, we're confident that significant improvements will be highly visible, clearly evidenced and recognised.

Next steps

We have clear areas of focus for the year ahead – particularly in light of the Scottish Government's indication that a three-year settlement may be confirmed this year, and the impact this will have on our activities and our planning.

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ARGYLL AND BUTE COUNCIL**COUNCIL**

18th April 2019

POLICY LEADS REPORT

1. INTRODUCTION

- 1.1** This report provides members with an update on key areas of activity for each Policy Lead Councillor. This aims to provide updates from all Policy Leads at each council meeting so that all members are informed, up-to-date and able to engage with current issues. The last update was provided to the council at its meeting on 29th November 2018; this report covers the period from that date until 31st March 2019.

Please note that the Economic Development portfolio sits with the council Leader and is included in the Leader's Report.

2. RECOMMENDATIONS

- 2.1** Members are asked to consider the report.

3. POLICY LEAD FOR STRATEGIC FINANCE AND CAPITAL REGENERATION PROJECTS – Councillor Gary Mulvaney

- 3.1 Introduction:** This report provides members with an update on my activities as, Depute Leader, Policy Lead for Strategic Finance and Capital Regeneration during the period from December to March.
- 3.2 Strategic Finance:** The council agreed a balanced budget for 2019/20 on 22nd February and albeit there were some differences in the financial approaches by particular groups, in the context of a £240 million budget there was vastly more consensus than divergence. All officers are to be thanked for supporting members in this process and special praise in particular to our Section 95 Officer, Kirsty Flanagan, Head of Strategic Finance, for the quality of the information provided, more so especially in

the context that she presently covers the Health and Social Care Partnership S95 role on an interim basis too.

In terms of longer term planning, it is welcome that the Scottish Government have accepted the need to move to a three-year settlement for local government and that should enable the council to consider bringing forward more informed long term budget and financial models.

3.3 Capital Regeneration:

Helensburgh Waterfront Development: Following the granting of planning permission on 23rd January 2019, the project team's focus turned to the procurement of the main contractor for the construction works. The project remains on track to issue the Invitation To Tender (ITT) in late April, and all going well bringing forward the contract award recommendation and Full Business Case for approval in August.

The cost management team are busy progressing the billing exercise - i.e. basically where they convert the detail of the individual design elements and specifications into a schedule for the candidates to price as part of the tender submission. This is a very resource intensive process and is the main focus of their works in April, following which there will be a final quality check to ensure that everything on the drawings/specs has been captured in the bills.

At the same time we are progressing the drafting/finalisation of all of the other tender documents e.g. preliminaries, instructions to tenderers, assessment and award criteria/scoring, and the council's supplementary conditions of contract, all of which are at an advanced stage.

We are at the same time progressing the development of the Full Business Case (FBC), which will ultimately be informed by the procurement exercise and the Live Argyll Business Plan for the operation of the new Leisure Centre and, subject to the tenders returning an affordable offer and the Council approving the contract award and FBC, we would look to award the construction contract in August/September, and start on site as soon as possible thereafter.

Key forthcoming stages are set out below:

- 7th June 2019 - deadline for ITT submissions
- 11th to 24th June 2019 - conduct technical evaluation of submissions
- 25th to 26th June – bidder presentations
- 2nd to 15th July 2019 - conduct commercial evaluation of submissions
- 16th July 2019 - combined technical/commercial evaluation results
- 22nd July 2019 - evaluation results

- Contract award following Full Business Case (FBC) approval towards the end of August 2019.

Rothesay Pavilion: Good progress is now being made with works to the roof, window installation and building fabric with overall project completion at 55%. The original practical completion date of 31st July 2019 is less likely to be achieved due to ongoing challenges including weather and complexity. However, every effort is being made by the design team and main contractor to minimise time delays, although weather continues to impact on works. Negotiations are in progress with the main contractor regarding an extension of time beyond the original contracted completion date.

At this late stage of delivery the project is not without its challenges and issues continue to arise from the age and deterioration of the structure in a seaside/marine location. No change to the anticipated final cost of the project is forecast, despite cost pressures associated with keeping the contract provisional sums within allowances, but these are being monitored and actively managed to minimise the overall risk to the council.

- 3.4 Depute Leader Update:** I continue to meet regularly with the Leader, the Chief Executive and other officers in terms of this role, covering a wide range of subjects.

4. POLICY LEAD FOR CORPORATE SERVICES – Councillor Rory Colville

- 4.1 Introduction:** I continue to meet with the Executive Director of Customer Services and Heads of Service every six weeks to discuss matters relating to my Policy Lead remit.

4.2 Corporate Services Good News Stories:

Communications Gold Standard: On 13th March the council's Communications Team was awarded the Communications Management Standard (CMS): The CMS is the "mark of communications professionalism worldwide". It is assessed and awarded by the PRCA (Public Relations and Communications Association), and is regarded as the "PR industry gold standard". In brief - it shows the members of the team are working together in a way that ensures the organisation can get the most from its Communications Team.

Facility Services: The council's Facility Services team have been recognised for utilising the Scottish Government's Biomass Energy Supply Agreement Framework to procure ten biomass projects on a design and build model, with a six year operations and maintenance performance contract. Lochgilphead Joint Campus was the largest of the team's projects

and involved conversion from an oil fired heating system to a wood pellet fire system. The systems have forecasted carbon savings of 273 tCO₂ (carbon dioxide equivalent) per annum and an individual project payback of circa eight years.

World War 1 Commemorations: Governance and Law were shortlisted at this year's SOLAR (Society of Local Authority Lawyers and Administrators) Scotland Awards for their work over the four-year centenary period on commemorating the First World War. The work carried out across the whole service, in partnership with colleagues in other teams and local community groups, has helped to reinvigorate the council's civic function as well as attracting international attention. They were runners-up in the Administration Team of the Year category, with the project receiving very positive comments from the SOLAR judging panel.

Recognition for Partnership Working: The council's Anti-Social Behaviour Coordinator has received a Divisional Recognition Award from Police Scotland at their annual award ceremony on 12th March in recognition of the exceptional partnership and support work provided to Police Scotland in the delivery of community safety and anti-social behaviour services.

Exceeding targets: Our Procurement and Commissioning Team have been ranked in the top band for the Procurement and Commercial Improvement Programme (PCIP) with a score of 79% against a target of 75% - well done.

Events hub at Civic Centre: With its fantastic indoor spaces and scenic waterside location, more and more local events are being held at the Helensburgh and Lomond Civic Centre. The next big event is the Helensburgh Beer and Gin Festival and this promises to be a great weekend, attracting connoisseurs from all over the country to sample artisan products. There is now a dedicated Facebook page for Civic Centre events and this really is a fantastic facility. Seeing use increase and more activities for local people is very welcome.

4.3 Improvement and HR:

Supporting wellbeing: More mental health first aiders have been trained in council workplaces across the area and this month's staff magazine highlights this important initiative for anyone who may be in need of some support.

The HR team have been supporting staff who have been absent with stress related illnesses to get well and welcome them back to work, arranging targeted mental health support in partnership with our Occupational Health provider.

Digital opportunities: Council services are making the most of technology and digital services to increase efficiency and reduce time/cost.

The council's move to online recruitment through social media has saved over £100k in advertising costs and has increased the reach of job adverts using the hashtag **#abplace2b**.

A jobs section has been developed on the www.abplace2b.scot website for partners to promote jobs online and reduce their advertising costs. This links to online campaigns such as 'Proud to Care' and 'National Social Work Day' to focus on experiences of working here in hard to fill posts, such as social care and social work. This is receiving a very positive response.

Best Value 3 (BV3) Update: Officers met with Audit Scotland in March and indication was given of early activity on site in April to look at equalities. The timetable has been scoped out as well as the approach that will be adopted to collect evidence from services for the main audit visit in October.

4.4 Customer and Support Services:

Local Tax Collections: Council Tax collections for 2018/19 as at the end of February are 94.81%, up 0.08% on last year at this time. Improvements are due to better Sheriff Officer and Water Direct collections. Collections for 2017/18 are now 96.50% and this is down by 0.01% on previous year at this time, with 2018/19 taking greater priority. Collections on 2016/17 year at 96.81% are now increasing only slowly and are down by 0.44%.

The new council tax annual bills have recently been issued and are promoting sign-up to the online portal with a prize draw for all who sign up to e-billing by 24th March offering a year's free council tax as the prize. 2603 people signed up to the competition, and will be automatically re-entered next year.

Scottish Welfare Fund (SWF): The programme funding for 2018/19 is £438,720. Including carried forward underspend we have a total of £456,659. As at the end of February we have spent £425,612 on applications received which was 101.7% of the profiled amount. The programme funding for 2019/20 has just been announced. We will receive £438,740 – an increase of just £20.

Discretionary Housing Payments (DHPs) and benefit cap: The confirmed funding for 2018/19 is £642,220. The Strategic Management Team has agreed to support the same priority cases in 2018/19 as we have done throughout 2017/18. At the end of February we have spent or committed £651,458 which exceeds the funding available. Our spend on other cases is below the profiled amount so there is ample scope for us to continue to support similar priority levels for the remainder of the year.

Benefits processing: Our statistics for processing housing benefit changes in circumstances and these now show that we have taken on average 7.09 days year to date to end of February, below our target of 9 days.

For new claims processing we took an average of 18.51 days for the year to date to end of February which is much better than the target of 21 days. Pleasingly, our year to date accuracy statistics have remained excellent at 96.8% to end of February, above the target of 94.0%

Access to the Landlord portal has now been offered to all 72 private sector landlords. So far only seven have taken this up.

Procurement, Commissioning and Creditors: For the year to end of January, we have paid 96.96% of creditors' invoices within 30 days which is well above our target of 95.0%.

Customer Service Centre (CSC) and Registration: The call abandon rate for February was 2.0%, much better than the target of 6%. Average call times for the month were 3.7 decimal minutes above the target of 3.5 minutes, largely reflecting the lower pressure due to fewer calls waiting to be answered and the growth of the simpler matters being addressed on a self-service basis. The 'Resolved at first point of contact' level was 92.16% for the month against a target of 91%. The voice automated call routing success rate for the month at 80.7% is again above target of 79%.

We have gone live with the new Blue Badge delivery system on 5th February without any issues. We have also introduced a new 'golden number' for Registration Services - 01546-605521 - which is promoted in the annual council tax leaflet.

ICT: The average time to fix IT faults for February is 2.3 hours, well below our target of five hours. All equipment has been delivered for the Kilmory server upgrade and is now being commissioned. Applications will migrate to the new environment between mid-February and May 2019.

Internet of Things (IoT): The Scottish Government has recognised the importance of IoT by establishing IoT Scotland, a joint venture with Boston Networks, seeking to establish 500 IoT wireless network gateways for use by public and private sector across Scotland in a £6m project. The council's ICT Team has already engaged with Boston Networks to potentially host gateways in our larger towns as they overcome the limitations of having limited 4G coverage in our area.

- 4.5 Food Banks update:** Staff and pupils from schools across Argyll and Bute collected a range of items from the beginning of December 2018 up until Christmas to donate to food banks across Argyll and Bute. The council's food bank collection point is open all year round, however, at a particularly difficult time of year for many people, staff and pupils upped the ante in terms of collections/donations.

Campbeltown Grammar pupils are shown left handing over their generous donations after taking part in the 'Twelve Days of Christmas' advertised by council staff.



I was delighted to be asked to deliver the items for Kintyre Foodbank in Campbeltown and am very proud of the work and effort everyone has put in to help others at a very challenging time of year.

5. POLICY LEAD FOR HEALTH AND SOCIAL CARE – Councillor Kieron Green

5.1 Local meetings: Over the last few months I have participated in a number of meetings locally:

- Integration Joint Board (IJB) meetings were held on 28th November, 30th January and 27th March. A variety of papers have come before the board including on Values and Culture, a Communications Framework and Carers Strategy.
- The Strategic Plan for 2019/2020 was approved by the IJB following public engagement and came before the Strategic Planning Group on 19th December, 19th February and 7th March.

- Finance has also been a focus with meetings of the Quality and Finance Board on 22nd January, 20th February and 19th March. Through these significant progress was made in controlling the overspend for 2018/19 and bringing forward to the IJB a balanced budget for 2019/20 which was approved.
- Audit Committee met on 9th January and 8th March, with an emphasis on improving processes and governance within the Health and Social Care Partnership (HSCP).
- Clinical and Care Governance Committee met on 5th March looking at how our services are performing and areas where learning can be made in order to improve the quality of care.
- Senior Members Officers Group on 18th December and 12th February, and the Joint Leadership Meeting on 23rd January included discussions around improving communication within the HSCP and IJB, and monitoring progress of the review of the Scheme of Integration.

5.2 Regional and national meetings: I have also contributed to a range of meetings outwith Argyll and Bute:

- The IJB Chairs and Vice-Chairs executive met on 20th November and 13th March where the national workforce plan for Health and Social Care and the Review of Integration have been looked at closely.
- COSLA Health and Social Care Board on 10th December, 6th February and 22nd March where, in addition to those items above, agendas have included Public Health Reform, the National Care Home Contract, Community Engagement, Participatory Budgeting, Self Directed Support Implementation, Social Isolation and Loneliness, Keys to Life Learning Disability Strategy and ending price promotions of foods high in fat, salt or sugar.
- Adverse Childhood Experiences (ACEs) and Children (Equal Protection from Assault) Bill were amongst the items at COSLA Children and Young People's Board on 23rd November and 8th February. Additionally there has been a degree of crossover between the two COSLA Boards I attend, particularly concerning the Children and Young People's Mental Health Taskforce and National Suicide Prevention Leadership Group.
- Regionalisation of health and social care services remains under consideration although active progress seems to have somewhat slowed. There was a further update on the delivery plan for the West of Scotland Region at a meeting on 20th December.

- 5.3 Conferences:** The first national Health and Social Care Conference was held in Glasgow on 7th December. Keynote speakers including the First Minister Nicola Sturgeon and the Cabinet Secretary for Health and Sport Jeanne Freeman, who gave assurances of the commitment by the Scottish Government to supporting integration across Scotland. It was also an opportunity to learn about how other rural areas are meeting the challenges of running services for their populations.

On 15th March Argyll and Bute Carers Partnership held a conference in Inveraray. As well as being a celebration of the contributions being made by carers, it was the occasion chosen to formally launch the new HSCP Carers Strategy. This has been developed to meet the requirements of the Carers Act and to set out how the HSCP will work with Carers Centres to identify carers and promote their mental and physical health and wellbeing. The aim is to assist carers with their caring role and enabling them to continue to enjoy a life outside of caring – particularly important for young carers.

- 5.4 Visits:** I have appreciated being able to see first-hand services being delivered across Argyll and Bute.

On 11th March I visited Helensburgh Childrens Home where I met with the manager and discussed plans to expand the service through a core and cluster model.

The Strachur Hub runs activities including exercises and Tai Chi which help reduce frailty and falls, while providing an opportunity for socialising. On 21st March I participated and it was great to see how valued it is by those people attending the service regularly.

I revisited Struan Lodge in Dunoon on 28th March, where it was interesting to see both what had changed, and stayed the same since my previous visit in 2016. The quality of care there remains high, but I can see the potential to do more within the building itself.

- 5.5 Adult Services:** Across the service there has been a focus on supporting and addressing long term staff sickness, commissioning former grant funded contracts, and exploring the interface with Mental Health and Acute services delivered by Greater Glasgow and Clyde.

The Short Life Working Group for Learning Disabilities and Autism continues to meet, with specific areas being looked at including assessing clients and identifying properties to enable resettlement and repatriation, discussions around campus models for providing care, and staffing requirements for an integrated learning disability service. Children and Families staff will lead future meetings with Adult Services and Education

around transitions. Draft strategies for Learning Disabilities (Keys to Life) and Autism have been written, with the Autism draft now going to be taken out to consultation with appropriate groups.

Work is being advanced by the Mental Health and Dementia Short Life Working Group around inpatient services, dementia services, including development of a local dementia strategy, Community Mental Health Services review and outcomes, psychological therapies, and care reviews.

In Cowal and Bute local activity has included advancing medical staffing vacancies and a clinical lead for Cowal Hospital.

In Primary Care the ongoing use of locums, operation of the Out of Hours Service and GP training are being looked at. There remains an aim to increase co-location of health and social care teams to improve communication, service delivery and reduce estate requirements.

Discussions remain ongoing to allow a dialysis unit to be created in the Victoria Hospital on Bute.

At the Lorn and the Islands Hospital work will begin in April to install a new Computerised Tomography (CT) Scanner. This is estimated to be completed in June with scanning continuing to be available during this time. Work is progressing towards appointing a fourth consultant physician for the hospital and a consultant psychiatrist for the wider Oban, Lorn and Isles area. Use of agency hospital nursing staff and social workers remains high and is under review, with recruitment efforts continuing.

There has been some notes of interest from GPs in the Mull Island Practice and this is now being progressed to the next stage of recruitment.

A recent moratorium placed on Kintyre Care Centre due to some care issues has been removed and assurance is now in place that care is of the required standard. Following the failure to progress the merger of Campbeltown Medical Practice and Kintyre Medical Group (KMG) the HSCP will now be advertising KMG as an independent practice. Progress with the implementation of a community team in Kintyre has resulted in a reduction in hospital admissions, earlier discharges and reduced lengths of stay, enabling a reduction of four beds within Campbeltown Hospital.

- 5.6 Joint Inspection of Services for Children and Young People in Need of Care and Protection in Argyll and Bute 2019:** The inspection report was published on Tuesday 26th March 2019 and can now be viewed on the Care Inspectorate's website [here](#).

The inspection looked at the difference our Community Planning Partnership is making to the lives of children and young people in need of care and protection, and those over which it has corporate parenting responsibilities. The Care Inspectorate and its scrutiny partners evaluated against four criteria:

How good is our leadership	GOOD
Impact on families	GOOD
Impact on Children and Young People	GOOD
Improvements in the safety, wellbeing and life chances of vulnerable children and young people	ADEQUATE

Following the report an Improvement Action Plan will now be prepared that will enable a focus on the areas in which Inspectors have indicated they would like to see some improvement.

- 5.7 Children and Families:** On the 11th March 2019 two of our care experienced young adults were invited to an audience with the First Minister Nicola Sturgeon. This invitation came from research being carried out by The Scottish Through and After Care Forum (STAF) titled Relationships Matter, which a group of our young people from Argyll and Bute had contributed to. The event was held in Glasgow at STAF headquarters; there were three local authorities represented and five young care experienced people and support staff were at the table. The discussion was facilitated through a game of Jenga with topics that would stimulate debate being written on each brick. Staff felt that it was surprisingly informal and that the young people were listened to.

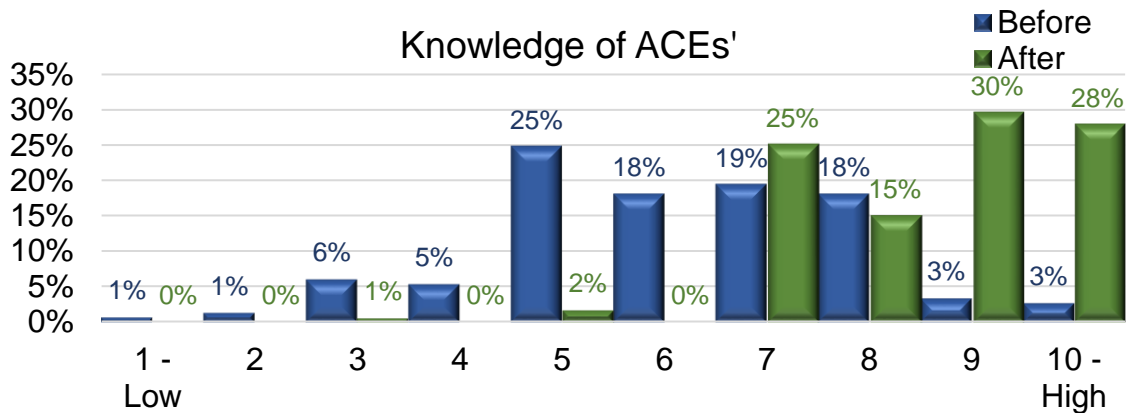
The Argyll and Bute Adoption Service received a positive mention in a recent Care Inspectorate publication. This highlighted training on life story work, impact of childhood trauma and helping children learn about their journey to adoption, as well as an annual social event for adoptive families.

In February 2019 the HSCP Public Health Team delivered the second event focussing upon Adverse Childhood Experiences (ACEs) to 180 people in Dunoon. This followed on from a commitment made at the Health and Wellbeing Development Day in May 2017 when over one hundred people attended in Inveraray.

The 'In Touch with Distress Conference' welcomed headline speaker Dr. Suzanne Zeedyk to share her insight with colleagues from a broad range of organisations including Foster Carers, Police, Addiction Services, Social Work, Mental Health Services, Education and the Third and Independent Sector.



Evaluation of pre and post event self-rated knowledge levels show a significant increase in knowledge of Adverse Childhood Experiences following the event.



Workshops provided the audience with opportunities to discuss ideas, challenges and solutions. This information, along with that collected from the screenings of the film Resilience, and the next event 'Raising Awareness of Adversity' will be collated into a report which will be circulated.

Recommendations will be taken through the ACEs Working group and disseminated to partners through strategic groups. The outcome will be that measurable objectives are set which aim to mitigate the negative effects of Adverse Childhood Experiences and support Argyll and Bute in becoming trauma aware.

5.8 People and Change: On 27th March the IJB approved an approach to spread and embed our HSCP Values and Practices framework (CIRCLE). This framework was also well received when presented at the National Health and Social Care Conference in December.



The first iteration of the HSCP workforce plan went to the IJB in August 2018. In autumn it was agreed the next iteration of the workforce plan would follow on from the strategic plan. Effective workforce planning is complex and requires input at national, regional, board, HSCP and local levels. Recommendations for improving workforce planning at all these levels are present Parts 1, 2 and 3 of the National Workforce plan, and there are ongoing developments at national level which will inform the next workforce plan.

Postponing the Workforce Plan until publication of the delayed National Health and Social Care Integrated Workforce Plan and associated guidance will allow officers to fully take this into account and prevent unnecessary duplication of work. In the meantime processes around workforce planning, including improved governance arrangements are being worked on.

Participation rates in the 2018 iMatter survey and action planning process fell within the HSCP. The University of Strathclyde is looking at the impact of iMatter in Scotland and staff in the HSCP participated in two focus groups as part of this. Ahead of the next national iMatter process in May 2019 efforts will be made to learn lessons from this and to increase participation.

Our Employee Health and Wellbeing working group has developed draft recommendations based on results from the 2018 Employee Health and Wellbeing survey and other information such as iMatter results. Feedback and contributions from staff has been sought and it is planned to implement preventative actions as part of action plan for 2019/20. There are two elements to the approach of promoting and maximising attendance: improving the application of the relevant policies, and a preventative approach to improving staff health and wellbeing. The latter is of benefit to the organisations, employee and service users, however both are needed to improve attendance at work and reduce sickness absence.

- 5.9 Finance:** It was verbally reported to the IJB in March 2019 that the forecast overspend for 2018/19 was around £4.1m, a position which has remained broadly static for the last few months. The element of the overspend relating to Health Services, including any amount not able to be agreed with NHS Greater Glasgow and Clyde will not be required to be repaid, in line with the government agreement with NHS Highland. However the Social Care overspend will be subject to an agreement for repayments to Argyll and Bute Council.

Containing the overspend for 2018/19 has been possible through daily Grip and Control Meetings. These were initially formed from senior management

and have involved scrutinising all elements of spending and budgets. Additionally Adult Care Group Resource meetings have been put in place led by a Head of Service and aiming to ensure consistent applications of the priority framework, self-directed support (SDS) options, use of technology enabled care (TEC), re-ablement, waivers and carers assessments. Weekly reviews of all vacancies submitted for approval are being held – seeking to minimise agency spend and tackling recruitment and retention for key posts that have been difficult to fill.

For 2019/20 a balanced budget has been approved by the IJB. This consists of a number of efficiency savings together with some changes in the way that services will be delivered. Further options for the financial year 2020/21 will be formulated and developed over the coming months. These will then be subject to appropriate engagement and consultation prior to the next IJB budget meeting in March 2020.

- 5.10 IJB Leadership:** On 1st April Robin Creelman reached the end of his second four-year term on the board of NHS Highland, and therefore stepped down as Chair of the IJB. He had served as Vice-Chair and then Chair of the IJB since its inception, and prior to that from June 2012 had been Chair of the Argyll and Bute Community Health Partnership. Along with the many other roles he has had since 2000 within the NHS at a local, regional and national level this brought considerable health governance experience to the IJB. Whatever the future brings I wish him well for the future, and as I again take on the position of Chair of the IJB I look forward to working with his successor as Vice-Chair, Sarah Compton-Bishop.

6. POLICY LEAD FOR ROADS AND AMENITY SERVICES – Councillor Roddy McCuish

- 6.1 Introduction:** This report provides members with an update on my activities as Policy Lead for Road and Amenity Services to date. I maintain regular contact and meet with a range of officers across the policy briefs and, as always, their continued assistance and support is much appreciated.
- 6.2 Craignure STAG:** The final draft STAG report has now been received and, following comments from council officers, the report will be issued in early April. The details and recommendations made within the report have been shared with senior and local members. A meeting was held with the local community council and local members on 28th March 2019, at which Transport Scotland was represented, to discuss options and likely next actions. This meeting was positive with the community representatives agreeing to a broad series of objectives.

The report suggests a number of short-term and longer-term options for further consideration - work on an outline-business case will start shortly in order to give further consideration to the favoured long-term option. In the meantime, the suggested short-term options will be considered in greater detail to arrive at a conclusion. Partners Transport Scotland, CMAL and Calmac will take part in the decision-making process - a working group, involving the local community, will be set up to ensure that locals are very much involved in the process. A further meeting with the community will be held in late April / early May.

6.3 Port Infrastructure Update:

Rothesay: Much of the structural elements for the wave screen have now been fabricated off site. These materials for the wave screen are now being transferred to the site at Rothesay Pier, with commencement of site work now planned for the week commencing 1st April 2019. The installation of the wave screen will take place during the months of April, May and June. Liaison with Calmac continues. A letter has been issued to local residents (copy attached for reference).

Dunoon: Portacabins have been repositioned to allow more efficient use of the parking area. The car park will be re-aligned.

An offer has been made by a local contractor to remove and replace the timber fence at Dunoon Pier – however, this would be based on payment for sub-contractor resources – labour and materials. Their quote is awaited.

Works to ‘top-up’ rock armour at the concrete breakwater are now likely to take place in 2020 – once the contract has been awarded and contract programme produced, further updates will be provided. These works are expected to be extensive with up to 10,000 tonnes of rock likely to be required.

Transport Scotland has intimated to council officers that a working group will be set up – Transport Scotland, CMAL and Calmac – to consider redevelopment of the marine infrastructure at both Gourock and Dunoon – with possible impact on Kilcreggan too.

Fionnphort: The ongoing feasibility study is now nearing completion. Further consultation meetings were held on Iona and Fionnphort on 26th and 27th March to discuss the work done to date and seek views from the community. Generally, most concerns were related to the likely visual intrusion – particularly on the Fionnphort side. Once the feasibility study has been completed, work can commence on the next stages – planning and design. Transport Scotland has been advised that, depending upon the outcome of the issues identified at planning stage, works are likely to commence in the latter part of 2020.

- 6.4 Jura Ferry Transfer:** Direct management of all ferries has now been transferred from ASP to the council. A new ticketing system is currently being rolled out. There has been some confusion (in particular on the Jura Ferry) where some locals had become accustomed to travelling free-of charge – and, of course, paying at a later date. On taking over direct management of the ferries on 1st March, the ruling was enforced that either a ticket or cash must be produced by passengers. This problem is resolving itself as locals become accustomed to the enforcement of this ruling – worth noting that this is not a new ruling, it is merely being enforced now by the crew. Close liaison with Jura community council continues.

Discussions with Transport Scotland (TS), concerning the transfer of ferry services, are due to recommence. Information was passed to TS over a year ago for their consideration.

- 6.5 Festive Lighting:** 2018 festive lighting was mostly delivered by communities with the aid of grant support from the council. In the few areas where communities had not yet taken it on the service was delivered by the council for the final time. Apart from tidying up the agreements with community groups and determining then processing surplus festive funds this project has concluded successfully.

- 6.6 Customer Care Project:** Members will have seen an improvement in the timeliness and quality of responses to their enquiries from Roads and Amenity Services (RAS) thanks primarily to the new staff in place as part of the central Control Hub, as well as revised service procedures. This and other aspects of the customer care improvements were discussed at a recent Member Seminar.

On the customer facing front, of particular note are figures which show an overall reduction in customer contacts to the service of over 10% in 17/18 (with figures for 18/19 available soon). What we are seeing here are fewer public contacts to RAS through a combination of better service delivery, more proactive information and management of expectations.

The use of a new facility to email residents (Oracle Outreach) enabled us to send information on festive bin arrangements and disruptions, which saw a fall of 997 Roads and Amenity calls compared to January 2018. As ever there are a number of factors but the outreach does appear to be having a notable impact. In January there were 59 outreach mailings based on disruption notices, with 5,257 opened emails and 1,124 people clicking on the link for more detail.

- 6.7 Depot Rationalisation:** Luddon Construction have been appointed to redevelop the Jackson's Quarry Roads Depot in Oban as the new single main depot facility for Oban and Lorn. This is a £1.4million contract which is moving through the design stages with a view to construction starting in the summer and the project completing this winter.

The remainder of the depot rationalisation programme is currently being firmed up, with Lochgilphead set to move forward next. The likelihood is a mix of in-house delivery by our Roads Design and Operations teams as the civil engineering work required is of a more generalised nature than the specialist requirement in Oban, then the appointment of an external contractor for the buildings works. A timescale for this will be reported back to members in early course.

- 6.8 Roads Reconstruction Programme:** The Roads Reconstruction Programme was presented to the March Environment, Development and Infrastructure Committee following which all Members have received a copy of the programme for their administrative area.

- 6.9 Waste Management Strategy:** On Monday 4th March members of the Waste Management team delivered a presentation to Elected Members on the impacts of the Biodegradable Municipal Waste (BMW) ban across all three waste models. Incorporated into the presentation were potential waste disposal solutions. The presentation highlighted to members the current COSLA and Scottish Government (SG) positions on the BMW ban, noting that there has been important changes recently to which materials are included within the scope of the ban i.e. bulky items, animal by-product waste.

The Draft Waste Strategy was presented to the Environment, Development and Infrastructure committee on 7th March. The draft strategy was endorsed by committee, and key aspects of that endorsement include:

- Endorsement of the timeline for delivery of the final strategy;
- Endorsement of the strategy for public consultation, from April for a 6 week period;
- Noting the work and progress to date.

To take the strategy from the draft stage to the final stage we now need to secure concessions/support from the SG to enable BMW ban compliance; test/model the solution for the Waste PPP area; and create a detailed financial model covering all aspects of future Waste Disposal operations.

**7. POLICY LEAD FOR COMMUNITIES, HOUSING, GAELIC AND ISLANDS –
Councillor Robin Currie**

7.1 Introduction: I continue to have regular meetings with Directors, Heads of Service and others regarding all matters under my remit of Communities, Housing, Islands and Gaelic. I attend the COSLA Community and Wellbeing Board and any Member that wishes to see the public papers can get in touch.

7.2 Housing:

Strategic Housing Forum sub-group: I continue to chair the Strategic Housing Forum which is an excellent example of partnership working and meets on a quarterly basis. Arising from this forum, I have set up a sub-group of various officers who meet with RSLs and others to try and resolve any issues regarding developments, face to face, and as quickly as possible rather than have protracted email correspondence. People are happy with how this is working.

New Developments: I was delighted to attend the official opening of the housing development at Queens Court, Dunoon. Other completions during this period were at Castle Wood Court, Helensburgh and at Connel. I'm very happy to see the start of developments at Dunbeg, Tighnabruaich and Kilmartin.

Argyll and Bute Women's Aid: Argyll and Bute Women's Aid have been given a glowing inspection report by the Care Inspectorate in March 2019. During the inspection service users said that the supports they received had helped them to feel safe and respected. They commented that workers were professional in their approaches and that they were accessible when women needed their assistance. One service user was quoted as saying 'I'm very happy with the support here. Staff go above and beyond for you'.

The service was graded 5 – Very Good for quality of care and support, quality of staffing and quality of management and leadership.

'Make a Stand' Pledge: Argyll and Bute Council Housing Services have signed up to the Chartered Institute of Housing Make a Stand pledge. This is a statement of commitment to taking action to support people experiencing domestic abuse. We must complete 4 focused actions by September 2019:-

- Put in place and embed a policy to support residents who are affected by domestic abuse
- Make information about national and local domestic abuse services available on our website and in other appropriate places so that they are easily accessible for residents and staff

- Put in place an HR policy, or amend an existing policy, to support members of staff who may be experiencing domestic abuse
- Appoint a champion at a senior level in the organisation to own the activity we are doing to support people experiencing domestic abuse.

Private Landlord Registration: Since the Scottish Government in conjunction with Registers of Scotland have provided a new website for landlord registration applications both local authorities and landlords themselves have been getting used to the new system. Many landlords find the new system easier to use although some have requested various changes and these comments have been passed onto the Scottish Government team responsible for the website development.

Within Argyll and Bute we have approximately 4,500 landlords letting out approximately 6,000 premises. Along with their applications and fee, all new landlords are required to provide evidence of satisfactory electrical and gas safety to their properties. This has highlighted a number of properties with issues and these have been actioned ensuring tenants are living properties that are safe. New regulations regarding energy efficiency in private let properties is soon to be introduced which should also bring improvements to the energy efficiency of let properties thereby reducing fuel poverty in the sector.

Changes to private water supply regulations will also require landlords to ensure that their tenants are provide safe and wholesome water when mains water supply is unavailable at the premises, this is expected to affect around 10% of the private let properties in Argyll – around three times the average within Scotland.

Houses in Multiple Occupation (HMOs): Houses in Multiple Occupation are those premises where three or more unrelated persons live and share facilities. These premises require a specific licence that considers various issues including fire safety, electrical safety, general living space and facilities along with other areas such as tenancy agreements. There are currently 40 licenced HMOs within Argyll. These accommodate a range of persons and include persons of all ages.

Since taking over the whole of the HMO licence process we have identified a number of premises operating as HMOs and are working with these to ensure they are licenced and standards are met. Many of these premises operate as part of existing businesses and provide staff accommodation particularly those working in large hotels. We are involved in a further 15 premises where licences are likely to be required in the near future and are currently processing a similar number of new or renewal applications.

- 7.3 Energy Efficiency:** Following the successful roll out of the Home Energy Efficiency Programme Scotland (HEEPS) which now covers the whole Argyll and Bute local authority area we secured an additional £150 000 from the Scottish Government in February 2019. Staff are in the process of engaging with eligible households to ensure that the funding is spent appropriately and effectively.

After the excellent evidence given at the Scottish Parliament Committee on Fuel Poverty, Scottish Government officials wanted to do an Island Community Impact Assessment on Islay and this was duly organised. Unfortunately due to weather, the Edinburgh based officials were unable to attend but they did email across their presentation and questions and a very productive meeting went ahead with good attendance from people from Islay and Jura.

- 7.4 Community Planning:** The CPP meeting of the Full Partnership took place on the 28th March 2019 at the Queen's Hall, Dunoon. The theme for this year was Community Planning in Action: Meeting Challenges Together. Dunoon Grammar pupils worked in partnership with the team to support the day with pupils involved in facilitating the day, providing catering and music.

The CPP Annual Report has now been published and is available on the council website.

Area Community Planning Groups met in February this year and were generally well attended by community groups and partners. The focus for these sessions was on outcomes 3 and 4 – *Education, skills and training maximise opportunities for all* and *Children and young people have the best possible start*.

Applications to the Supporting Communities Fund have been assessed and are due to be considered by Area Committees during April. This year there were 115 applications to the fund from across Argyll and Bute – including 70 received from groups new to the fund.

- 7.5 Islands:** The council, through the Argyll Islands Strategic Group (AISG), continues to support our island communities and to lobby for the key issues and priorities affecting our islands.

AISG on the 27th February heard from our Island Liaison Partners in relation to the progress made in meeting with local communities on their designated islands and ongoing discussions with Erica Clarkson, Islands Implementation Lead at the Scottish Government who had also been visiting islands in an effort to build relationships. Discussion took place in respect of the role of the Partners and the need to establish a relationship

with island communities to allow a flow of information from these communities to the Scottish Government.

AISG gave consideration at the same meeting to a report updating on the key actions identified as being critical to island communities and their opportunities for growth and development. Discussion took place in respect of the roads infrastructure; the advantages and disadvantages of RET; the ports and vessel infrastructure and how the biodegradable municipal waste strategy will impact on island communities.

A number of small amendments were made to bring the priorities up to date that included calling for the Scottish Government to bring forward capital investment in key island infrastructure such as ports, ferry terminals, vessels and road infrastructure in order to facilitate the needs of RET and secure the future economic prosperity of our islands.

Another key issue raised was the need to address the disposal of waste on islands which has the potential to be very expensive for our island communities as greater restrictions on the use of landfill are implemented.

The AISG also gave consideration to a report providing an update on the Islands (Scotland) Act 2018 with specific focus on the National Islands Plan. Discussion took place in respect of the consultation phase of the National Islands Plan with members agreeing that discussions are required to find out what the intention of the Scottish Government is in relation to what it will consist of and what impact assessments will look like to ensure due regard is given to existing policies and procedures. Islands Liaison Partner, Iain MacAllister agreed to look into the matter and confirm what the consultation will look at. Further discussion took place in respect of the provision to review ward boundaries.

The AISG also considered the issue of fuel poverty which is a significant issue for our island communities. There are national targets for reducing fuel poverty in Scotland but our challenge here is to ensure that fuel poverty levels in Argyll and Bute fall as quickly as the rest of Scotland and we are not left behind due to our remote location.

- 7.6 Culture, Heritage and Arts – CHArts:** Membership continues to grow and as of 31st March 2019 there were 335 individuals and 67 organisations signed up. A Development Manager contract was awarded to take forward the CHArts SCIO and its sustainability beyond the end of the Place Partnership with Creative Scotland in September 2019.

The contract for developing the tourism offer of culture, heritage and arts activity along the National Cycle Route (NCR) 75 from Dunoon to Portavadie, and National Cycle Route 78 from Tarbert to Appin has begun and will continue through to September 2019. This will provide

opportunities for creative individuals and businesses to work together to develop their shared offer and market this to visitors. The aim of this is to increase the sustainability of the sector in the area, assess how this can be achieved in a way that is replicable elsewhere and demonstrate the importance and the potential of culture, heritage and arts.

Skills and knowledge development continues to take place and in particular opportunities for collaboration between artists and heritage sites. A number of pilot projects on our islands will be delivered over the coming months and pave the way for further learning.

The Place Partnership comes to its conclusion on the 31st September 2019 and plans are being developed for a showcase of culture, heritage and arts to take place that month.

Visit www.chartsargyllandisles.org/ for up to the minute information.

- 7.7** Advice Services: Work to redesign advice services is ongoing and is on target. Tenders are being evaluated at present although we are awaiting further information from the applicants so allow us to complete the process and award the tender. New delivery model has been implemented for the Council's debt counselling team focusing on particularly vulnerable clients only, with others being supported by local or national advice agencies. A Financial Inclusion and Advice Working Group is in place, building upon the work of the Welfare Reform Working Group.

Universal Credit full service was introduced in Argyll and Bute in September 2018. During this period of natural migration Welfare Rights have seen a gradual rise in the number of cases involving Universal Credit. A total of 96 UC actions were recorded between April 2018 and February 2019 with 45 (47%) recorded during January and February 2019.

As a change in circumstances may trigger a claim for Universal Credit, enquiries have arisen due to a number of reasons including relationship breakdown, becoming a Carer, failing a Work Capability Assessment and employment ending or changing. In general, appointment duration times have increased due to the complexity of the issues and the need to carry out 'better off' calculations as income may be maximised by making a claim for Universal Credit.

There continues to be increased demand for Welfare Rights advice. Between 1st October 2018 and 31st December 2018, 543 referrals were received which is an increase of 28% on the previous year.

- 7.8 Gaelic:** I am pleased to inform Members that a very successful 2nd Gaelic Gathering was held in Oban last month with the Depute First Minister as the key-note speaker. The theme of this year's Gathering was, "How do we get more people speaking Gaelic in the communities" and brought together people and community groups with public sector agencies and national bodies to look at increasing the use of Gaelic across the area.

Organising this very well-attended event took a considerable amount of work and I'm truly grateful for the tremendous assistance given by Laura MacDonald and Antonia Baird from Community Development and also Duncan MacNeil from Furan. The Council has received many plaudits for this event and we are now working on collating the feedback from the delegates and continue a dialogue with them as to how we take matters forward.

8. POLICY LEAD FOR EDUCATION – Councillor Yvonne McNeilly

- 8.1 School Visits:** The Executive Director and I took to the road to visit Campbeltown Grammar, Clachan, Inveraray, Lochnell and Barcaldine Primary Schools last year, and are planning further visits over the next couple of weeks to Islay High School, along with schools in Mull, Cowal and Oban. Islay and Mull will be new places for me and I am really looking forward to the scenery and meeting the locals. It is important to both the Executive Director and I to visit the schools to see first-hand how the schools are operating and to meet our future leaders.
- 8.2 Positive progress on ELC 1140 hours preparation:** The council is making positive progress in preparing for the implementation of the fully funded 1140 hours of free Early Learning and Childcare (ELC) in Argyll and Bute by 2020.

The Community Services Committee which I chair heard at its meeting in March 2019 how 27 ELC services in Argyll and Bute are already providing parents and carers with the option to access the additional hours, which are funded by the Scottish Government. Plans are already underway to phase all ELC local authority, partners and childminding services in Helensburgh and Lomond, Lochgilphead, Ardrishaig and Campbeltown to 1140 hour provision by August this year.

We are committed to improvement, and to ensuring that our children get the very best start in life. These increased hours will benefit children aged three and four, as well as eligible two year olds, and will provide high quality, flexible early learning and childcare for families. Juggling childcare and work commitments can be a difficult task for parents, but these increased hours will help to give them with the flexibility they need to work, train or study. We are making good progress in implementing these additional

hours and I look forward to seeing the benefits that families experience as a result. I will keep members updated on progress.

- 8.3 Pupils' achievements in literacy and numeracy:** The Scottish Government has published figures relating to literacy and numeracy which shows our young people are achieving well. It collects data every year which details pupils' achievements in reading, writing, listening and talking and numeracy. These are known as 'Achievement of Curriculum for Excellence (CfE) Levels' and focus specifically on pupils in P1, P4, P7 and S3.

CfE figures for 2017/18 show that pupils in P1, P7 and S3 are performing better than the national average in all four categories. Pupils in P4 are doing better than the national average too, with the exception of listening and talking, which is just 1% lower.

These figures are extremely encouraging and show just how dedicated our teachers and young people are to achieve such fantastic results. To be above the national average in even some of these categories is great result, but to be higher in them all, with the exception of one, is truly outstanding. We want the very best start for all our young people, and to ensure that they go on to achieve success in life. Clearly we are well on our way to achieving this and I would like to thank everyone who has been involved for their tremendous hard work. It's clear that Argyll and Bute's young people have a very bright future ahead of them.

- 8.4 Ideas from our Experts of the Future:** We all know that nowadays young children can use technology better than us, and our schools are taking this a step even further and coming up with their own technology ideas.

A talented team of pupils from **Hermitage Academy** have made it through to the UK finals of the Tomorrow's Engineers EEP Robotics Challenge. The youngsters beat off stiff competition in the West of Scotland heat in February this year, and went head to head with other teams from across the country at The Big Bang Fair in Birmingham in March.

The Tomorrow's Engineers EEP Robotics Challenge introduces student teams to real-world engineering, technology, robotics and computing challenges. The challenge aims to help students put their school learning into context and discover exciting new careers. The winning team of 10 students built, programmed and controlled LEGO robots for a series of 'aviation missions'. Students also had to research, design and present their own solution to a contemporary engineering problem faced by Science, Technology, Engineering and Mathematics (STEM) professionals in the aviation industry. By being exposed to STEM throughout their education, our young people are more likely to develop a passion for these subjects and pursue a career in these areas in the future. The team of children were

led by Louise Baird, Technical Teacher at Hermitage. Well done to all of our budding IT experts.

Over in **Dunoon Grammar**, pupils scooped the top prize in a national competition for the third year running. The business and computing pupils beat off stiff competition from across Scotland when they won the Apps for Good Scotland event again, with a further two teams from Dunoon Grammar also sharing third prize. This is the third time running that pupils from the school have claimed the top prize at the event, which attracts industry experts from across the UK to visit and vote for their favourite ideas.

Apps for Good is a scheme that aims to build a global generation of problem solvers and works in partnership with schools and learning centres to deliver courses to young people aged between eight and 18 years old. Pupils work in teams to find issues they care about and think about how they can solve them.

At the event in Edinburgh, over 20 teams pitched their app ideas to visiting experts. The Dunoon pupils and staff were delighted to hear that, not only had they won the top prize, but two teams had also tied for third place. I was utterly speechless - the pupils at Dunoon Grammar are truly excelling, putting Argyll and Bute on the map in the process. To win the Apps for Good national event once is great, to win it twice is amazing, but to win it three times in a row is truly phenomenal. I was incredibly honoured to be invited along to the school to see some of the work that's going on, and to look at the Apps for Good creations that the young people have made.

Campbeltown Grammar are leading the way in music technology – pupils have been making the most of their new schools high tech music department from recording podcasts and radio adverts to making noise effects for computer games and have been letting their imaginations run wild. This is another great example of equipping our young people to use their initiative and secure and sustain positive destinations and achieve success – well done to all of the pupils.

Please click on the link to have a listen to our future musicians <https://www.argyll-bute.gov.uk/news/2019/feb/leading-way-music-campbeltown-grammar>

Over at **Kirn Primary School** pupils visited Germany earlier in the year as part of an exchange programme which has been in place between the German school and Kirn for over 30 years and the opportunity allowed the link between the schools to be strengthened even more.

Senior pupils from Dunoon Grammar School worked closely with the children as mentors prior to the trip, teaching them some basic vocabulary

and helping them to create comic books about themselves in German. These were then shared with the two German schools that the children were visiting.

Exchange trips are a great way to ensuring our young people have the very best start, and enables our children to broaden their horizons, build independence and learn about other cultures. This is a wonderful example of a successful exchange. It's clear from the feedback that the children thoroughly benefitted from the trip, and its benefits are having an ongoing impact. I look forward to seeing how things progress in the years ahead.

Across in **Tobermory High School**, an S3 pupil has become the first student in Argyll and Bute to achieve an industry recognised qualification – Level 1 Good Certified Educator. Jakub Marzec is one of a number of pupils at the school using Google's G Suite to develop their digital skills, but the youngster has done so well that he's gone on to gain a qualification.

The Google Educator programme is designed to enable teachers to successfully use Google for Education to enhance teaching and learning. By gaining the educator status, Jakub has demonstrated that he has the knowledge and ability to do this.

What a fantastic achievement for Jakub and for Tobermory High School. We're seeing a huge increase in the number of young people taking an active interest in digital technology, and our schools are working extremely hard to give young people the opportunity to take the lead in this. It's clear that digital technology has a huge part to play in business too. It's all around us and it is important that young people are encouraged to become creators of digital content rather than just being consumers of technology. By introducing more digital opportunities in the classroom, we are helping our young people to prepare for positive destinations and achieve success in life. Congratulations to Jakub once again – I'm sure he has a very bright future ahead of him.

Back to **Dunoon Grammar**, where a team of budding young entrepreneurs from will see a tasty sandwich they created being sold in over 100 fast food stores across the West of Scotland, after winning a national competition organised by Subway. More than 80 entries were submitted to the fast food giant's annual 'Design a Sub Challenge', but only six teams made it through to the 'Dragon's Den' style finals in Glasgow – two of which were from Dunoon Grammar.

Both teams excelled, with Brain Booster fighting off stiff competition to win the best social media campaign category, and the other Dunoon team, Carnival Crunch, taking the overall top spot. Pupils were asked to come up with a well thought out design and marketing campaign for a new Subway

sub or flatbread using a fictitious budget of £50,000. The campaign also had to demonstrate Subway's variety, all within a specific calorie count, whilst getting across the company's core messages.

Brain Booster, made up of Olivia Robertson, Findlay Moback, Millie McMaster and Richard Reid, had the edge and won with their creation of lettuce, peppers, cucumber, chicken and sweet chilli sauce on warm hearty Italian bread. The sandwich will be available to purchase in Subway stores this spring.

I am absolutely thrilled, I really am. The children at Dunoon Grammar have worked extremely hard on this marketing campaign and I could not be prouder. To see a product that they have created being sold by one of the biggest fast-food chains in not just the UK, but the world, is a massive achievement. It's clear that these children are on a pathway to success and have a very bright future in front of them.

Being a real scientist was on the agenda for **Colgrain Primary School** in January this year – primary six pupils at Colgrain Primary got the opportunity to find out what it takes to be a real scientist when they received a special video message from Dr Suzanne Maclachlan from the Oceanography Centre in Southampton. Dr Maclachlan, a former pupil at Hermitage Academy, studies micro-fossils from the seabed and sent pupils an interesting and informative video message about her role, along with some real fossils for the children to look at through a microscope.

8.5 Staying Safe on the Internet: I know we can all agree that it is important that our children are safe when using the internet, and I was pleased to see that pupils across the board took part in a number of activities on 5th February to promote “consent online” which was this years’ theme of the Safer Internet Day 2019.

I was delighted to attend an event in Helensburgh on 27th March which showcased the work of pupils in the area to highlight this very important issue. Local Rotary members have been working in partnership with schools and Police Scotland to organise an annual Internet Safety Poster competition. The winning designs are used in internet safety campaigns all over the area. It was a privilege to be invited along to this year's presentation of prizes – what talented and internet-savvy young pupils we have! It was a great event and the pupils have, once again, been spectacularly creative in producing their own designs to raise awareness of the importance of staying safe. Thanks are due also to the Rotary volunteers who put in so much time and effort to arrange this every year.

- 8.6 Investing in Young People:** Hermitage Academy has become the first school in Scotland to gain national accreditation with Investors in Young People. This accreditation framework recognises organisations that are committed to recruiting, retaining and developing their young workforce; it acknowledges them as an employer of choice, providing practices that have positive outcomes for young people. To receive accreditation with Investors in Young People is an honour in itself, but to be the first secondary school in Scotland to achieve this is truly amazing.

This accreditation recognises Hermitage as an employer of choice. It acknowledges the practices that the school has undertaken that have positive outcomes for young people, and the talent pool it's helping to create for the future. We want to ensure that every young person in Argyll and Bute is given the opportunity to succeed in life, and Hermitage Academy looks like it might be leading the way.

9. POLICY LEAD FOR PLANNING AND REGULATORY SERVICES – Councillor David Kinniburgh

- 9.1 Planning (Scotland) Bill:** The Planning (Scotland) Bill is currently at Stage 3 of the Parliamentary process and the Local Government and Communities Committee as the lead committee are in the process of considering amendments to the Bill.
- 9.2 Local Development Plan 2 (LDP2):** As I have previously reported the council has a statutory duty under the Planning Etc. (Scotland) Act 2006 to prepare and keep up to date a Local Development Plan (LDP) and as such it should aim to prepare a new plan within five years of adoption of its current plan. The current LDP was adopted in March 2015 and in January 2016 the process of planning for its review and replacement was agreed by council with the preparation of the Development Plan Scheme (DPS) which sets out the programme for key milestones in the process of producing Local Development Plan 2 (LDP2).

The DPS is updated annually and in February the third update of the DPS was reported to and approved by the Planning, Protective Services and Licensing Committee. In this update of the DPS it was noted that some slippage had occurred since the last update and that the timetable now provided will deliver LDP2 by the third quarter of financial year 2020/21 which will exceed the five-year period for renewal from adoption of the current Local Development Plan by seven months.

It should be noted that until LDP2 is adopted the current LDP's statutory status remains and planning applications will be dealt with as normal.

Since the second update of the DPS the Development Policy Team have undertaken the following actions in the LDP2 process:-

- Published the updated DPS Jan 2018
- Considered the responses to the Main Issues Report
- Additional engagement with Key Agencies and stakeholders on specific issues
- Held five Councillor Workshops
- Started preparation of the Proposed Local Development Plan strategy, policies and allocations
- Started preparation of the following supporting documents
 - Strategic Environmental Assessment
 - Equality and Socio-Economic Impact
 - Habitat Regulation Appraisal Record
 - Action Programme

Following a member seminar/workshop the proposed LDP2 will be presented to the Full Council for approval during the first quarter of the 2019/20 financial year.

Once the draft LDP has been approved it will become the ‘settled view’ of the Council and it will then be prepared for a two-month consultation during the second quarter of the financial year (July-September) where interested parties will be able to participate in the consultation on line or at their local library.

Details of the Development Plan Scheme and LDP2 process can be found at: <https://www.argyll-bute.gov.uk/ldp2>

- 9.3 Planning:** Planning fee income to the end of February 2019 provided a surplus of £41k from the forecast budget for the financial year 2018/19. The surplus in budget is due to a number of high value applications being submitted earlier in the financial year and although the surplus has fallen back month on month since my last report it is anticipated that there will be a surplus in the region of £20k at the end of the financial year.

In January Planning and Regulatory Services were the latest service to receive Customer Service Excellence accreditation and I would like to take this opportunity to congratulate all those involved in attaining this prestigious award.

- 9.4 Building Standards:** Building Standards income for the 2018/19 financial year remains above budget with a surplus of £150k forecast for the end of the financial year.

As previously reported this is primarily as a result of ongoing commercialisation providing verifier services to other local authorities and over the last couple of months this work has been extended to processing

Building Warrant applications for East Lothian Council, Inverclyde Council and East Dunbartonshire Council.

Building Standards performance on vetting Building Warrant applications remains above their charter promise and their customer satisfaction rating remains constant at 100%.

Building Standards successfully retained their Customer Service Excellence accreditation after their recent annual audit being fully compliant in all 57 elements of the audit and gaining a further three compliances taking their total to 15.

9.5 Training and Development: The Planning, Protective Services and Licensing Committee continue to receive 'bite sized' training sessions prior to the monthly meetings of the PPSL Committee and at the February meeting the committee agreed a training programme with the following topics suggested for the coming year:

- Oban Strategic Development Framework
- LDP update
- Planning Act – Development Policy
- Planning Act – Development Management
- Aquaculture
- Use of Storybook and interactive consultation in the LDP process
- LDP – Placemaking – residential policies etc
- Low carbon technology and new development
- Delivery of affordable housing through SHIP and the LDP
- Digital Planning

The training sessions are open to all elected members and VC facilities can be accommodated for elected members who wish to take part in the sessions who are not on the PPSL committee.

10. CONCLUSION

10.1 This report provides members with an update on each of the Policy Lead portfolios. Policy Lead Councillors will be happy to discuss any particular issues with colleagues as required.

Argyll and Bute Council – Policy Lead Councillors Report – 2nd April 2019

For further information please contact Aileen McNicol, Leadership Support and Member Services Manager, telephone 01546 604014 or email aileen.mcnicol@argyll-bute.gov.uk

ARGYLL AND BUTE COUNCIL**COUNCIL****CHIEF EXECUTIVE****18 APRIL 2019**

APPOINTMENTS PANEL: HEAD OF SERVICE POST VACANCIES

1.0 INTRODUCTION

1.1 The purpose of this report is to invite the Council to establish an Appointments Panel to appoint to vacant Head of Service posts following the implementation of the saving in corporate management agreed by Council at its budget meeting of February 2019. The report also provides an update of the progress on implementation in implementing the council budget decision.

1.2 It is recommended that Council:

- a) Notes the update on the implementation of the corporate management review.
- b) Agrees to establish an Appointments Panel for the recruitment to vacant Head of Service posts following the implementation of the corporate management budget decision.
- c) Agrees the Appointment Panel comprising 7 Elected Members including 5 from the Administration and 2 from opposition groups. Members may also wish to consider nominating substitutes to ensure availability.
- d) Delegates the arrangements for the Appointment process to the Chief Executive

ARGYLL AND BUTE COUNCIL

COUNCIL

CHIEF EXECUTIVE

18 APRIL 2019

APPOINTMENTS PANEL: HEAD OF SERVICE POST VACANCIES

2.0 INTRODUCTION

- 2.1 At its budget meeting on 21st February 2019 the Council approved management/ operational efficiency savings arising from a comprehensive review of the corporate management structure of the Council. The proposal combined work undertaken by the Transformation Board in reviewing support services and the instruction to the Chief Executive in the 2018/19 budget to consider the corporate management structure of the council. An inclusive approach was taken to the review involving affected employees from a bottom up perspective to identify opportunities for service groupings that offered greater synergies and produced efficiencies. It is part of the duties of the Chief Executive to determine the appropriate management arrangements for the effective conduct and management of council services.
- 2.2 The effect of the proposal was to reduce chief and senior officer posts within the council structure producing a part year saving of £0.375m in 2019/20 and a full year saving of £0.5m from 2020/21 onwards. This reduction in the number of senior posts is in line with a national trend in Scottish Local government as a consequence of multi-million pound savings which councils have been required to achieve year on year to deal with reducing financial resources.
- 2.3 Details of the revised management structure, rationale and remits were shared with elected members immediately following conclusion of the structure development. A copy of the circulated structure diagram is attached to this paper for information. This paper provides additional information on the subsequent steps in compliance with the Council's HR policies and statutory consultation with the relevant trades unions.

3.0 IMPLEMENTATION OF THE REVIEW

- 3.1 The revised corporate management structure has the effect of changing the remits of all Heads of Service (excluding the Heads of Education which were revised during 2018 and remain unchanged and the Heads of Service within the HSCP which are outwith the scope of the review). That means a material change to contract for the remaining eight Heads of Service therefore the Council's recruitment and redundancy procedures will be applied.
- 3.2 The implementation process in summary includes the following steps:

1. Commence trade union consultation process. The statutory meeting took place with the trades unions on Wednesday 20th February 2019.
 2. Revised job descriptions for the new Heads of Service and service manager posts – these were completed w/c 1st April 2019.
 3. Confirmation of voluntary redundancy (Heads of Service may take the opportunity to exercise their rights to redundancy arising from the material change). Responses received from all Heads of Services confirming intention to participate in matching process or to take redundancy.
 4. A subsequent matching process for the remaining Heads of Service to align appointees to their new remits took place w/c 1st April 2019. Following the matching process, two remaining vacancies exist – these are the Head of Commercial Services and the Head of Legal and Regulatory Support.
 5. Paper to Council requesting agreement to form a members' interview panel for the Head of Service vacancies to be considered at the full Council meeting on 18th April 2019.
 6. Internal advertisement to fill remaining Heads of Service posts, using SOLACE Enterprises and Members Interview Panel in line with Council procedures. Provisional target date for publication of advertisement is 29th April 2019 with a close date for applications of 17th May 2019.
 7. Shortleeting meeting – provisional target date to be set w/c 27th May 2019.
 8. Assessment Centre – in line with council standard procedures for the recruitment of Chief Officers, shortleeted candidates will be invited to participate in an externally facilitated assessment centre provisionally targeted w/c 3rd June 2019.
 9. Members Interview Panel – Provisional date of Friday 7th June 2019.
 10. If there is an inadequate internal leet or if posts remain unfilled, consider external advertisement and the above assessment centre and interview processes.
- 3.3 A similar voluntary severance process is being applied to the removal of the 4 Service Manager posts from the structure.

4.0 CONCLUSION

- 4.1 The above arrangements have been put in place to give effect to the council budget decision to agree to implement savings in the corporate management structure of the council to realise a full year saving of £0.5m. These arrangements reflect the revised management structure shared with elected members in March 2019.

5.0 IMPLICATIONS

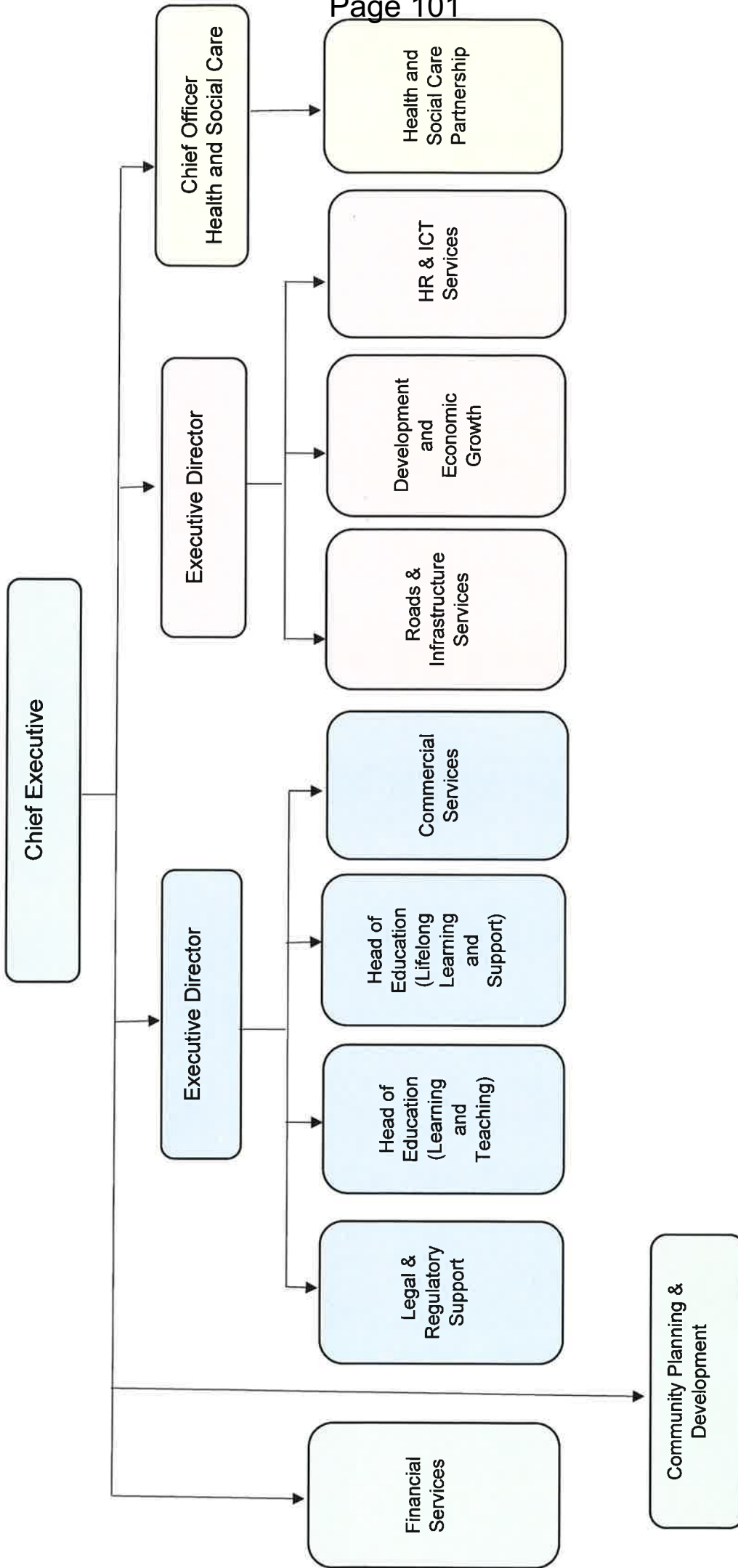
- 5.1 Policy The implementation of the corporate management savings is being carried out in compliance with the Councils' procedures for redundancy and matching to ensure statutory obligations are met.
- 5.2 Financial The arrangements deliver a part year saving of £0.375m in 2019/20 with a full year effect saving of £0.5m from 2020/21 onwards as agreed by council at its budget meeting in February 2019.
- 5.3 Legal The implementation of the saving is being undertaken in compliance with relevant employment legislation.
- 5.4 HR The Council's recruitment and selection procedures for Chief Officers will be adhered to.
- 5.5 Equalities None
- 5.6 Risk The risks associated with the reduction of senior management capacity in the council were considered by council in making its budget decision. In terms of implementation risks, these are mitigated by adherence to policy and procedures related to recruitment and selection.
- 5.7 Customer Service None

Cleland Sneddon
Chief Executive

30 March 2019

For further information contact: Cleland Sneddon, Chief Executive, Tel 01546 604350 or e mail: Cleland.sneddon@argyll-bute.gov.uk

Argyll and Bute Council Corporate Management Structure – 2019



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ARGYLL AND BUTE COUNCIL
COUNCIL**CHIEF EXECUTIVE****18 APRIL 2019**

APPOINTMENT OF LOCAL RETURNING OFFICER

1.0 INTRODUCTION

The Council is now making preparations to deliver the European Parliamentary election administration for an election on 23rd May 2019. The Regional Returning Officer for the European Parliamentary election is the Returning Officer for Falkirk Council and this Council has the responsibility to undertake the local arrangements for the poll.

The Council Chief Executive is unavailable on that date due to personal commitments, on the basis that there was no election event scheduled. In order to ensure that the Council can undertake the administrative arrangements required, in this unique circumstance, the Council is invited to agree to the appointment of Charles Reppke, Head of Governance and Law as the Local Returning Officer for Argyll and Bute for the conduct of the European Parliamentary elections on 23rd May 2019.

2.0 RECOMMENDATION

It is recommended that the Council agree to the appointment of Charles Reppke, Head of Governance and Law as the Local Returning Officer for Argyll and Bute for the conduct of the European Parliamentary elections on 23rd May 2019.

3.0 IMPLICATIONS

- | | |
|-----------------------------|--|
| 3.1 Policy | None |
| 5.2 Financial | Election expenditure is centrally funded by government subject to approval of electoral accounts. |
| 5.3 Legal | This proposal ensures compliance with Electoral legislation. |
| 5.4 HR | None. |
| 5.5 Fairer Scotland Duty: | |
| 5.5.1 Equalities - | None |
| 5.5.2 Socio-economic Duty - | None |
| 5.5.3 Islands - | None |
| 5.6 Risk | Risk associated with short lead in time to Election. The LRO is personally responsible for the administration of the election. |
| 5.7 Customer Service | None |

Cleland Sneddon, Chief Executive
5th April 2019

For further information contact: Cleland Sneddon, Chief Executive, Tel 01546 604350 or e mail: Cleland.sneddon@argyll-bute.gov.uk

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ARGYLL AND BUTE COUNCIL**COUNCIL****Customer Services****18 April 2019**

Equalities Mainstreaming Report: 2019

1.0 INTRODUCTION

This report presents to Council the draft Equality Mainstreaming Report for 2019, and outlines the context for its production.

The Council, Education Authority and Licensing Board are required to produce an equality mainstreaming report at least every two years. The mainstreaming report covers all of these public authorities.

Within the mainstreaming report, we have set out: how we are mainstreaming equalities within our functions and published employee information. Additionally, the mainstreaming report includes a retrospective look at the equality outcomes adopted to cover the period up to 2019 as well as information relating to the new equality outcomes, adopted by Council in February 2019. The new outcomes cover the period 2019-2023.

The previous mainstreaming report was approved by Council in April 2017.

The legislation requires that we publish the Equality Mainstreaming Report for 2019 before 30 April 2019.

The recommendation of this report is that Council approves the Equality Mainstreaming Report: 2019 and its publication on the council's website.

ARGYLL AND BUTE COUNCIL

COUNCIL

Customer Services

18 April 2019

Equalities Mainstreaming Report: 2019

2.0 INTRODUCTION

- 2.1 The Council, Education Authority and Licensing Board are required to produce an equality mainstreaming report at least every two years. The previous mainstreaming report was approved by Council in April 2017.
- 2.2 This report presents the draft Equality Mainstreaming Report for 2019, and outlines the context for its production. The legislation requires that we publish this before 30 April 2019.

3.0 RECOMMENDATIONS

- 3.1 That Council approves the Equality Mainstreaming Report: 2019 and its publication on the council's website.

4.0 DETAIL

- 4.1 The Public Sector Equality Duty requires that mainstreaming reports be published at intervals of not more than two years from the publication of the previous report. The Council, Education Authority and Licensing Board last produced a mainstreaming report in April 2017. We are therefore obligated to produce and make available to the public a report by the end of April 2019.
- 4.2 Under equality legislation, the council, the education authority and the licensing board are recognised as separate listed authorities. However, it is acceptable for the listed authorities to publish a single mainstreaming report so long as it satisfies the reporting requirements relating to each authority covered. This is the approach we have taken.
- 4.3 Within the mainstreaming report, we need to:
- 4.3.1 Demonstrate that we are mainstreaming equalities within the functions of the listed authorities covered. This includes reporting on how the general equality duty has been embedded in our policies and practices.

- 4.3.2 Publish a set of equality outcomes. Equality outcomes have to be published every four years and progress made towards their delivery reported at least every two years.
- 4.3.3 Include for the council and for the education authority a breakdown of employee information. We should also include information about the progress we have made in gathering and using that information to assist in the delivery of the general equality duty. Information relating to the composition of the authorities' employees, and to the recruitment, development and retention of employees, should include the number of people with relevant protected characteristics. We are also required to report our gender pay gap and to provide an equal pay statement; the latter includes an audit as well as a policy statement.
- 4.3.4 More information about the reporting requirements is available in the EHRC's *Technical Guidance on the Public Sector Equality Duty: Scotland* (available here: <https://www.equalityhumanrights.com/en/publication-download/technical-guidance-public-sector-equality-duty-scotland>).
- 4.4 The mainstreaming report includes a retrospective look at the equality outcomes adopted to cover the period up to 2019 as well as information relating to the new equality outcomes, adopted by Council in February 2019. The new outcomes cover the period 2019-2023.
- 4.5 While the mainstreaming report highlights issues and areas for action going forward, a more detailed action plan will be developed separately.
- 4.6 In preparing this mainstreaming report, issues with regard to the quality of our workforce data have become apparent. We are putting measures in place to improve the information we gather. These actions will be included in the next Equalities Action Plan.
- 4.7 The Equality Mainstreaming Report contains as an appendix a detailed Equal Pay Audit. This was carried out on behalf of the council by NGAHR. The key point to note is that no areas for concern were highlighted by the audit.
- 4.8 The Equality Mainstreaming Report includes three gender pay gap figures. The first of these comes from the LGBF and is a Statutory Performance Indicator that we provide to enable benchmarking with other authorities (section A2.8). The other figures come from consultancy work carried out on the council's behalf by NGAHR and are reported as part of our Equal Pay Audit (section A2.11). The figures vary because of the differences in the way in which they have been calculated.
- 4.9 The council is compliant with legal requirements in relation to equal pay. With regard to the gender pay gap, it is worth noting that we have policies and job evaluation procedures in place to ensure that employees receive equal pay for

equal work. The reported gender pay gap reflects the profile of our workforce wherein we have high levels of female employment in lower graded posts and is not an indication that we pay different groups different rates for the similar work. Moreover, we anticipate that embedding the Living Wage into our pay structure is likely to reduce the gender pay gap over the longer term.

5.0 CONCLUSION

- 5.1 This report presents the draft Equality Mainstreaming Report for 2019, and outlines the context for its production. The legislation requires that we publish this before 30 April 2019.
- 5.2 The recommendation is made that Council approves the mainstreaming report and its publication on the council's website.

6.0 IMPLICATIONS

- 5.1. Policy: The Mainstreaming Report restates the Council's Equal Pay Policy Statement
- 5.2. Financial: none arising directly from this report.
- 5.3. Legal: We are required as part of the Public Sector Equality Duty to publish a mainstreaming report at least every two years. This will enable us to meet this requirement.
- 5.4. HR: We have identified improvements that can be made with regard to gathering and using our workforce data to meet the requirements of the PSED.
- 5.5. Equalities and Fairer Scotland Duty:
 - 5.5.1. Equalities - protected characteristics: The mainstreaming report is focussed on the work the council, education authority and licensing board carries out to fulfil the general equality duty.
 - 5.5.2. Socio-economic Duty: None arising directly from this report.
 - 5.5.3. Islands: None arising directly from this report.
- 5.6. Risk: None arising directly from this report.
- 5.7. Customer Service: None arising directly from this report.

Douglas Hendry
Executive Director — Customer Services

Rory Colville
Policy Lead for Corporate Services

For further information contact:

Name of officer: Chris Carr

Contact details: chris.carr@argyll-bute.gov.uk

Appendixes

Appendix 1: Argyll and Bute Council Equalities Mainstreaming Report and Equality Outcomes 2019

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Argyll and Bute Council Equalities Mainstreaming Report and Equality Outcomes 2019

April 2019

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Section 1: Background context

1.1 Legislation

The Equality Act (2010) brought together for the first time legislation relating to the nine protected characteristics of race, disability, sex, age, sexual orientation, religion and belief, gender reassignment, marriage and civil partnership, and pregnancy and maternity.

The Act requires public authorities, when carrying out their functions, to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and subsequent amendments are designed to help public sector organisations meet their duties as set out in the Equality Act.

The requirements of the Public Sector Equality Duty include:

- Report on mainstreaming equality
- Publish equality outcomes and report on progress
- Assess and review policies and practices
- Gather and use employee information
- Publish gender pay gap information
- Publish statements on equal pay

This mainstreaming report describes how the three listed authorities it covers have been making progress in these areas.

This mainstreaming report covers three listed authorities:

- Argyll and Bute Council
- Argyll and Bute Education Authority
- Argyll and Bute Licensing Board

1.2 Mainstreaming Equality within Argyll and Bute

Mainstreaming equality means integrating equality into an organisation's day-to-day working. This means taking equality into account when acting as an employer, or planning and providing services.

1.3 Key Documents

Argyll and Bute Outcome Improvement Plan and the Council's Corporate Plan

Argyll and Bute Council and Argyll and Bute Community Planning Partnership share a set of common outcomes. These are articulated in the Argyll and Bute Outcome Improvement Plan (ABOIP) (available https://www.argyll-bute.gov.uk/sites/default/files/aboip_v1_2018.pdf) and the council's corporate plan (available at https://www.argyll-bute.gov.uk/sites/default/files/corporate_plan_with_council_priorities.pdf).

The Community Planning Partnership makes explicit its commitment to equalities within the ABOIP (p26).

In addition to having Corporate Outcomes, the council also has a suite of Business Outcomes. These sit beneath, and feed into, the Corporate Outcomes. The Council sees equalities as a cross-cutting issue, relevant across all outcomes (see Appendix 1).

Argyll and Bute Improvement Framework

In 2018, the Council began the implementation of a programme of team-level self-evaluation activity under the banner of the Argyll and Bute Improvement Framework. This includes consideration by managers and employees of how their teams incorporate equalities into their operations.

Performance management arrangements

The main way in which progress towards delivering our Equality Outcomes has been managed is through our Equalities Action Plan. Actions and success measures, aligned to the relevant equality outcomes, are built into and monitored using the Council's performance management system.

Equality and Diversity Policy

The purpose of the Council's Equality and Diversity Policy is to make sure that the organisation, employees and elected Members do not unlawfully discriminate against people with protected characteristics as set out in the Equality Act. It also ensures that we oppose and avoid all forms of unlawful discrimination, and ensures equality, fairness and respect for all in the council's employment. The Equality and Diversity Policy (available here: https://www.argyll-bute.gov.uk/sites/default/files/approved_equality_and_diversity_policy.pdf) makes links to other relevant documents and resources:

- Manager's Guide to Recruitment and Selection
- Dignity at Work Policy: Eliminating Workplace Bullying and Harassment Policy and Procedure
- Disciplinary Procedures and Code of Practice
- Grievance Procedure
- Employee Code of Conduct
- Code of Conduct for Councillors
- Guidance on the Councillors' Code of Conduct

- Advice Note for Councillors on Bullying and Harassment:
- Equality and Socio-Economic Impact Assessment
- Phased Return to Work and Other Reasonable Adjustments: Manager's Guide

Equality and Socio-Economic Impact Assessments

The council has a process in place for the carrying out of Equality and Socio-Economic Impact Assessments (EqSEIA). The EqSEIA is a joint impact assessment, which takes into account the nine protected characteristics, as well as socio-economic disadvantage and the needs of island communities. The creation of a joint impact assessment process reflects changes in legislation relating to the:

- Island (Scotland) Act (2018)
- The enactment of part one of the Equality Act (2010), also referred to as the Fairer Scotland Duty.

The Equality and Socio-Economic Impact Assessment serves the following purposes:

- It helps the officers who are designing a new proposal to check that they have considered all equalities implications, including socio-economic inequalities, as well as impacts on island communities.
- It helps officers to show that they have considered all equalities implications, including socio-economic inequalities, as well as impacts on island communities.
- It helps people who are interested in equalities, socio-economic inequalities, and island impacts to see that these have been considered, and how.
- It enables better / more informed consultation around proposals while they are still in development
- It enables better scrutiny around decision making as issues around equalities and socio-economic inequalities are made more transparent.

In addition, a joint impact assessment was produced to show the combined impact of all savings proposals submitted as part of the 2019 budget setting process.

1.4 Learning and Development Activity

All staff are required to complete equalities training. Following an initial programme, where training was made available on a face-to-face basis to all staff, mandatory training is now available through our online e-learning platform, LEON.

In addition to the mandatory training, a number of additional courses are available through LEON that enable learners to get a deeper understanding of the individual protected characteristics. In addition we have a course relating to 'Autism Spectrum Disorder Basic Awareness'.

1.5 Workforce Planning

The Council approved its Strategic Workforce Plan (2018-2022) in April 2018 (<https://www.argyll-bute.gov.uk/moderngov/documents/s125859/Strategic%20Workforce%20Plan%20Final%20version%20for%20Council%20April%202018.pdf>). The Strategic Workforce Plan sets out the council's approach to ensuring that we have a workforce for the future.

Workforce planning requires that we understand the current profile of our workforce and identifies how we can make sure that it will meet the future needs of the organisation. Key outcomes of the workforce plan include ensuring that we have a balance between younger and older employees, and that the health and wellbeing of our employees is supported.

1.6 Partnership working

In addition to the Council's commitment to equalities as set out in the ABOIP, we have also developed close relationships with individual Community Planning partners. Police Scotland, Scottish Fire and Rescue, and the NHS / Argyll and Bute HSCP are all represented on the Council's Equality Forum. Other Community Planning Partners are also invited to attend Forum meetings.

The HSCP is adopting the Council's approach to Equality and Socio-Economic Impact Assessments, thereby bringing our processes into closer alignment.

In 2018, Argyll and Bute Council approved and published its British Sign Language Plan. This plan was developed jointly between, and is shared with, Live Argyll (an Arm's Length External Organisation) and the Health and Social Care Partnership.

Section 2: Monitoring and Continuous Improvement

In the last two years, we have carried out a programme of work to review and improve our activities relating to equalities.

2.1 Review of our Equality Impact Assessment process

The council has carried out Equality Impact Assessments for a number of years. Equality and Diversity Impacts were first developed and approved in the 2000s. These were subsequently updated in light of the Equality Act (2010) and an updated EqIA was approved by council in December 2012.

In light of changes to legislation, as well as a review of how effectively the previous EqIA was being used, the council's EqIA process was been reviewed and updated again, in 2018. This review has resulted in the Equality and Socio-Economic Impact Assessment (EqSEIA) process (see <https://www.argyll-bute.gov.uk/equality-legislation-and-reporting>).

2.2 Review of the Council's Equality and Diversity Policy

In 2018, we reviewed and revised the Council's Equality and Diversity Policy. We looked at examples for best practice from elsewhere and then tailored an exemplar from ACAS (Advisory, Conciliation and Arbitration Service) to suit our requirements. We revised the text, strengthened the sections relating to elected Members, and checked and updated links to other, related, policies and procedures.

The new policy (available at https://www.argyll-bute.gov.uk/sites/default/files/approved_equality_and_diversity_policy.pdf) was approved by Council in February 2019.

2.3 Disability Confident accreditation

The Council reaccredited as a Disability Confident Employer in Autumn 2018.

2.4 Joint Local British Sign Language (BSL) Plan for Argyll and Bute 2018 - 2024

The BSL (Scotland) Act 2015 requires public bodies in Scotland to publish local plans every six years, showing how they will promote and support BSL. The aim of the plan is to improve access for deaf and deafblind BSL users to information and public services, including healthcare and mental health support.

The Joint Local BSL Plan for Argyll and Bute (2018–2024) sets out actions to promote and support the use of BSL. It was developed with input from users of BSL in Argyll and Bute, and informed by consultation.

The written version of the BSL plan is available here: https://www.argyll-bute.gov.uk/sites/default/files/appendix_1_joint_local_bsl_plan_2018_-_2024.pdf.

The BSL version of the plan may be accessed via the Council's YouTube channel, here: https://www.youtube.com/watch?v=2mR-GvOCG_o.

2.5 Review of Equality Forum Terms of Reference

In 2018, we reviewed the terms of reference for the Council's Equality Forum to ensure that they reflected changes in legislation as well as the forum's current activities and practices. The revised Terms of Reference were approved by the Council's Strategic Management Team in March 2018.

Membership of the Equality Forum includes representatives from HR and Organisational Development, the HSCP, other interested community planning partners, Trades Unions, and all departments of the council. The Equality Forum is chaired by a member of the council's Strategic Management Team.

2.6 Review of workforce data

In 2018, we reviewed the equalities-related data we hold for our workforce. We have also reviewed the data collected by Talentlink, our recruitment portal. This highlighted a number of issues relating to the quality and consistency of the monitoring data available to us. We have developed actions to improve these data, going forward. See section 5.

2.7 Equal Pay Audit

The Council commissioned NGAHR to carry out an equal pay audit on its behalf in autumn 2018. This updates a previous audit (2014), carried out by the same consultants. Results are included in Appendix 2 of this mainstreaming report.

2.8 Review of Equality Outcomes

We reviewed our Equality Outcomes in 2018. This review was driven by:

- The requirement that outcomes should be reviewed every four years.
- A number of changes have occurred that have affected the strategic context within which we work.

Since we adopted our first set of Equality Outcomes, the following changes have taken place:

- The Council adopted the SOA / ABOIP outcomes as its Corporate Outcomes
- A change in administration
- The creation of a new Corporate Plan
- Changes to the organisational structure, which have seen some functions being removed to an ALEO

- The setting up of the Argyll and Bute HSCP, which has adopted its own Equality Outcomes
- The Community Empowerment Act has put additional emphasis on community engagement, and how we involve people in local decision making.

All these factors have been drivers for change in the Equalities Outcomes we seek to deliver. See Section 4.

Section 3: Equalities Outcomes: Looking back (2013 to 2019)

The main way in which progress towards delivering our outcomes has been managed and monitored is through our Equalities Action Plan (2015-2019). See Table 1, which includes information with regards to performance. As this plan is coming to an end, many of the actions are now complete. A new plan will be developed with regard to the new Equality Outcomes (see Section 5).

Table 1: Equalities Action Plan (2015-2019)

Performance element	Status	Trend	Target	Actual	Comments
Equalities Action Plan 2015-19					
More people are actively engaged in local decision making					
Revise Equality Impact Assessments and guidance (Strategic Support)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	The Equality Impact Assessment process was revised in 2018. New guidance has been produced, and the EqIA has been combined with socio-economic and islands impact assessments. The revised process and procedure has been rolled out across the Council.
Improve availability of information to employees on equality groups (Strategic Support)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Information is available internally, via the Council's Intranet. Material is also included on LEON, the Council's e-learning platform.
Promote elections to all voters. Completion of publicity and promotion plan for elections (Elections)	●		FQ3 18/19	FQ3 18/19	Action Complete
Complete major review of polling places to ensure suitable access (Elections)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
Percentage of Community Councils who have membership levels of at least 70% (Community Councils)	●	↑	FQ3 18/19 75.0 %	FQ3 18/19 77.6 %	Area Breakdown as at December 2018:
More people are confident that service delivery is sensitive to their needs					
No of employees who have undertaken equalities training (Strategic Support)			FQ3 18/19	FQ3 18/19	Since 2016 we have revised our method of delivery of equalities training. All employees are required to complete a mandatory e-learning course; manager numbers are rolled up into this. Regular reports will be provided to senior managers detailing completion within their service in order that they can meet the 100% target. Alternative delivery methods eg toolbox talks will be developed to enable employees without access to a computer to undertake this training. As at the 18/01/19 1353 employees have complete Equality and Diversity training out of the 4342 current employees.

Performance element	Status	Trend	Target	Actual	Comments
Equalities Action Plan 2015-19					
No of managers who have undertaken equalities training (Strategic Support)			FQ3 18/19	FQ3 18/19	Since 2016 we have revised our method of delivery of equalities training. All employees are required to complete a mandatory e-learning course; manager numbers are rolled up into this. Regular reports will be provided to senior managers detailing completion within their service in order that they can meet the 100% target. Alternative delivery methods eg toolbox talks will be developed to enable employees without access to a computer to undertake this training.
Improve information on equalities available to services via Equalities page on Council's intranet (Strategic Support)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
% of Members who have undertaken equalities training (Strategic Support)	●		FQ3 18/19	FQ3 18/19	70% Target met. Seminar on the Equality Act was held for Members as part of their training after the local government elections in 2017. In addition, a presentation about the EqSEIA process was included at the Members Seminar, 28 January, 2019.
External financial reports made available and accessible to all users (SF Corporate Support)	●	↑	FQ3 18/19 Complete	FQ3 18/19 Complete	No requests received.
Instructional and guidance procedures aligned with the needs of equality groups (SF Corporate Support)			FQ3 18/19	FQ3 18/19	Action Complete
Publicise same sex marriage (Communications)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
% of Council committee meetings available by VC (Governance and Law)	●	⇒	FQ3 18/19 30 %	FQ3 18/19 42 %	Out of 7 Committee arrangements there is a facility for 3 to be available by VC as per Council Constitution.
Provision of civil partnership/same sex marriage ceremonies [1] No of Civil Partnerships (Registration)		↑	FQ3 18/19	FQ3 18/19 1	Volumes too low for meaningful reporting
Provision of civil partnership/same sex marriage ceremonies. Customer feedback (Registration)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
Review standard conditions for Civic Government licences to ensure consideration of equality ... (Insurance & Licensing)			FQ3 18/19	FQ3 18/19	Action Complete

Performance element	Status	Trend	Target	Actual	Comments
Equalities Action Plan 2015-19					
Conduct consultation in each of four areas to initiate co-production on next local housing strategy (Housing Services)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Commentary January 2019: The co-production target was complete in 2014/15. We learnt from this exercise and took forward the good practice and learning points into the development of the Local Housing Strategy which was published in 2016.
Assist people using public transport (Transportation Policy)	●	⇒	FQ3 18/19 Complete	FQ3 18/19 Complete	Action Complete. We secure annual funding via SPT to improve accessibility to public transport services.
Burial options expanded to include woodland burial (StreetScene)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
Introduction of pavement licences (Insurance & Licensing)	●		FQ3 18/19	FQ3 18/19	Action Complete
<i>Transferred To Live Argyll</i>		<i>FQ3 18/19</i>	<i>FQ3 18/19</i>		
<i>Number of e-books loaned (Culture, Archives, Libraries & Museums)</i>			<i>FQ3 18/19</i>	<i>FQ3 18/19</i>	<i>Target exceeded. No longer measured.</i>
<i>Policies are reviewed to include reference to carers (Care Co-ordination)</i>	●		<i>FQ3 18/19</i>	<i>FQ3 18/19</i>	<i>Action Complete</i>
<i>Council achieves carers kitemark (Care Co-ordination)</i>	●		<i>FQ3 18/19</i>	<i>FQ3 18/19</i>	<i>Action Complete</i>
People who use social care are more confident that their personal outcomes are being recognised ...					
CA34 - % of Care Leavers with a Pathway Plan (C&F After Care)	●	↑	FQ3 18/19 74 %	FQ3 18/19 95 %	
The gap in educational attainment between people with protected characteristics has been reduced					
Establishments will continue to monitor the educational attainment of pupils in relation to gender (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	This is monitored and analysed on an annual basis. There are robust discussions taking place with Head Teachers
Ongoing discussions with Education Officers and Education Manager re attainment of boys and girls and about steps (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Information is reviewed at Education Management Team and Education Officers discuss with schools attainment of boys and girls during the Quality Improvement visits. Visits set up to each school on an annual basis; the first visits took place between August and October 2018.
Bullying of young people in schools is reduced					

Performance element	Status	Trend	Target	Actual	Comments
Equalities Action Plan 2015-19					
Communicate and promote the revised anti-bullying policy and procedures through Headteachers meeting (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Policy and procedures are presented to HT at annual HT meetings
Communicate the anti-bullying policy on the Council Website (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	The anti bullying policy is on the schools pages of the council website https://www.argyll-bute.gov.uk/sites/default/files/anti-bullying_policy_-_september_2013_updated_june_2014_0.pdf
Ensure each establishment implements, monitors, reviews and communicates their anti-bullying state (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
All schools will offer curriculum provision on anti bullying (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
All establishments record and report incidents of bullying following the 2013 policy and procedures (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
All schools undertake training of all staff in the Respect Me methodology which emphasises all prote (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
Heads of Establishment ensure staff undertake the corporate e-training on equality and diversity ... (Authority Data)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
Our approach to engagement reflects the diversity of all our communities					
1.8.3a/3.2.4a Number of modern apprenticeships (HR)	●		FQ3 18/19 60	FQ3 18/19 53	We have worked over the last 2 years to introduce new apprenticeship areas in line with our business needs. Publicity has been undertaken with schools on a regular basis and good use made of social media. We have steadily progressed the number of Modern Apprenticeships commenced with the Council. We have created Development Days for our MAs to meet and learn from each other and we have a significant positive detination rate, mostly with the Council. We are on track to reach our target of 60 by March 2020.

Performance element	Status	Trend	Target	Actual	Comments
Equalities Action Plan 2015-19					
Ensure planning for Universal Credit implementation includes engagement with protected groups (Housing and Council Tax Benefit)	●	⇒	FQ3 18/19 Complete	FQ3 18/19 Complete	Action Complete
Following a survey of the youth forum develop an action plan to encourage engagement in local decisi (Youth Services)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Youth Services Plan in place and being implemented
CC17 Pupils accessing Youth Services (Youth Services)	●		FQ3 18/19	FQ3 18/19	Action complete, target met. Measure no longer reported in this way.
Engage with gypsy travellers to ensure their needs are incorporated within the next local housing st (Housing Services)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete
Development of Joint Older Peoples Commissioning Plan (Joint Older People Measures)	●	⇒	FQ3 18/19	FQ3 18/19 Complete	Action Complete

In addition to the actions set out in the plan, some services have carried out initiatives that have supported our equality outcomes.

Additional narrative relating to activities carried out to enable the delivery of our outcomes is provided below.

Equality Outcome 1 - More people are actively engaged in local decision making

Duty: Advance equality of opportunity; Foster good relations

Protected Characteristic: Age, Sex, Race, Religion and Belief, Sexual Orientation, Gender reassignment

Contributing services: Improvement and HR; Governance and Law.

- We have revised our Equality Impact Assessment process and guidance, and have promoted the new approach across the organisation. The new process is more streamlined than previously, and introduces sections that relate to equality impacts on employees and other service deliverers as well on service users. Although the effort put into carrying out an impact assessment should be proportionate to the proposal being made, the guidance emphasises the need to consult with all groups. The guidance also stresses that equalities should be considered while a proposal is being developed, and not as an afterthought.
- We have carried out a review of all polling places within Argyll and Bute to ensure that they offer suitable access arrangements.

Equality Outcome 2 – More people are confident that service delivery is sensitive to their needs

Duty: Advance equality of opportunity; Eliminate discrimination; Foster good relations

Protected Characteristic: Age, Sex, Disability, Race, Religion and Belief, Sexual Orientation, Gender reassignment

Contributing Services: Improvement and HR; Customer and Support Services

- Information relating to equalities is available to Services through the Council's intranet.
- Information relating to, and promotion of, same sex marriages is included on the Council's website and on the Council's online wedding resource (see: <https://www.argyll-bute.gov.uk/marriage/>).
- All Council staff are required to complete equalities training. Following a programme several years ago, where this was made available on a face-to-face basis to all existing staff, the mandatory training is now available as an e-learning course. We monitor uptake of mandatory training, and require that all new staff complete the training as part of their induction. Work is in progress to enable non-networked staff to access equalities training.
- In addition to the mandatory training, a suite of detailed and specific equalities courses are available through our e-learning portal that enable the delivery of this outcome.

- Ensuring that equality briefings on the application of equality principles are delivered to all Head Teachers. All new Head Teachers undertake the LEON training.
- Head teachers deliver an update on equalities at the start of each new academic session, in August.
- The Education Authority works to increase the percentage of Additional Support Needs (ASN) pupils who achieve qualifications.
- The Education Authority works to make sure that arrangements for the continuing support of pupils with Additional Support Needs is in place as they transition to adulthood.
- The Education Authority works to make sure that the percentage of young people with Additional Support Needs who are not in school full time is reduced.
- All proposals for changes in service delivery must follow the Council's Equality and Socio-Economic Impact Assessment procedure. Justification must be provided if an EqSEIA is not required. Where an EqSEIA is required, it must accompany proposals through the Council's approval processes.

Equality Outcome 3 – Carers are more confident that their needs are recognised

Duty: Advance equality of opportunity; Foster good relations

Protected Characteristic: Age, Disability

Contributing Services: Adult Services; Children and Families (now both part of HSCP)

Since the action plan was first developed, the Argyll and Bute Health Social Care Partnership has come into being. The HSCP has produced its own Equality Outcomes. Progress towards their delivery is detailed in the HSCP's 'Equality Outcomes Framework', available here:

<https://www.nhshighland.scot.nhs.uk/OurAreas/ArgyllandBute/abhscp/Documents/AandB%20HSCP%20Equalities%20framework%20Reporting%20measures%202016-2018.pdf>.

Equality Outcome 4 - People who use social care are more confident that their personal outcomes are being recognised because they feel they are at the centre of decision making about their lives and the supports in place

Duty: Advance equality of opportunity; Foster good relations

Protected Characteristic: Age, Sex, Disability, Race

Contributing Services: Adult Services: Children and Families (now both part of HSCP)

Since the action plan was first developed, the Argyll and Bute Health Social Care Partnership has come into being. The HSCP has produced its own Equality Outcomes. Progress towards their delivery is detailed in the HSCP's 'Equality Outcomes Framework', available here:

<https://www.nhshighland.scot.nhs.uk/OurAreas/ArgyllandBute/abhscp/Documents/AandB%20HSCP%20Equalities%20framework%20Reporting%20measures%202016-2018.pdf>.

Equality Outcome 5 - The gap in educational attainment between people with protected characteristics has been reduced

Duty: Advance equality of opportunity

Protected Characteristic: Age, Disability, Sex, Race

Contributing Services: Education

- The Education Authority monitors the educational attainment of pupils in relation to gender. Attainment is monitored on an annual basis, with robust discussions taking place with head teachers.
- The Education Authority has worked to increase the percentage of pupils with Additional Support Needs achieving qualifications.

Equality Outcome 6 - Bullying of children and young people in schools is reduced

Duty: Foster good relations

Protected Characteristic: Disability, Gender, Race, Religion or Belief, Sexual Orientation

Contributing Services: Education

- All education establishments have updated anti-bullying statements, which have been quality assured by the authority's Health and Wellbeing Group. They have been communicated to make sure that young people understand and are respectful of protected characteristics, and have an enhanced understanding of what bullying is. Education has monitored the percentage of pupils who say that their school is good at dealing with bullying.
- All schools have undertaken training of all staff in the Respect Me methodology, which emphasises all protected characteristics.

Equality Outcome 7 – Our approach to engagement reflects the diversity of all our communities

Duty: Foster good relations

Protected Characteristic: All

Contributing Services: Education: All Services

- The Education Authority has worked to make sure that the range of protected characteristics are represented in self-evaluation activities.
- All education establishments have a Pupil Council that is representative of the young people within that establishment.

Section 4: Equality Outcomes: Looking forwards (2019-2023)

4.1 Argyll and Bute's Equality Outcomes (2019-2023)

The Council, Education Authority and Licensing Board have developed new Equality Outcomes for the period 2019-2023. These are set out in Figure 1.

Figure 1: Equality Outcomes (2019-2023).

	Education Authority	Rest of Council	Licensing Board
Workforce	We support our workforce, encouraging participation across all age groups		
	We promote diversity across occupational groups		
Engagement	We have improved engagement with protected groups		
Services	People with protected characteristics have improved experiences of services		
	We take the views of people from protected groups into account when we change our services		
Education	We do not tolerate bullying and harassment of people from protected groups		
	The gap in educational attainment between people with and without protected characteristics is reduced.		

Workforce:

We support our workforce, encouraging participation across all age groups

Duty: Advance equality of opportunity

Protected characteristics: All, with particular attention to age

Purpose: We believe that all employees, including those from all the protected characteristics, should be encouraged, and have equal opportunity, to participate fully within the workforce. This principle is set out in the council's Equality and Diversity Policy.

We recognise that the Council, in common with the population of Argyll and Bute more widely, has particular issues and risks relating to the age of our workforce. This is why this outcome emphasises age.

We actively encourage young people to join our workforce, to provide long-term opportunities for them in our area and to create our workforce for the future.

We promote diversity across occupational groups

Duty: Advance equality of opportunity

Protected characteristics: All, with particular emphasis on sex

Purpose: The Council has a highly segregated workforce in some types of job. For example, people working in home care are 99% female. By contrast, employees in Roads and Amenities and IT are predominantly male. We aim to widen opportunity for people in job roles that they may not have considered otherwise and create opportunity for all.

Engagement:

We have improved engagement with protected groups

Duty: Foster good relations

Protected characteristics: All

Purpose: We aim to make sure the voices and opinions of people from protected groups are heard when we engage with our service users. This is particularly important when people from particular protected groups may have different experiences or needs and whose voices may not be heard so clearly.

We can demonstrate examples of good practice in how we engage with our service users. For example, when developing its Child Poverty Action Plan, the Council / Education Authority produced versions of the draft plan tailored to primary age children and to young people. These tailored documents ensured that the voices of children and young people were more effectively heard during the consultation on the plan's content.

However, we recognise that we can learn from these kinds of examples and we wish to make sure that they become the norm.

The Council is finalising a new consultation toolkit, along with an employee engagement strategy. These, along with a 'You said, we did' section on website and a section on our intranet describing lessons learned from previous consultations and engagement activity will help to improve the way we engage with our service users, customers and other stakeholders.

Services:

People with protected characteristics have improved experiences of services

Duty: Advance equality of opportunity; foster good relations

Protected characteristics: All

Purpose: We aim to make sure that, as far as possible, our services meet the needs and aspirations of people from protected groups and that we work to improve their experience of our services.

We take the views of people from protected groups into account when we change our services.

Duty: Advance equality of opportunity; foster good relations

Protected characteristics: All

Purpose: We aim to make sure that the needs and opinions of people from protected groups are taken into account when we make changes to the way we deliver our services. This helps us to make sure that people with one or more protected characteristics have equal opportunity to access the services we provide as those who do not share a protected characteristic.

We require that an EqSEIA is completed when service redesign takes place. We aim to demonstrate that consultation with protected groups has taken place, and that due regard has been paid when proposals are developed and decisions made.

Education:

We do not tolerate bullying and harassment of people from protected groups

Duty: Foster good relations; eliminate discrimination

Protected characteristics: All

Purpose: As part of wider work to tackle bullying in schools, we will take action to reduce bullying on the basis of one or more of the protected characteristics.

As part of this work, actions will be carried out to make sure that there is an ethos of LGBTI inclusion in all education establishments, with participation and positive relationships across the whole community of learners. All educational establishments will take effective action to prevent and tackle homo-, bi- and transphobic bullying, and anti-LGBTI prejudice, building a positive and safe culture, and to help parents and wider communities understand the value of LGBTI inclusive education.

The gap in educational attainment between people with and without protected characteristics is reduced.

Duty: Advance equality of opportunity

Protected characteristics: All

Purpose: We work to provide a high standard of education to all pupils, and we want to reduce gaps in attainment between people with, and without, protected characteristics. This will help us to advance equality of opportunity for young people who share one or more of the protected characteristics.

All education establishments routinely discuss and report on the attainment by sex and of looked after children.

4.2 Drivers for change

Over the last six years, since we published our first mainstreaming report, a number of changes have occurred that have affected the strategic context within which we have been working.

Since our first mainstreaming report was published, in 2013:

- The Council has adopted the Single Outcome Agreement / Argyll and Bute Outcome Improvement Plan outcomes as its Corporate Outcomes
- There has been a change in Administration
- A new Corporate Plan, with a new set of strategic priorities was approved by Council in 2017.
- Changes to the organisational structure, which have seen some functions being removed to an ALEO
- The setting up of the Argyll and Bute HSCP

The setting up of the Argyll and Bute Health and Social Care Partnership, which came into being in April 2016, has been a particularly notable change. The Integrated Joint Board / HSCP is recognised as being a listed authority in its own right, and has published its own mainstreaming report and its own suite of Equality Outcomes. Thus, some of our previous outcomes, and the activities associated with delivering them, have become part of the remit of the HSCP. (See: Argyll and Bute Health and Social Care Partnership Integrated Joint Board, MAINSTREAM REPORT AND EQUALITIES OUTCOME FRAMEWORK – 2016 – 2020, available at: https://www.argyll-bute.gov.uk/sites/default/files/equalities_outcome_framework_-_final_1_6_16v2.pdf)

The legislative environment in which we operate has also changed. The Community Empowerment Act has put additional emphasis on community engagement, and how we involve people in local decision making.

All these factors have been drivers for change in the Equalities Outcomes we seek to deliver.

4.3 Developing our new outcomes

We took the following steps to develop our Equality Outcomes:

- Discussed the development of our outcomes the Equality Forum (15 August 2018), where it was suggested that we should explore the possibility of having a set of outcomes common across community planning partners.
- The council's HROD Performance and Improvement Team looked at the equality outcomes currently in use by: NHS Highland; the Argyll and Bute Health and Social Care Partnership; Police Scotland; Scottish Fire and Rescue; Argyll and Bute Council. We concluded that, while there are some areas of overlapping interest and activity, we cannot duplicate the equalities outcomes used by partner organisations as some outcomes are tailored to specific areas of activity that are not shared by all partners. While outcomes from both Police Scotland and the Health and Social Care

Partnership influenced the first draft of our proposed outcomes, the wording was changed to reflect the council's 'style'.

- The council's HROD Performance and Improvement Team also considered the key issues and challenges facing the council, and took these, and associated evidence, into account when drafting the new outcomes.
- A meeting of selected members of the Equality Forum took place on 4 November 2018 to further discuss the sharing of equality outcomes. The conclusion was that, while desirable, this would be problematic in part for the reasons outlined above. Additionally, organisations do not currently share common reporting schedules, which means that we could bring outcomes into full alignment only after a period of several years. In the shorter term, we should, however, make sure that all partners are aware of each other's activities with regards to their equalities agendas.
- In October 2018, officers from HROD Performance and Improvement contacted Council Heads of Service with a first draft of new equality outcomes for their comments, along with suggestions for actions and / or success measures that might underpin these. We received comments from around half of the people we contacted.
- Further discussion at the Equality Forum (5 November 2018) led to further refinement of our proposed outcomes.
- The draft equalities outcomes were reported to the council's Strategic Management Team (12 November 2018), along with a request to carry out a public consultation. This led to further refinement of the proposed outcomes.
- Public consultation took place between 22 November and 13 December 2018. To try to reach as many people with protected characteristics we:
 - Targeted local groups using a list provided by Community Development Officers. In addition, Community Development Officers, who were delivering a series of Equalities training events to local groups during this period, promoted the consultation at these sessions.
 - Mapped the interests of the groups we knew about against the nine protected characteristics and recognised that there was a bias towards the protected characteristics of age and disability.
 - Attempted to reach groups and individuals who come from other protected groups, as well as the rest of the population, by promoting the consultation externally through the council's social media channels and internally via a newsflash. Details of the consultation were promoted on the council's website.
 - Respondents to the consultation were encouraged to forward information to anyone who might have been interested.
 - Invited elected Members to respond to the consultation.
 - Particular effort was made to try to reach young people and looked after children by promoting the consultation through officers in Youth Services and Children and Families.
- Consultation responses were collected using an online survey as the primary means of data collection. However, a downloadable Word document was also provided. Respondents were also given the option to email comments without using the survey.

- On the basis of the analysis of the consultation results, the wording of two of the Equalities Outcomes was refined further. Results and analysis of the consultation are published here: https://www.argyll-bute.gov.uk/sites/default/files/equality_outcomes_-_analysis_of_consultation_results.pdf
 - The draft outcome, 'Bullying of young people with one or more protected characteristics is reduced' was changed in light of the strength of feeling around this issue, and the widely held view that bullying in any form is unacceptable. The wording has been changed to **'We do not tolerate bullying and harassment of people from protected groups'**.
 - The draft outcome, 'The gap in educational attainment between people with protected characteristics is reduced' was amended to **'The gap in educational attainment between people with and without protected characteristics is reduced'** This change was made to be clearer about what this outcome is trying to achieve.
- The draft outcomes were presented to the Policy and Resources Committee on 14 February, 2019, who agreed that they should be forwarded to Council for approval.
- The Equalities Outcomes were approved by Council on 21 February, 2019.
- In parallel to the work outlined above, discussions took place with the Licensing Board with regard to the equality outcomes it wished to use. The Licensing Board approved its Equality Outcomes on 26 February, 2019.

4.4 Delivering our new outcomes and monitoring progress

We will develop an action plan to deliver these outcomes and monitor progress via the council's performance management system. Progress on delivering the outcomes will be reported annually to the Equality Forum.

Section 5: Workforce Monitoring

5.1 Our workforce

On the basis of the data we currently hold, along with a comparison with other data, we can make the following comments with regard to the workforce:

- The most obvious difference between the workforce profile and working-age population of the area more general relates to the high proportion of females (approximately three-quarters) within the council workforce.
- With regard to marital status: on the basis of the Census data from 2011, we might expect a little over a third of our workforce to be single. Even allowing for the large amount of missing data, the low figures of 'single' and 'not married' within the workforce appear out of sync with the wider population.
- When compared to the age profile of the wider working-age population (NRS 2017 Mid-Year Estimates), our workforce appears to be broadly in line with what might be expected. There is a gap in the youngest cohort, which covers the final year of secondary education and the period when many people go on to higher education. In older age groups, there is no indication that the age profile of our workforce is out of line with the wider working-age population of the area. It should be noted that the ageing of Argyll and Bute's population is a challenge across the area, more widely.
- It is hard to make comparisons between 2011 Census data and our workforce data with regard to sex, disability and religion because of the high proportion of missing data and 'prefer not to say' within the workforce data.
- Limited information is available about sexual orientation. Data from 2016 (Scottish Household Survey) suggested that 97.9% of Scottish adults identified as being heterosexual / straight. On this basis, we would expect proportions of staff identifying as LGB to be low. However, there is reason to believe that there is underreporting of LGB within the survey (see: Annex 2 of the SHS Annual Report, available: <https://www.gov.scot/publications/scotlands-people-annual-report-results-2016-scottish-household-survey/pages/15/>). No conclusions can be drawn with regard to under / overrepresentation of LGB people within our workforce.

Three separate strands of activity are currently underway with regard to how we monitor and manage our workforce. These relate to:

- Review of workforce data we are required to report under equality legislation
- Workforce planning
- Health of the organisation reporting.

Each of these is considered in more detail below.

5.2 Review of workforce data

In 2018, we reviewed the equalities-related data we hold for our workforce. We have also reviewed the data collected by Talentlink, our recruitment portal. This highlighted a number

of issues relating to the quality and consistency of the monitoring data available to us. We have developed actions to improve these data, going forward.

Data reported comes from two main sources:

- Internally held administrative data, held in our HR and payroll database, Resourcelink
- Data collected via Talentlink as part of the online recruitment process

Both of these sources rely on individuals to voluntarily submit equalities information. The year for which we had the most complete information was 2014, which followed a campaign to encourage employees to update their information. Since then, the amount of data we hold has reduced, the result of:

- People for whom we held information leaving the Council's employ
- New starts being added to the system without their equalities information being added to their employee records
- A period of time during which the equalities module of Resourcelink was disabled, preventing employees from updating their information themselves.

The module has now been re-enabled. We plan to have another campaign to encourage the disclosure of more equalities information.

In the course of our review of our workforce data, the following issues have come to light:

- We currently hold complete equalities information for a minority of employees. For some protected characteristics, we have information for only a little over a quarter of the workforce; this is due to missing data or individuals stating that they would prefer not to disclose information. (See for example data relating to sexual orientation, and religion and belief.)
- Resourcelink contains inconsistent information. Long serving members of staff may have equalities information that use obsolete data categories. This means that we have conflicting and overlapping categories in the system.
- Resourcelink and Talentlink use different categories for equal opportunities monitoring. This means that the two sets of data are not directly comparable.
- The information in Talentlink is collected using overlapping categories, which makes analysis difficult.
- We have identified issues relating to our data collection processes as well as a lack of documentation with regard to how data reports should be generated and the data interpreted.

In light of these issues, we have developed a series of actions to improve data quality in future years.

We will:

- Continue to lobby and liaise with CoSLA to improve the data categories used in Talentlink. This will be of benefit to all users of the system, not just to Argyll and Bute.
- When data categories are confirmed for Talentlink, we will work to align these and categories used in Resourcelink.

- We will carry out another campaign to encourage employees to update their equalities data. This will hopefully increase the amount of data we hold and reduce the number of 'legacy' categories within the dataset.
- We will produce documentation detailing exactly how the data are to be extracted from the system and the methods used to analyse them. This will ensure that data are more consistent over time, and changes in personnel will not cause data discontinuities.

Each of these actions have been reflected in the Equality Action Plan for the period 2019-2023.

The data, itself, is reported in Appendix 2.

5.3 Workforce Planning

In 2018 the Council approved a Strategic Workforce Plan, and put in place a programme of workforce planning activity. Included in this has been team profiling across the council. All third tier managers have been supplied with data highlighting the proportions of their staff aged 50 and over, and under 25. They have also been provided with information relating to the male / female split in their workforce.

This has led to the identification of areas where gender segregation is a particular challenge to the organisation. In turn, this will help to inform actions to deliver on our outcome, *We promote diversity across occupational groups*.

5.4 Health of the Organisation reporting

The Council is in the process of developing scorecards that will show workforce data and profiles. This will enable better monitoring of issues and changes in the workforce, and for interventions to be made in a timely manner.

Appendix 1: Argyll and Bute Council's Corporate and Business Outcomes

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

Appendix 2: Employment Data

A2.1. Workforce Profile

Data source: Internal HR system (Resourcelink)

Because of the small numbers involved in the more detailed ethnicity categories, data have been aggregated for reporting purposes and figures have been rounded to the nearest whole percentage.

Employees with long service may have supplied Equal Opportunities data when previous data categories were used. These legacy categories persist in our records. One of these categories is 'White'; this cannot be broken down into any of the more detailed categories that are currently in use. For this reason, all subcategories of 'white' have been aggregated together for reporting purposes.

(Note that 'other white ethnic group' is included in Ethnic minority. However, 'white -- any other' is included under 'white'. Because of the small numbers involved, this has a negligible impact on the overall results.)

The Council workforce profile data include employees in Education. In addition, teachers are reported separately. (See below.)

RACE	2016/17	2017/18
Ethnic Minority	1%	1%
White	66%	63%
Unknown / prefer not to say	33%	36%
<i>Total number of staff</i>	<i>5721</i>	<i>5119</i>

SEX	2016/17	2017/18
Male	26%	25%
Female	74%	75%
<i>Total number of staff</i>	<i>5721</i>	<i>5119</i>

DISABILITY	2016/17	2017/18
Yes	1%	1%
No	47%	47%
Unknown	51%	52%
<i>Total number of staff</i>	<i>5721</i>	<i>5119</i>

AGE	2016/17	2017/18
16-24	6%	4%
25-34	14%	14%
35-44	20%	21%
45-54	31%	31%
55-64	24%	25%
65+	6%	5%
<i>Total number of staff</i>	<i>5721</i>	<i>5119</i>

SEXUAL ORIENTATION	2016/17	2017/18
Bisexual	0%	0%
Gay	0%	0%
Heterosexual / straight	26%	26%
Lesbian	0%	0%
Prefer not to say / unknown	74%	73%
<i>Total number of staff</i>	5721	5119

MARITAL STATUS	2016/17	2017/18
Divorced	1%	1%
Divorced / separated	0%	0%
Separated	1%	1%
Living with partner	3%	3%
Marriage / Civil Partnership	31%	22%
Single	5%	4%
Widowed	1%	1%
Not Married	9%	18%
Prefer not to say / unknown	50%	50%
<i>Total number of staff</i>	5721	5119

RELIGION AND BELIEF	2016/17	2017/18
Church of Scotland	13%	13%
Roman Catholic	3%	3%
Other Christian	2%	2%
Buddhist	0%	0%
Hindu	0%	0%
Muslim	0%	0%
Pagan	0%	0%
Sikh	0%	0%
Humanist	0%	0%
Other religion or belief	1%	1%
None	8%	7%
Prefer not to say / unknown	73%	73%
<i>Total number of staff</i>	5721	5119

A2.2 Applications for Employment

Source: this data comes from the recruitment portal (MyJobScotland / Talentlink). There are issues with this data, which have been flagged up to CoSLA.

A review of the equalities data collected highlighted that no information has been collected regarding successful candidates. This is an oversight we are seeking to rectify.

The applications for employment figures include applications for promoted posts, which are also reported on separately. (See below.)

RACE		2016/17	2017/18
Black Minority Ethnic	African	1%	1%
	Any Mixed	1%	1%
	Asian	1%	1%
	Black	0%	0%
	Caribbean	0%	0%
	Other Ethnic Group	0%	0%
<i>Subtotal: All black minority ethnic</i>		4%	3%
White	White Scottish	65%	68%
	White British (including English)	16%	16%
	White Irish	1%	1%
	White Other	5%	5%
<i>Subtotal: All white</i>		87%	90%
<i>Prefer not to answer / unknown</i>		8%	7%
Total		100%	100%
<i>Total number of applications</i>		4860	6130

Although applications appear to include greater representation from minority ethnic groups than the current workforce, this conclusion should be treated with caution, given the large amount of missing data in the workforce dataset.

The majority of applications come from individuals who identify themselves as white Scottish, with 'white British' forming the second largest category of applicants. This is in line with what we know about the wider demography of the area, where much in-migration comes from other parts of the UK, while most outmigration goes to other parts of Scotland.

NATIONALITY	2016/17	2017/18
British (including Scottish, Northern Irish, English, Welsh, and combinations thereof)	85%	87%
Irish	0%	0%
Other	7%	6%
Prefer not to answer / none / unknown	8%	7%
<i>Number</i>	4860	6130

In both years, 59% of applicants identified themselves as being Scottish.

MARITAL STATUS	2016/17	2017/18
Single	40%	38%

Married / civil partnership	30%	33%
Separated	3%	3%
Divorced	5%	4%
Widowed	1%	1%
Living with partner	14%	13%
Prefer not to answer / unknown	8%	7%
<i>Number</i>	<i>4860</i>	<i>6130</i>

The marital status data is problematic because of overlapping categories caused notably by the inclusion of a 'living with partner' response option. As a result, these data cannot easily be compared with data from other sources (e.g. the Census).

RELIGION OR BELIEF	2016/17	2017/18
Church of Scotland	19%	20%
Roman Catholic	10%	10%
Church of England	0%	0%
Other Christian	10%	10%
Buddhist	0%	0%
Hindu	0%	0%
Jewish	0%	0%
Muslim	1%	1%
Sikh	0%	0%
Humanist	1%	1%
Other religion or belief	2%	3%
None	41%	40%
Prefer not to answer / unknown	15%	14%
<i>Number</i>	<i>4860</i>	<i>6130</i>

GENDER	2016/17	2017/18
Male	39%	36%
Female	54%	58%
Other	0%	0%
Prefer not to say / unknown	7%	6%
<i>Number</i>	<i>4860</i>	<i>6130</i>

It should be noted that the question posed by MyJobScotland explicitly asks about gender. For this reason, the data is reported in this way, even though the protected characteristic is described in the legislation as 'sex'.

The proportion of male applicants is higher than the proportion of males within the current workforce. This pattern has been apparent for at least four consecutive years.

DISABILITY	2016/17	2017/18
Yes	4%	4%
No	89%	89%

Prefer not to say / unknown	8%	7%
<i>Number</i>	4860	6130

SEXUAL ORIENTATION	2016/17	2017/18
Bisexual	1%	1%
Gay	1%	1%
Lesbian	0%	0%
Heterosexual/straight	87%	88%
Other	0%	0%
Prefer not to answer / unknown	11%	10%
<i>Number</i>	4860	6130

Percentages have been rounded to the nearest whole number. This may lead to the apparent 'erasure' of some orientations.

AGE	2016/17	2017/18
16-24	19%	17%
25-34	24%	24%
35-44	19%	20%
45-54	21%	19%
55-64	9%	11%
65+	0%	1%
Unknown	8%	9%
<i>Number</i>	4860	6130

PREGNANCY AND MATERNITY

No questions are asked, and consequently no data collected, with regard to pregnancy or maternity during the recruitment process.

A2.3 Applications for Promotion

Source: this data comes from the recruitment portal (MyJobScotland / Talentlink). There are issues with this data, which have been flagged up to CoSLA.

A review of the equalities data collected highlighted that no information has been collected regarding successful candidates.

RACE		2016/17	2017/18
Black Minority Ethnic		3%	2%
White	White Scottish	79%	79%
	White British	14%	16%
	Other white	4%	2%
Prefer not to say / unknown		1%	0%

Total number of applications

278

407

Because of the small numbers involved in the more detailed ethnicity categories, data has been aggregated for reporting purposes.

NATIONALITY	2016/17	2017/18
British (including Scottish, Northern Irish, English, Welsh, and combinations thereof)	94%	98%
Irish	0%	0%
Other	4%	1%
Prefer not to answer / none / unknown	3%	0%
<i>Number</i>	278	407

In both years, 71% of applicants for promoted posts identified themselves as being Scottish.

MARITAL STATUS	2016/17	2017/18
Single	24%	27%
Married / civil partnership	42%	51%
Separated	3%	2%
Divorced	8%	5%
Widowed	0%	0%
Living with partner	21%	14%
Prefer not to answer / unknown	1%	0%
<i>Number</i>	278	407

RELIGION OR BELIEF	2016/17	2017/18
Church of Scotland	30%	32%
Roman Catholic	10%	13%
Church of England	0%	1%
Other Christian	13%	6%
Buddhist	0%	0%
Hindu	1%	0%
Jewish	0%	0%
Muslim	1%	0%
Sikh	0%	0%
Humanist	1%	1%
Other religion or belief	1%	5%
None	34%	32%
Prefer not to answer / unknown	8%	9%
<i>Number</i>	278	407

GENDER	2016/17	2017/18
Male	27%	36%
Female	73%	64%
Other	0%	0%
Prefer not to say / unknown	0%	0%
<i>Number</i>	278	407

The question explicitly asks about gender, so results have been reported this way.

DISABILITY	2016/17	2017/18
Yes	3%	2%
No	96%	97%
Prefer not to say / unknown	0%	0%
<i>Number</i>	278	407

SEXUAL ORIENTATION	2016/17	2017/18
Bisexual	0%	0%
Gay	0%	0%
Lesbian	0%	0%
Heterosexual/straight	92%	97%
Other	0%	0%
Prefer not to answer / unknown	8%	2%
<i>Number</i>	278	407

Numbers may not add up due to rounding.

In practice, we may have small numbers of applicants from minority sexual orientations.

AGE	2016/17	2017/18
16-24	18%	13%
25-34	20%	18%
35-44	22%	28%
45-54	26%	28%
55-64	14%	9%
65+	1%	4%
Unknown	0%	0%
<i>Number</i>	278	407

PREGNANCY AND MATERNITY

No questions are asked, and consequently no data collected, with regard to pregnancy or maternity during the recruitment process.

A2.4 Applications for Training

Source: Resourcelink

Applications for training refers to requests made for training through the Council's PRD (Performance Review and Development) process. Not all staff were eligible for PRDs in the years being reported.

As PRDs only occur once a year, they do not capture information about all training that is offered or delivered. Nor does engagement in the PRD process ensure that training requested has been received.

How we monitor training requests by protected characteristic is under review.

RACE	2016/17	2017/18
Ethnic minority	1%	1%
White	79%	78%
Prefer not to say / unknown	20%	21%
<i>Number</i>	<i>2516</i>	<i>2404</i>

Because of the small numbers involved in the more detailed ethnicity categories, data has been aggregated for reporting purposes.

Additionally, there are some issues regarding the 'white' categories, which prevents easy interpretation of the data contained within them. For this reason, all subcategories of 'white' have been aggregated together.

(Note that 'other white ethnic group' is included in Ethnic minority. However, 'white -- any other' is included under 'white'. Because of the small numbers involved, this has a negligible impact on the overall results.)

NATIONALITY	2016/17	2017/18
British (including Scottish, Northern Irish, English, Welsh, and UK default)	98%	97%
European Economic Area	0%	2%
Other	1%	0%
Prefer not to answer	0%	1%
<i>Number</i>	<i>2516</i>	<i>2404</i>

Numbers may not add up due to rounding.

MARITAL STATUS

Data has not been extracted.

RELIGION OR BELIEF

Data has not been extracted.

SEX	2016/17	2017/18
Male	22%	22%
Female	78%	78%
<i>Number</i>	2516	2404

SEX	2016/17	2017/18
Male	22%	22%
Female	78%	78%
<i>Number</i>	2516	2404

SEXUAL ORIENTATION

Data has not been extracted.

AGE	2016/17	2017/18
16-24	1%	2%
25-34	14%	13%
35-44	22%	22%
45-54	37%	36%
55-64	24%	26%
65+	2%	2%
<i>Number</i>	2516	2404

PREGNANCY AND MATERNITY

Data has not been extracted.

A2.5 Employees who are involved in Disciplinary Procedures

Source: information on disciplinaries has been manually extracted from our records and then related to data held in Resourcelink.

During the period 2016/17, the way the council undertakes its disciplinary procedures was changed. This led to disruption in the collection of data; no data was collated for 2016/17.

31 disciplinaries were recorded in the year ending 31 March 2018.

We hold information related to race, sex, age and disability with regard to the employees subjected to disciplinary procedures. The only patterns that appear out of line with the wider workforce relates to 'sex' of those individuals being disciplined.

Although our workforce is approximately 75% female and 25% male, disciplinaries are closer to showing a 50-50 split. Although numbers involved are small, this suggests that a disproportionately high percentage of employees being disciplined are male.

The main reasons for disciplinary action being taken relate to 'conduct' and 'attendance'. There are no known reasons to explain the higher than expected numbers of disciplinaries being taken out on male members of staff. However, this has been a pattern over several years.

A2.6 Employees who are involved in Grievance Procedures

Source: information on grievances has been manually extracted from our records and then related to data held in Resourcelink.

There were 23 Grievances filed in 2017/18. As total numbers are small, limited conclusions can be drawn from the data.

We hold information related to race, sex, age and disability with regard to the employees who filed grievances. The areas where the profile of people submitting grievances appear out of line with the wider workforce relates to 'sex' and 'age'.

As with disciplinaries, it is worth noting the almost 50-50 split between men and women, which suggests that a higher than expected number of men are involved.

It is also worth noting that grievances come from older members of the workforce, with 22 out of the 23 grievances reported relating to employees aged 45 and over. This is higher than expected.

A2.7 Employees Leaving the Council

Source: Resourcelink

RACE	2016/17	2017/18
Ethnic minority	1%	1%
White	59%	54%
Prefer not to say / unknown	40%	45%
<i>Number</i>	<i>398</i>	<i>539</i>

Because of the small numbers involved in the more detailed ethnicity categories, data has been aggregated for reporting purposes.

Additionally, there are some issues regarding the 'white' categories, which prevents easy interpretation of the data contained within. For this reason, all subcategories of 'white' have been aggregated together for reporting purposes.

(Note that 'other white ethnic group' is included in Ethnic minority. However, 'white -- any other' is included under 'white'. Because of the small numbers involved, this has a negligible impact on the overall results.)

NATIONALITY

No data was extracted.

MARITAL STATUS

No data was extracted.

RELIGION OR BELIEF

No data was extracted.

SEX	2016/17	2017/18
Male	32%	28%
Female	68%	72%
<i>Number</i>	398	539

DISABILITY	2016/17	2017/18
Yes	1%	1%
No	45%	33%
Prefer not to say / unknown	54%	66%
<i>Number</i>	398	539

SEXUAL ORIENTATION

Data has not been extracted.

AGE	2016/17	2017/18
16-24	12%	13%
25-34	16%	17%
35-44	15%	17%
45-54	18%	17%
55-64	26%	23%
65+	13%	12%
<i>Number</i>	398	539

PREGNANCY AND MATERNITY

No data relating to pregnancy and maternity was extracted.

RELIGION AND BELIEF	2016/17	2017/18
Church of Scotland	9%	9%
Roman Catholic	2%	2%
Other Christian	3%	3%
Buddhist	0%	0%
Hindu	0%	0%
Muslim	0%	0%
Pagan	0%	0%
Sikh	0%	0%
Humanist	0%	0%
Other religion or belief	1%	0%
None	5%	5%
Prefer not to say / unknown	80%	81%

Total number of staff	1146	1111
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A2.10 Policy Statement with regard to Equal Pay:

Argyll and Bute Council is committed to the principle of equal opportunities in employment to ensure that employees are not discriminated against irrespective of their age, race, disability, sexual orientation, gender, gender re-assignment, marriage/civil partnership, pregnancy, maternity, religion or belief.

Argyll and Bute Council is committed to ensuring that that all staff, irrespective of gender should receive equal pay for the same or broadly similar work, for work rated as equivalent and for work of equal value.

The Council's equal pay objectives are to:

- Eliminate any unfair, unjust or unlawful practices that impact on pay;
- Take appropriate action to address these accordingly;
- Regularly monitor and review the application of policies and procedures and;
- Conduct an equal pay review to monitor existing pay practices in line with the Equality and Human Rights Commission's Equal Pay Statutory Code of Practice.

In order to achieve equal pay for employees, the Council operates a pay system which is transparent, based on clear criteria and free from unlawful bias through the application of the nationally agreed job evaluation scheme and relevant legislation.

For Teachers the Council complies with nationally agreed pay and conditions of service.

Argyll and Bute Council is committed to ensuring equal pay structures for all its employees and will:

- Conduct regular audits to monitor the impact of its pay structure.
- Provide training and guidance for those involved in determining pay
- Respond to grievances on equal pay in accordance with the council's Grievance Policy
- Work in partnership with recognised trade unions to ensure that the Council provides equal pay
- Review progress every 4 years.

A2.11 Equal Pay Audit

NGA Human Resources carried out an Equal Pay Audit on behalf of Argyll and Bute Council in November 2018. The report produced by the consultants is below. However, the appendices have not been included in the mainstreaming report; as they include small numbers, the data they contain are potentially disclosive and have been withheld. Potentially disclosive data has also been redacted from the report (section 5.31).

ARGYLL & BUTE COUNCIL

EQUAL PAY AUDIT November 2018

Andrew Worth
Principal Reward Consultant
NGAHR
November 2018

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1.0 Introduction

1.1 This report presents an Equal Pay Audit as at November 2018 for Argyll & Bute Council. The report is an independent assessment of pay equity.

NGAHR are specialist reward consultants utilising tailored software solutions to provide reward consulting services.

Data and management information relating to this assessment has been processed and produced by the 'Equal Pay Reviewer' software tool.

1.2 The purpose of this report is to undertake an Equal Pay Review by providing a summary and detailed analysis. The primary aim of the report is to assess the impact of the Councils pay practices and policies in relation to equal pay and demonstrate any improvements and identify areas for further investigation.

1.3 The report provides a brief background to the law regarding equal pay, it gives details of the information gathered using the Equal Opportunities Commission Equal Pay Review Model, and concludes with recommendations contained in the Equal Pay Action Plan.

2.0 Background

2.1 The law relating to equal pay is governed by the Equality Act 2010, the core provisions which came into force on 1st October 2010. To bring a claim under the Equal Pay Act, the claimant must show that their comparator:

- Is employed by the same employer or by an associated employer; and
- Works at the same establishment (which can be made up of more than one workplace) as them, or at a different establishment where common terms and conditions apply.

2.2 In defence of an equal pay claim an employer can argue that, although a female employee has not been paid equivalently with a male employee who does equal work, the difference is due to a genuine '**material factor**' that is a material difference between the woman's case and the man's case. If the factor is shown to be indirectly discriminatory, the employer can justify it provided that it is a '**proportionate means of achieving a legitimate aim**'.

2.3 Examples of factors that may be material factors are as follows:

- Length of service;
- Seniority;
- Merit, qualifications or skill;
- Economic factors or administrative efficiency;
- Salary protection;
- Unsocial hours of work.

- 2.4 The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000 prohibit discrimination against part-time workers on the grounds of their part-time status, unless this can be objectively justified.
- 2.5 This protection applies to women and men part-timers equally and the comparison for equal pay is made between part-time and full time workers, irrespective of their gender. (There is an exception to the rule that allows employers to pay overtime rates to part-timers only once they have exceeded their full time hours).

3.0 5 Step Approach

- 3.1 Guidance on how to carry out an Equal Pay Review is based upon the Equal Opportunities Commission Equal Pay Review Model which includes the following five step plan:

Step 1- Decide the scope of the review and collate the data required;

Step 2 - Identify where men and women are doing equal work;

Step 3 - Compare pay data to identify any significant equal pay gaps;

Step 4 - Establish the causes of any significant pay gaps and decide whether these are free from discrimination and objectively justified;

Step 5 - Develop an Equal Pay Action Plan.

- 3.2 The Equal Pay Review Model states that as a general guide, any differences of 5% or more, or any patterns of 3% or more will require further exploration and explanation. In other words if any of the checks reveal either:

- Significant differences between average basic pay (or other elements of pay) of men and women performing equal work (differences of 5% or more), or
- Patterns of basic pay difference for example women consistently earning less than men for equal work or visa versa (differences of 3% or more).

4.0 Scope of review

- 4.1 The 'scope of the review' will follow the previous review of 2014 as discussed and agreed with key stakeholders.

Scope and Assumptions

- Council staff in gender groups male and female;
- Time period for analysis – Basic data provided from the October pay run 2018, Allowance data Tax period 1- 7 divided by 7 and multiplied by 12 to give annualised amounts.

- Pay gap information is the percentage difference between average hourly pay (excluding non-contractual overtime) between gender, disability and ethnic minority groups. This is produced as one set of comparative figures for the whole workforce.
- All staff, including part-time and temporary employees are included.
- Part-time workers in this report are identified as anyone working less the 99% FTE.
- Casual Staff are excluded.
- Overall figures are provided for Teaching staff and Apprentices however these are excluded from the actual audit as their pay level is not controlled by the Council.
- Basic Pay;
- Total Pay (basic pay and additional allowances).

5.0 Findings

5.1 Composition of the Workforce

- 5.2 In undertaking any equal pay audit it is important to first set out the composition of the workforce at the time of the audit, in order to provide context to the findings and recommendations.
- 5.3 Argyll and Bute Council including Teachers has a total of 5300 employees, of which 76.34% are female and 23.66% are male. In the case of APTC and Manual Council employees there are 3800 of which 74.74% are female and 25.26% are male. It is important to note that a higher proportion of the female workforce is concentrated at the lower levels of the grading structure. 53.44% of male employees (APTC) are in grades 2 to 7, whereas 76.80% of females are within these grades. This should be take into account in any overall pay gap figures.
- 5.4 This data would suggest that male employees are less likely to populate lower paid roles, which is a socio-economic feature that prevails generally across both the region and nationally.

Equal Work Group	Organisation	Male all			Female all		
	Count	Count	% of Group	% of Male all	Count	% of Group	% of Female all
LGE2	263	58	22.05%	6.04%	205	77.95%	7.22%
LGE3	311	39	12.54%	4.06%	272	87.46%	9.58%
LGE4	652	187	28.68%	19.48%	465	71.32%	16.37%
LGE5	823	156	18.96%	16.25%	667	81.04%	23.49%
LGE6	381	77	20.21%	8.02%	304	79.79%	10.70%
LGE7	322	54	16.77%	5.63%	268	83.23%	9.44%
LGE8	243	57	23.46%	5.94%	186	76.54%	6.55%
LGE9	213	92	43.19%	9.58%	121	56.81%	4.26%
LGE10	133	37	27.82%	3.85%	96	72.18%	3.38%
LGE11	240	95	39.58%	9.90%	145	60.42%	5.11%
LGE12	122	55	45.08%	5.73%	67	54.92%	2.36%

LGE13	41	21	51.22%	2.19%	20	48.78%	0.70%
LGE14	41	24	58.54%	2.50%	17	41.46%	0.60%
Chief Officer and Heads Of Service	15	8	53.33%	0.83%	7	46.67%	0.25%
Overall APTC Staff	3,800	960	25.26%	100.00%	2,840	74.74%	100.00%

- 5.5 A further analysis has been undertaken to identify the composition of the workforce based on those employees working full or part-time. There are a significantly higher percentage of male employees working full-time.

Table 2 – Workforce distribution by Part Time and Full Time by Gender					
Composition of the Workforce - % of male and female working full and part-time					
Males (All)	960	100%	Females (All)	2840	100%
Males (FT)	700	72.92%	Females (FT)	760	26.76%
Males (PT)	260	27.08%	Females (PT)	2080	73.24%

5.6 Gender Pay Gap Analysis – Basic Pay

- 5.7 The purpose of the gender pay gap analysis is to illustrate the difference between male and female pay by grade and also by Job Title and Grade. These two groupings are used as they demonstrate work rated as equivalent using the current JE scheme approach by Argyll and Bute Council.

Table 3 – Average Basic Pay Gap by Gender and Grade						
Equal Work Group	Male all		Female all			
	Count	Avg Basic Hourly Rate	Count	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
LGE2	58	£7.19	205	£7.18	0.01	0.20%
LGE3	39	£7.90	272	£8.00	-0.10	-1.26%
LGE4	187	£8.78	465	£8.83	-0.05	-0.55%
LGE5	156	£9.84	667	£9.73	0.11	1.07%
LGE6	77	£10.80	304	£10.79	0.01	0.12%
LGE7	54	£11.81	268	£11.74	0.07	0.57%
LGE8	57	£13.10	186	£13.17	-0.07	-0.55%
LGE9	92	£14.75	121	£14.77	-0.02	-0.15%
LGE10	37	£17.12	96	£17.08	0.04	0.23%
LGE11	95	£19.35	145	£19.31	0.04	0.21%
LGE12	55	£21.73	67	£21.73	0.01	0.03%
LGE13	21	£24.58	20	£24.70	-0.13	-0.52%
LGE14	24	£27.57	17	£27.74	-0.17	-0.62%
Chief Officer and Heads Of Service	8	£44.65	7	£43.67	0.98	2.20%
	960	£13.21	2,840	£11.29	1.91	14.48%

- 5.8 Table 3 above shows a gender pay gap of 14.48% in favour of male employees based on average basic pay for APTC and Manual staff. There are no grades with a pay gap of over 3% in terms of basic pay. If teaching staff are included the overall average basic pay gap is 7.58% in favour of male employees.
- 5.9 The median gender pay gap for basic pay is 8.62% in favour of male employees. With no pay gaps at any grade or work rated as equivalent for APTC and Manual employees.

Equal Work Group	Male all	Median Basic Hourly Rate	Female all	Median Basic Hourly Rate	Difference (£)	Pay Gap (%)
LGE2	58	£7.24	205	£7.24	£0.00	0.00%
LGE3	39	£8.14	272	£8.14	£0.00	0.00%
LGE4	187	£8.87	465	£8.87	£0.00	0.00%
LGE5	156	£9.97	667	£9.97	£0.00	0.00%
LGE6	77	£10.91	304	£10.91	£0.00	0.00%
LGE7	54	£11.90	268	£11.90	£0.00	0.00%
LGE8	57	£13.38	186	£13.38	£0.00	0.00%
LGE9	92	£15.04	121	£15.04	£0.00	0.00%
LGE10	37	£17.45	96	£17.45	£0.00	0.00%
LGE11	95	£19.64	145	£19.64	£0.00	0.00%
LGE12	55	£22.13	67	£22.13	£0.00	0.00%
LGE13	21	£24.92	20	£24.92	£0.00	0.00%
LGE14	24	£28.08	17	£28.08	£0.00	0.00%
Chief Officer and Heads Of Service	8	£39.70	7	£39.70	£0.00	0.00%
	960	£10.91	2,840	£9.97	£0.94	8.62%

5.10 Full / Part Time Employees

- 5.11 When comparing male full time employees to female full time employees the average basic pay gap is 4.23% in favour of Female employees, with no grade being in excess of 3%.
- 5.12 The average basic gender pay gap when comparing male part time employees with female part time employees is 2.30% in favour of Female employees. Grade 12 has a pay gap of 7.32% in favour of female employees due to the one part time male employee being at the bottom of the grade.
- 5.13 When comparing female part time employees to male full time employees the pay gap is 31.99% in favour of Male employees, however no band shows a pay gap of more than 5%. This demonstrates there are a high proportion of part time female employees in lower grades.

5.14 Ethnicity

- 5.15 Argyll & Bute Council have 2456 employee records stating an Ethnicity (Appendix A and B). 65 employees have declared a response which represents an ethnic minority. This accounts for 2.65% of the population who have a declared ethnicity. In Argyll & Bute, the employment profile is strongly weighted towards those who are declared against the 'White-Scottish' categories. This reflects the local demographic population. This leaves a small proportion of employees with a declared Ethnic minority of which the majority are White but not Scottish. Therefore, any statistical patterns are unlikely to be relevant.
- 5.16 The average Basic pay gap using the data is in 3.26% in favour of the minority grouping employees and the average total pay gap is 3.14%. (Appendix C)

5.17 Disability

- 5.18 The number of employees that have declared a disability within the workforce is 60 (3.17%). (Appendix D). The analysis shows an overall basic pay gap of 4.31% in favour of non-disabled employees and a 4.99% total average pay gap. The pay gap is marginally in favour of disabled employees in grades 5,6,7,8 and 12. The disability pay gap does not suggest any discrimination. See Appendix E.

5.19 Age

- 5.20 81% of the APTC and Manual workforce is between the age of 34 and 64. Table 5 demonstrates the pay gap between male and female employees' increases with age until the 65+ age group where 122 of the 181 employees occupy Manual work roles in grades 2 to 6.

Age Range	Male all		Female all				
	Count	Avg Basic Hourly Rate	Count	Pay Gap (%)	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
16 - 24	35	£9.89	81	6.18%	£9.46	£0.43	4.33%
25 - 34	87	£11.75	320	6.55%	£11.13	£0.62	5.30%
35 - 44	136	£13.80	605	18.38%	£11.35	£2.46	17.79%
45 - 54	308	£13.69	1,008	16.33%	£11.56	£2.12	15.52%
55 - 64	315	£14.03	724	19.15%	£11.39	£2.64	18.81%
65+	79	£10.10	102	4.44%	£9.64	£0.46	4.55%
	960	£13.21	2,840	15.20%	£11.29	£1.91	14.48%

5.21 Gender Pay Gap Analysis – Total Pay

- 5.22 When taking into account allowances the total pay gap can be reviewed. 464 employees are in receipt of allowances 231 (24.06%) male and 233 (8.2%) female. When allowances are included the overall average pay gap increases from 14.48% to 15.12%. The median total pay gap increases to 10.6%.

Equal Work Group	Male		Female			

	all		all			
	Count	Avg Total Pay	Count	Avg Total Pay	Difference (£)	Pay Gap (%)
LGE2	58	£7.24	205	£7.20	0.05	0.66%
LGE3	39	£7.92	272	£8.01	-0.09	-1.13%
LGE4	187	£8.95	465	£8.84	0.11	1.20%
LGE5	156	£10.15	667	£9.77	0.38	3.76%
LGE6	77	£11.07	304	£10.91	0.16	1.43%
LGE7	54	£12.04	268	£11.92	0.12	1.01%
LGE8	57	£13.37	186	£13.22	0.15	1.12%
LGE9	92	£15.04	121	£14.84	0.20	1.36%
LGE10	37	£17.46	96	£17.72	-0.26	-1.49%
LGE11	95	£19.39	145	£19.36	0.03	0.13%
LGE12	55	£21.75	67	£21.80	-0.05	-0.22%
LGE13	21	£24.66	20	£24.74	-0.08	-0.32%
LGE14	24	£27.65	17	£27.82	-0.16	-0.60%
Chief Officer and Heads Of Service	8	£44.72	7	£43.69	1.03	2.30%
	960	£13.39	2,840	£11.37	2.02	15.12%

5.23 Table 7 shows the median total pay gap increases to 10.60% with the inclusion of allowances.

Equal Work Group	Male all			Female all		
	Count	Median Total Hourly Rate	Count	Median Total Hourly Rate	Difference (£)	Pay Gap (%)
LGE2	58	£7.24	205	£7.24	0.00	0.00%
LGE3	39	£8.14	272	£8.14	0.00	0.00%
LGE4	187	£8.87	465	£8.87	0.00	0.00%
LGE5	156	£9.97	667	£9.97	0.00	0.00%
LGE6	77	£11.06	304	£10.91	0.15	1.37%
LGE7	54	£11.90	268	£11.90	0.00	0.00%
LGE8	57	£13.38	186	£13.38	0.00	0.00%
LGE9	92	£15.04	121	£15.04	0.00	0.00%
LGE10	37	£17.45	96	£0.00	0.00	
LGE11	95	£19.64	145	£19.64	0.00	0.00%
LGE12	55	£22.13	67	£22.13	0.00	0.00%
LGE13	21	£24.92	20	£24.92	0.00	0.00%
LGE14	24	£28.08	17	£28.08	0.00	0.00%
Chief Officer and Heads Of	8	£39.77	7	£39.77	0.00	0.00%

Service						
	960	£11.15	2,840	£9.97	1.18	10.60%

5.24 Additional Pay Elements

5.25 A summary of the average allowance payments by Gender is included in appendix F.

The volume of allowances paid is not significant in terms of total pay but they do present minor gender pay gaps in one area of the pay structure. It is prudent to review each category of allowance from a gender point of view.

5.26 Distant Islands

An annual allowance is paid to employees based on Tiree, Coll and Colonsay. Whilst an overall pay gap exists this is due to the annualised figures. The fixed payment is made to compensate for a circumstantial situation and no gender concern is noted.

5.27 Night Working

Night Work is paid at the rate of time and a third of the hourly rate for each hour worked on recognised night shifts between 10pm and 6am. The allowance is claimed by key roles such as Social Care Worker which are female dominant. This payment for 'unsocial hours' is a reasonable recompense for work within a 24hour service cycle and whilst a pay gap has been noted no action is required.

5.28 Call Out/Standby

A range of standby/call-out payments are in place to compensate employees who are on a standby duty or are called out to work out of normal hours. There are proportionally more male employees 176 (18.33%) than female 83 (2.92%) in receipt of Standby payments

Male employees in receipt of Standby payments are predominantly in Road worker, Mechanic, Local Environment, Refuse and Social Work type roles whereas Female employees tend to be in Social Work and Social Care roles. It is important to ensure the Standby policy and payments are consistently applied in both amounts and application.

5.29 Sleep in

Employees required to sleep-in as part of their normal duties receive sleep-in compensation payments. The key roles claiming this allowance include Houseparent and Social Support Worker roles required to stay away from home as part of their duties and no concern is noted.

5.30 Telephone Allowance

Telephone allowances are paid incorporating basic line rental and rental cost of one handset.

Payment for business calls also applies where Directors determine employees eligible to receive telephone allowance based on the exigency of the service. Whilst more male employees (33) receive

this payment, the circumstantial nature of the requirement to have access to a telephone does not present a specific gender concern.

5.31 Contractual Overtime

Contractual overtime is currently paid to 32 male employees and 1 female employee(s), the male employees occupy Pier, Ferry and Harbour Roles the one female employee also works as a pier operative. There is not a significant gender pay gap in the amounts paid however it is important to ensure this is monitored in future.

5.32 Living Wage Note:

Argyll & Bute Council pays a Living Wage Supplement in addition to Basic Pay to those employees who are graded in the Council's job evaluation scheme below the Scottish Local Government Living Wage to top up their wages to the current living wage rate of £8.51 per hour.

The figures contained in this report exclude the Living Wage Supplement as its payment is a voluntary policy decision rather than an element of Basic Pay. There has been agreement at national level that the living wage should be consolidated into the Council's pay and grading model and the Council has allocated funding for a temporary project to undertake this activity.

It is anticipated that once the living wage has been fully integrated into the pay and grading system there will be a positive impact on pay differentials highlighted in this report

5.32 Total Pay Gaps by Gender and Length of Service

5.33 Starting Salary analysis is important to ascertain whether there is any gender bias in recruitment within pay bands. Table 8 shows the Total average pay gaps by gender for each band employees with less than one year's service. There are patterns of difference in grades 7 and 12 and a significant difference in grade 8 which require further investigation.

Table 8 Total pay Gap for employees with less than 1 years' service by Grade and Gender						
Equal Work Group	Male all		Female all			
	Count	Avg Basic Hourly Rate	Count	Avg Basic Hourly Rate	Difference (£)	Pay Gap (%)
LGE2	4	£6.88	14	£6.89	-0.01	-0.11%
LGE3	11	£7.51	11	£7.51	0.00	0.00%
LGE4	17	£8.44	39	£8.23	0.21	2.47%
LGE5	14	£9.19	47	£9.13	0.05	0.60%
LGE6	8	£10.36	17	£10.37	-0.01	-0.13%
LGE7	2	£11.23	10	£10.83	0.40	3.54%

LGE8	3	£10.71	6	£12.70	-1.98	-18.51%
LGE9	7	£13.77	4	£13.87	-0.10	-0.74%
LGE11	6	£18.32	5	£18.29	0.03	0.19%
LGE12	4	£20.84	1	£20.21	0.63	3.02%
LGE13	1	£24.92	1	£24.92	0.00	0.00%
LGE14	2	£26.05	0			
	79	£11.22	155	£9.56	1.66	14.78%

5.34 Pay Gap by Job Title and Band

5.35 When pay gaps are investigated in more detail there are a number of role titles in each Band which show a gender pay gap of greater than 5% both in favour of male employees and in favour of female employees. There is a list of these roles in Appendix G which have the same title but a pay gap of greater than 3% the main reason for the gap is the job title is the same but the jobs are in different grades. They should be reviewed further to determine if this is the case and to ensure the Job Evaluation outcomes of these roles ensures they are in different grades.

6.0 Conclusions

- 6.1 In conclusion the overall findings of this report have established that the average (Mean) basic pay equal pay gap for APTC and Manual staff basic pay is 14.48% (Table 3) and the Median is 8.62% (Table 4) in favour of male employees.
- 6.2 The Overall Total **Mean** gender pay gap 15.12% (Table 6). The Total Median gap is 10.6% (Table 7) this is predominantly due to the workforce distribution of female and male employees with proportionally more males being in higher grades.
- 6.3 The pay gap for part time employees of 2.3% in favour of female employees (Section 5.10)
- 6.4 The very low number of Ethnic minority employees does not support relevant statistical analysis however there is no pay gap over 5% in any grade with the exception of the Chief Officer Head of Service Group. (Appendix C)
- 6.5 The disability pay gap of 4.31% on basic pay and 4.99% on total pay does not suggest any discrimination in pay for disabled employees. (Appendix E)
- 6.4 The pay structure is designed within equalities guidelines demonstrate no significant pay gaps on a grade by grade basis.

7.0 Recommendations

- 7.1 An investigation of each pay gap by job Title should be undertaken to establish the causes are due to job titles being different grades and therefore different job evaluation outcomes.
- 7.2 Argyll and Bute Council should continue to maintain and monitor its approach to Job Evaluation to ensure a consistent approach to the allocation of grades and determination of pay and additional allowances for all employees.
- 7.3 The Council should continue to monitor the allowance payments made across the Organisation, and in each case ensure that differences in payment levels or eligibility are not related to gender, race or disability.
- 7.4 The Council should consider more detailed analyses to confirm the initial findings that the equal work pay gaps identified for ethnicity and disability are due to causes other than the ethnicity or disability of the job holders.
- 7.5 An investigation of starting salaries for employees with less than one year's service should be undertaken to ensure there is no gender bias in starting salaries and any policy is being adhered to.

ARGYLL AND BUTE COUNCIL**COUNCIL****DEVELOPMENT AND
INFRASTRUCTURE SERVICES****18 APRIL 2019**

SCOTTISH GOVERNMENT TOWN CENTRE CAPITAL FUND

1.0 EXECUTIVE SUMMARY

- 1.1 This report concerns the utilisation of £1.242m of town centre capital funding by the Scottish Government as part of the budget settlement to Argyll and Bute Council. The distribution to councils has been based on a complex formula relating to population and the number of towns with a population in excess of 1,000 people. The council has accepted this funding following notification by the Scottish Government on 7th March 2019. It is now within the Council's gift to spend this funding taking into full account the guidance that was provided by the Scottish Government and attached to this report in **Appendix A** of this report.
- 1.2 A key constraint of the fund is the tight timeline to complete all capital projects within the current financial year, or, at least have contracts signed or commenced within 2019-20. It is likely that any works we can support are part of an established programme of works, have the potential match funding in place if required and staff/community resources in place to deliver the identified capital projects. Consequently, there is a need to make a prompt decision on potential projects that meet the criteria of the fund and the report recommends that the council note and consider this update and note that an appropriate list of capital projects will be brought to the June 2019 meeting of the Council for consideration against a scoring framework that complies with Scottish Government guidance.

2.0 RECOMMENDATIONS

- 2.1 It is recommended that the Council:
- Note and consider the update on the Scottish Government Town Centre Capital Fund.
 - Agree that a report with an appropriate costed list of capital projects that comply with the Scottish Government guidance will be brought to Council in June.

ARGYLL AND BUTE COUNCIL

COUNCIL

DEVELOPMENT AND
INFRASTRUCTURE SERVICES

18 APRIL 2019

SCOTTISH GOVERNMENT TOWN CENTRE CAPITAL FUND

3.0 INTRODUCTION

3.1 This report concerns the utilisation of £1.242m of town centre capital funding distributed by the Scottish Government as part of the 2019/20 budget settlement to Argyll and Bute Council. The distribution to councils has been based on a complex formula relating to general population and the number of towns with a population in excess of 1,000 people. The council has accepted this funding following notification by the Scottish Government on 7th March 2019. It is now within the Council's gift to spend this funding taking full account of the guidance that was provided by the Scottish Government and attached to this report in **Appendix A** of this report.

3.2 A key constraint of the fund is the tight timeline to physically deliver capital projects within the current financial year, or at the very least, agree a signed contract for the works or be started on site. Consequently it is likely that any works we can support are part of an established programme of works, has potential match funding in place if required, and staff/community resources are in place to deliver the identified capital projects.

4.0 RECOMMENDATIONS

4.1 It is recommended that the Council:

- Note and consider the update on the Scottish Government Town Centre Capital Fund.
- Agree that a report with an appropriate costed list of capital projects that comply with the Scottish Government guidance will be brought to Council in June.

5.0 DETAILS

- 5.1 The Scottish Government Town Centre Capital Fund has now been distributed to Councils with Argyll and Bute Council receiving £1.242m. The national distribution is based on population of each council area and the number of towns with 1,000 people or more. The national distribution can be found at <https://www.gov.scot/news/new-scheme-to-support-town-centres/>
- 5.2 The intention of the fund which has been informed by consultation with COSLA is designed to support the vitality and viability of our town centres. The fund comes with guidance on how it should be spent which has been attached as **Appendix A** to this report. The guidance contains a range of criteria that the council needs to take account of in as it decides on how to spend the fund with a key aspect being **that the works be completed; or, at least work or contracts signed or commenced within 2019-20**. The guidance also contains a number of themes that the funding could help deliver.
- **Town Centre Living** – footfall is key to achieving thriving, successful towns centre; and, the best footfall is residential for people who will use shops, services, and will care for its safety and security in the evenings
 - **Vibrant Local Economies** – creating a supportive business environment including the involvement of Business Improvement Districts (BIDs) and other local partnerships
 - **Enterprising Communities** – social enterprise, services, arts and events; and, community empowerment and community based activities which increase the health, wealth and wellbeing of town centres
 - **Accessible Public Services** – creating and accessing public facilities and services, supported by economic, service and transport hubs
 - **Digital Towns** – exploiting digital technology and promoting Wifi infrastructure to enable access to information, data analytics, marketing opportunities, branding, and communication with the wider world
 - **Proactive Planning** – land reform and supporting the creation of sustainable, low-carbon and connected places which promote natural and cultural assets, designed in partnership with local communities and key stakeholders.
- 5.3 These themes are often taken forward nationally through town centre action plans which the guidance acknowledges. In Argyll and Bute a different approach has been taken through our town centre regeneration capital investments (for example, CHORD and one off projects such as the Helensburgh Waterfront, Inveraray CARs and the Tarbert and Lochgilphead Regeneration Fund) and place making activities which have been informed by extensive public consultation and community involvement.
- 5.4 It is therefore intended to identify a number of potential projects that can be scored against a framework. This framework will be developed by council officers based on the funding criteria contained within the guidance, including delivery risks, and measured against the above themes together with the

resources available to meet the required timescale as identified by the Scottish Government.

- 5.5 The constraints related to the timescales for the projects precludes extensive engagement with communities over project proposals which would normally characterise the approach taken by council officers. This point has been raised with the Scottish Government by COSLA on behalf of local authorities.

6.0 CONCLUSION

- 6.1 This report concerns the new Scottish Government Town Centre Capital Fund that has been distributed to the council. The £1.242m Fund comes with guidance attached to this report as **Appendix A**. The Fund needs to support the vitality and viability of our town centres and where possible linked to either a town centre action plan that has often been taken forward through a making places initiative. A key constraint of the Fund is the tight timescale in terms of delivery. Projects need to be completed, started on site or at the very least have a signed contract agreed by the 1st of April 2020. To achieve a range of capital projects that will make a meaningful difference to the vitality of our town centres there is a need to make quick decisions and link where possible to established programmes of work.

- 6.2 It is therefore intended to identify a number of possible projects distributed in different parts of Argyll and Bute, with indicative costs and scored against a framework based on the funding criteria and the deliverability risk. Given the tight timescale a report with an appropriate list of capital projects will be brought to the June 2019 meeting of the Council for consideration against a scoring framework that complies with Scottish Government guidance.

7.0 IMPLICATIONS

- 7.1 **Policy** – There is a need to comply with the Scottish Government Town Centre First Policy.
- 7.2 **Financial** – None arising directly from this report. The Scottish Government expect that any uncommitted funds by the 1st of April 2020 will have to be returned to them.
- 7.3 **Legal** – No legal issues.
- 7.4 **HR** – None.
- 7.5 **Equal Opportunities** – There are no equal opportunities implications.
- 7.6 **Risk** – The delivery of these projects within the identified timescale is the principle risk that needs to be addressed.

Customer Service – There are no customer service implications.

Executive Director Development and Infrastructure Services: Pippa Milne.

Policy Lead: Aileen Morton.

March 2019

For further information - please contact:

Fergus Murray

Head of Economic Development and Strategic Transportation

Economic Development and Strategic Transportation,

Development and Infrastructure Services. 01546604293

Appendix A

Scottish Government Town Centre Capital Fund Guidance

APPENDIX A; TOWN CENTRE CAPITAL FUND 2019/20 – SCOTTISH GOVERNMENT GUIDANCE NOTE

Purpose

1. The purpose of this note is to provide local authorities with guidance on the aims and allocation of the ring-fenced £50m Town Centre Fund distributed through the local authority capital settlement.

Aims

2. The aim of the Town Centre Fund 2019-20 is to enable local authorities to stimulate and support place based economic investments which encourage town centers to diversify and flourish, creating footfall through local improvements and partnerships. Specifically, this fund will contribute to transformative investments which drive local economic activities and re-purpose town centres to become more diverse, successful and sustainable.
3. In particular, the grant will fund a wide range of investments which deliver against the themes of the Town Centre Action Plan including town centre living and supporting town centres to be vibrant, accessible and enterprising places. This could include re-purposing buildings for housing, retail, business, social and community enterprise, services, leisure, and culture, tourism and heritage; and, improving access and infrastructure.

Wider expectations and support

4. It is expected that local authorities make investment decisions in the context of national and local commitments to town centres including the Town Centre First Principle and the Town Centre Action Plan; and more recently, the Place Principle. As such, it is expected that investment decisions are based on approaches which are collaborative and place based with a shared purpose; and, make use of tools and support developed by the Scottish Government, Scotland's Towns Partnership and other key partners.

National and local commitments

5. The Scottish Government is committed to supporting town centres face the challenge of changing and evolving retail patterns; and, is investing in town and neighbourhood centres so that they can be sustainable and thriving places for communities to live, work and enjoy.
6. This investment is in addition to the 26% of capital funding share which is the current agreed baseline between the Scottish Government and Local Government. It is part of a wider boost to the economy by providing over £5 billion of capital investment to grow and modernise Scotland's infrastructure; and, a wider package to support businesses, including maintaining a competitive business rates package.

Town Centre Action Plan and Town Centre First Principle

7. The Town Centre Action Plan published in 2013 was the Scottish Government's response to the National Town Centre Review. It focused on national and local solutions, encouraging action across public, private and community sectors. The Scottish Government and local government subsequently agreed the Town Centre First Principle which requested that government, local authorities, the wider public sector, businesses and communities put the health of town centres at the heart of proportionate and best value decision making, seeking to deliver the best local outcomes regarding investment and de-investment decisions, alignment of policies, targeting of available resources to priority town centre sites, and encouraging vibrancy, equality and diversity. It committed to a collaborative approach which understands and underpins the long term plan for each town centre.
8. The aim of the fund is to deliver against the themes of the Town Centre Action Plan. Those themes include:
 - **Town Centre Living** – footfall is key to achieving thriving, successful towns centre; and, the best footfall is residential for people who will use shops, services, and will care for its safety and security in the evenings
 - **Vibrant Local Economies** – creating a supportive business environment including the involvement of Business Improvement Districts (BIDs) and other local partnerships
 - **Enterprising Communities** – social enterprise, services, arts and events; and, community empowerment and community based activities which increase the health, wealth and wellbeing of town centres
 - **Accessible Public Services** – creating and accessing public facilities and services, supported by economic, service and transport hubs
 - **Digital Towns** – exploiting digital technology and promoting Wifi infrastructure to enable access to information, data analytics, marketing opportunities, branding, and communication with the wider world
 - **Proactive Planning** – land reform and supporting the creation of sustainable, low-carbon and connected places which promote natural and cultural assets, designed in partnership with local communities and key stakeholders.

Scotland's Towns Partnership

9. The Scottish Government funds Scotland's Towns Partnership to provide information, support and services which contribute to the vibrancy, vitality and viability of our town centres and neighbourhoods; and, to support the development of partnerships including Business Improvement Districts.
10. There are a range of tools and resources to support how partners can understand, audit, plan, and improve their town centres. It is expected that local authorities will use a range of tools and approaches to ensure investment decisions are based on an understanding of town centre performance and ownership; shared visions and plans with local communities, partnership and stakeholders fully engaged; and, identification of physical infrastructure changes

that will contribute to maximisation of investments and achievement of those visions.

Tools and resources

- [Understanding Scottish Places](#) (USP): a unique and dynamic online tool which shows how every town in Scotland with a population of 1,000 or more is interacting with its surrounding settlements and performing against a range of indicators and inter/dependency relationships.
- [USP Your Town Audit](#): add to USP a six-day study which provides the standard benchmark for measuring the health of a Scottish town.
- [Place Standard](#): a framework designed to support communities, public, private and third sectors to work efficiently together to assess the quality of a place.
- [Town Centre Toolkit](#): guidance on designing and planning town centres to be attractive, accessible and active, focusing on urban design, quality, sustainability and use of town assets.

Support

11. The Town Centre Fund provides an opportunity to build on work by local authorities to develop and implement town centre action plans; and, to realise transformative ambitions arising from those plans. Scotland's Town's Partnership will continue to support local authorities and other key partners in this. However, additional support is offered by Scotland's Towns Partnership in partnership with other key organisations such as: Scottish Futures Trust; Scottish Enterprise, Highlands and Islands Enterprise, or South of Scotland Economic Partnership; and, Architecture and Design Scotland to support the development of investment decisions or work with local authorities individually or across neighbouring or regional authorities, to build momentum, share learning, and, to maximise funding.
12. Local authorities will have their own good practice in terms of monitoring and evaluating the benefits, impacts and outcomes of investment as part of relevant strategies and programmes; and, to ensure that they meet their duty to achieve Best Value. Additional support could also be offered to discuss how best to identify and collect data; assess impact; and, share formats that could contribute to consistent and wider learning.

ARGYLL AND BUTE COUNCIL**COUNCIL****CUSTOMER SERVICES****18 APRIL 2019**

'One Council' Property Update – April 2018 to March 2019

1.0 EXECUTIVE SUMMARY

- 1.1 In February 2018, as part of the Budget process, the Council approved and commenced the implementation of the 'One Council' property approach. This report aims to update on the implementation of the 'One Council' approach over the first 11 month period and highlight successes and benefits already delivered.
- 1.2 This new approach has seen a change in management of the Council's land and buildings to a proactive property development service. The change aims to enable the Council to take a more effective, consistent and strategic corporate view to optimise value for money. It also allows operational departments to focus on the delivery of their core services and to enable any financial benefit from property or windfalls that may occur to be more transparently reported and captured. The One Council approach also seeks to be more commercially astute towards estate management and disposal through sale or lease of surplus property.
- 1.3 The One Council approach involves a staffing, cultural and accounting restructure that notably has also included the appointment of 3 new members of staff on temporary 2 year fixed term contracts (£130k budget allocated for years 2018/19 and 2019/20). It is expected that these contracts may be extended if demonstrated that the financial and other cashable outputs exceed this salary outlay – in effect creating employees who are focussed and motivated on delivering financial benefits to the Council.
- 1.4 The One Council property approach has already delivered (in the first 11 months – 1 April 2018 to 28 February 2019) over £53k in additional rental income, a further £23k in one off sums and £3m in capital receipts this financial year. An additional £2m of property is currently under offer.
- 1.5 **Recommendation**
Members are asked to note the progress in delivering the One Council property approach.

ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

18 APRIL 2019

'One Council' Property Update – April 2018 to March 2019

2.0 INTRODUCTION

2.1 The purpose of this report is to update members on the first 11 months' of delivery of the 'One Council' property approach. The new approach was agreed and commenced by the Council in February 2018, as part of the budget 2018/19 process. Whilst budget and approval was given to the 'One Council' approach in April 2018 it must also be considered that, following a recruitment process to fill the necessary posts, staff only joined in June 2018.

2.2 The Council agreed the aim of the One Council Approach as:-

Make the most positive and efficient use of our property for the benefit the Council and our communities and to partnership with other landowners to realise potential in our area.

2.3 And also the objectives as:-

To better enable the effective and efficient utilisation of all the Council's heritable property; its current and future use and occupation; the rationalisation of land and buildings; respond to property enquiries in a consistent and informed manner; budget appropriately for property issues; the acquisition and disposal of property; the development of commercial opportunities for property development.

2.4 Officers and management have been laying the foundations of the new commercially focused process and communicating its principles and messages both inside and outside of the Council during the first eleven months of implementation of the new approach. The 'One Council' approach was a natural progression in looking at the effective re-structuring of the Estates Team in 2017/18, it having moved from Facility Services to the Special Projects Team. To this extent, the small team has undergone a significant transformation over the past 24 months including the additional £130k staff budgeting for 2018/19 and 2019/20 to recruit 3 new temporary posts. A 'One Council' Action Plan (Service Plan) was introduced at the start of 2018 which includes a number of milestones and performance targets which is monitored in regular progress meetings with the Executive Director of Customer Services. As well as recruiting and forming the new team and reviewing the systems and processes utilised by them, there have already been some notable / tangible benefits delivered to the Council and these are outlined in the following sections of this report.

3.0 RECOMMENDATION

3.1 Members are asked to note the progress in delivering the One Council property approach.

4.0 DETAIL

4.1 The 'One Council' Property Service Plan (2018-2020) is broken down into 5 key themes which are:-

- A. **Build a proactive property team** that has the skills, knowledge systems and influence to make informed and commercial property decisions and further develop the Council's Property Development Working Group (PDWG) for benefit of strategic property matters;

Key Success & Benefits April 2018 to March 2019

- 1) Filled new structure (3 new temporary employees and 1 full time vacant post) by 1st June;
- 2) 3 of the new recruits have been resourced via the £130k per annum budget injection until end of 2019/20 on the understanding that the team will generate additional cashable benefits to sustain these posts in future years;
- 3) The focus of the whole team is on an effective and efficient service that delivers increased revenue and capital sums, captures one off savings and efficiencies where relevant, relieves cost pressures where possible captures non cashable benefits;
- 4) Resourcing the team with experienced staff has allowed certain services like estate agency work and valuations to be brought back 'in house' so that spending on external consultants has reduced easing cost pressures by around £45k per annum;
- 5) Developed and integrated document and property management systems like IKEN and Concerto (wider data handling benefits to Council);
- 6) Establishment of the Property Development Working Group (PDWG) with an aim to 'get things done'. We have already used the PDWG for initiation and assessment of offers for the Oban Car Parks Project and Hermitage Park Depot; and
- 7) Contributed to Special Projects Team & Property Development & Estates winning 'Team of the Year Award 2018'.

- B. **Take the Lead** by removing the current 'holding departments' model, where properties are not managed operationally, and allow operational departments to focus on their 'services not buildings'. Introduce a culture of commercial, consistent and efficient property management for our existing estate.

Key Success & Benefits April 2018 to March 2019

- 8) Budget and management responsibility for non-operational properties is being re-aligned to new 'One Council budget code' – includes non-operational land / buildings and property not forming core part of operational service such as Small User Sites (SUS), retail premises and strategic land bank This approach will enable members and senior management to have more transparency on property income and unbudgeted “windfall” benefits that might otherwise have fallen to and been spent by services;
- 9) The Estates Team is also focused on property management issues to ensure income from property is maximised and to foster better tenant relationships;
- 10) The team is engaging across the whole Council estate to identify opportunities. This has led to the sale of land at Tighnabruaich to Fyne Homes to build 15 new homes (construction now commenced) to bring financial benefit to the Council and assist Fyne Homes and the Council in delivering on SHIP commitments;
- 11) The team has also led on the setting up of contracts and licences to utilise our estate for new opportunities such as Tighnabruaich Pier as a wedding venue and, in partnership with D&I, supporting film crews to scope out locations for filming such as Blairvadach.
- 12) There have been strong responses to the new 'in house' property marketing approach (minimising reliance and expenditure on 3rd party estate agents) using new methods such as social media and property platforms including zoopla, rightmove and onthemarket.com with drone video and photographs. Properties include Hermitage Park Depot, St Clair Road Ardrishaig and former Visit Scotland properties in Campbeltown & Inveraray.
- 13) The One Council property approach has already delivered (in the first 10 months – 1 April 2018 to 28 February 2019) over £53k in additional rental income, a further £23k in one off sums and £3m in capital receipts this financial year. An additional £2m of property is currently under offer.

C. Challenge all aspects of property use to ensure our assets are utilised effectively. Review all opportunities that can make the most of space, revenue generating opportunities, disposals, sharing resources and fiscal savings;

Key Success & Benefits April 2018 to March 2019

- 1) Assisting D&I with Depot Rationalisation options and project delivery – valuations, site appraisals and option assessment;
- 2) Planning upcoming Office Rationalisation with opportunities in Oban and Dunoon programmed for 2019;
- 3) Leading on challenging rating revaluations for Council owned properties with around £10k saved so far and more expected in 2019/20. Insurance valuations also programmed to be reviewed;

- 4) Reviewing the Council's leased in premises to divest where possible and, as part of this process, assisting Development & Infrastructure to quit 'leased in' premises at Kilmory Industrial Estate Enterprise Centre to reduce spend on premises by Business Gateway with potential for £15k per annum saving;
- 5) Commercial leasing of desk spaces within existing offices – Small Communities Housing Trust, Skills Development Scotland and Visit Scotland.

D. Be Commercial in all aspects of our business, having a focus on generating revenue and exploiting known market / demand opportunities on our land or buildings or in partnership with others;

Key Success & Benefits April 2018 to March 2019

- 1) Negotiated purchase of 1 West Clyde Street, Helensburgh (former Mariners Public House) from Sainsbury's at below market value;
- 2) Successfully undertook marketing exercise for commercial opportunities in Oban Car parks. Process now moved to discussion with preferred developers for potential hotel / car park opportunities;
- 3) Assessed development opportunities for revenue return for Loch Lomond Landscape Park (Duck Bay) and Witchburn Road (Campbeltown). Now developing strategy that can be taken to market;
- 4) Commenced systematic review of new commercial opportunities to focus on known markets and geographic locations on Council owned land. A Property Development & Estates Workplan for 2019/20 has been prepared and includes the following project leads:-

2019/20 – Commercial Property Development Projects

Location	Target Market / Use
H&L	
Loch Lomond Landscape Park (by Duck Bay)	Mixed use / tourism
Helensburgh Waterfront Development	Retail
Hermitage Primary Annex	Unspecified
Stronafyne, Arrochar	Tourism
B&C	
Dalintongart, by Dunoon	Business & industry
Strone	Housing
Strachur	Housing
Office Rationalisation	Office
OLI	
Former Millpark Depot, Oban	Business & industry use
Soroba Road, Oban	Unspecified
North Connel & Benderloch Masterplan	Mixed
Oban Airport	Business & Industry
Tobermory & Baliscate, Mull	Mixed
MAKI	
Witchburn Road, Campbeltown	Housing
Kilmory 2, Lochgilphead	Business & Industry

- E. Quantify the outcomes** from One Council approach into financial and qualitative outputs that can be reinvested and considered by Members as they see fit.

*Key Success & Benefits April 2018 to March 2019 is shown in **Appendix A**.*

5.0 CONCLUSION

- 5.1 This report outlines the progress that has been made to date in regard to recruitment and restructuring of the team and the planned steps to make the most positive and effective use of the Council's heritable property to include the financial benefits that are being realised as set out in Appendix A. The Estates team are now moving at pace to fully implement the "One Council" approach, seeking to be more commercially astute towards estate management to increase revenue and capital returns to the Council. There are also steps to aggressively divest property where surplus.

6.0 IMPLICATIONS

6.1	Policy	This is in line with the Council's budget decision in February 2018.
6.2	Financial	Financial benefits (revenue and capital) outlined at Appendix A .
6.3	Legal	None.
6.4	HR	None.
6.5	Fairer Scotland Duty	None.
6.5.1	Equalities	None.
6.5.2	Socio Economic Duty	None.
6.5.3	Islands	None.
6.9	Risk	None.
6.10	Customer Service	None.

Douglas Hendry, Executive Director of Customer Services
28th February 2019

Policy Lead – Rory Colville

For further information contact:

David Logan, Special Projects and Quality Improvement Manager – 01546 604322
Ross McLaughlin, Property Development Manager - 01436 658914

Appendix A

One Council Financial Impact April to March 2019

Fig 1 – Total Capital Receipts from Sales previous years

Total Capital Receipts	2014/15	2015/16	2016/17*	2017/18
	£508,085	£349,840	£1,523,725	£5,767,191

* denotes first departmental change from Property Services to Special Projects Team.

Fig 2 – Capital Receipts at March 2019

Capital Receipts	Total to March 2019	Anticipated 2019/20 onwards
Income to date	£3,022,871	
Dunaros HFE, Salen, Isle of Mull		
Unit 1 Ferry Road, Rosneath		
Site of former Ardrishaig Pool		
Land to north east of School Road, Tighnabruich - Fyne Homes		
Hermitage Academy, Helensburgh		
Garage No. 4 Inveraray		
Under Offer with income anticipated		£1,774,500
Hermitage Park Depot, Helensburgh		
48-50 Sinclair Street (Office) , Helensburgh		
Former town Council Chambers, District Court, Hall 1 East Princes Street & 48 Sinclair Street, Helensburgh		
Land at Former Police Station, Garelochhead		
Former Kerrera Primary School		
Plot of ground, Pilot Street, Dunoon.		
Dunclutha Children's Home, Dunoon		
Former Dunoon Library		
Balance of funds due from	£237,000	£310,000
Castle Toward, Dunoon		
Hermitage Academy, Helensburgh		
Total anticipated capital receipts	£3,259,871	£2,084,500

Fig 3 – Revenue impact & Cost Pressure Savings as at March 2019

Revenue Impact	Annual Impact as at March 2019		One off monies	
Rental Income				
Rent Reviews - additional annual income	£45,805		£6,492	
New Rentals	£7,250		£492	
Backdated - termination rent	£0		£15,736	
Rental Income - sub total		£53,055		£22,720
Non Domestic Rates - Cost pressure savings				
Non Domestic Rate Savings				
Non Domestic Rates Appeal Savings	£9,650			
Non Domestic Rates - Cost pressure savings - sub total		£9,650		£0
Valuations - Cost pressure savings				
In house insurance valuations	£5,000			
In house valuations for year-end reporting	£40,000			
Professional Fees & Charges			£2,500	
Valuations - Cost pressure savings - sub total		£45,000		£2,500
Total		£107,705		£25,220

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ARGYLL AND BUTE COUNCIL**COUNCIL****CUSTOMER SERVICES****18 April 2019**

COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015 – UPDATE – EXPRESSIONS OF INTEREST / ASSET TRANSFER REQUESTS/REPORTING REQUIREMENTS

1. EXECUTIVE SUMMARY

1.1 The purpose of this report is to advise the Council on the operation, in the year to April 2019, of the processes in regard to Asset Transfer Requests and Participation Requests in terms of the Community Empowerment (Scotland) Act 2015. The report also advises on:

1. Current live Expressions of Interest (EOI's) which may become subject to a formal asset transfer request;

2. Community group proposals which have been dealt with out-with the formal asset transfer process;

3. The progress of the asset transfer requests which have been submitted by Mull and Iona Community Trust (MICT) in respect of Calgary Bay Site of Special Scientific Interest (SSSI) and Isle of Gigha Heritage Trust (IGHT) in respect of the Isle of Gigha Ferry Terminal Car Park;

4. Current live ongoing or agreed Participation Requests received by the Council; and

5. The annual reporting requirements in respect of Asset Transfer Requests and Participation Requests set out in Section 95 and 32 of the Community Empowerment (Scotland) Act 2015 respectively.

RECOMMENDATIONS

It is recommended that:

1.2 The Council note the report.

ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

18 April 2019

COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015 – UPDATE – EXPRESSIONS OF INTEREST / ASSET TRANSFER REQUESTS/ REPORTING REQUIREMENTS

2. INTRODUCTION

2.1 The purpose of this report is to advise the Council on the operation, in the year to April 2019, of the processes in regard to Asset Transfer Requests and Participation Requests in terms of the Community Empowerment (Scotland) Act 2015. The report also advises on:

1. Current live Expressions of Interest (EOI's) which may become subject to a formal asset transfer request;

2. Community group proposals which have been dealt with out-with the formal asset transfer process;

3. The progress of the asset transfer requests which have been submitted by Mull and Iona Community Trust (MICT) in respect of Calgary Bay Site of Special Scientific Interest (SSSI) and Isle of Gigha Heritage Trust (IGHT) in respect of the Isle of Gigha Ferry Terminal Car Park;

4. Current live ongoing or agreed Participation Requests received by the Council; and

5. The annual reporting requirements in respect of Asset Transfer Requests and Participation Requests set out in Section 95 and 32 of the Community Empowerment (Scotland) Act 2015 respectively.

3. RECOMMENDATIONS

It is recommended that:

3.1 The Council note the report.

4. DETAIL

4.1 The Council operates processes in compliance with parts 3 and 5 of the Community Empowerment (Scotland) Act 2015 in regard to:

- Participation Requests (Part 3 of the Act) which came in to force on 1 April 2017. These are requests to public bodies which, if granted, enable communities to participate in decisions and processes which are aimed at improving outcomes; and

- Asset Transfer Requests (ATR's) (part 5 of the Act) which came into force on 23 January 2017. ATR's enable community bodies to make requests to all local authorities, Scottish Ministers and a range of public bodies for any land or buildings they feel they could make better use of. They can request ownership, lease or other rights as they wish.

ASSET TRANSFER REQUESTS

- 4.2 The Council has put in place information, advice and guidance to interested community bodies who are interested in making an ATR and further information on this can be found on the Council's website at <https://www.argyll-bute.gov.uk/asset-transfer>

MULL AND IONA COMMUNITY TRUST – CALGARY BAY SSSI

- 4.3 On 23 November 2017, Mull and Iona Community Trust (MICT) submitted an asset transfer request in respect of Calgary Bay SSSI seeking a 25-year lease of the asset at £1 per annum. It should be noted that:

- The Asset Transfer Request was validated on 1 December 2017;
- The Asset Transfer Group agreed to recommend approval of the Asset Transfer Request on 9 May 2018;
- The Executive Director of Customer Services in conjunction with the Executive Director of Development and Infrastructure agreed to the request on 21 May 2018; and
- The Decision Notice was issued to MICT and published online on 21 May 2018.

- 4.4 Subsequent to the decision notice being issued, MICT submitted a formal offer to the Council to lease the subjects which reflected the terms and conditions set out in the notice as required by the legislation. Thereafter, the parties negotiated the terms of the lease and the contract was concluded on 17 December 2018 for a 25 year lease with an annual rent of £1.00.

ISLE OF GIGHA HERITAGE TRUST

- 4.5 An ATR from IGHT in respect of the Ferry Terminal car park on Gigha was validated on 14 December 2018.

- 4.6 The request is now being considered through the Council's assessment process to make a recommendation for approval or refusal. Where there is a recommendation that a request should be approved, the authority to approve together with the form and conditions of such approval is delegated to the Executive Director of Customer Services in consultation with the Executive Director of the relevant holding service of the asset. Where a recommendation is for refusal of a request, the decision on that request will be determined by a standing sub-committee of the Council's Policy and Resources Committee. The Council requires to make a decision whether to agree to or refuse the request, and the reasons for that decision, no later than six months following the date of validation being namely 14 June 2019. The assessment process is on track to be concluded within the required time

- 4.7 During the assessment period the council is prohibited from selling, leasing or otherwise disposing of the land subject to the request other than to Isle of Gigha Heritage Trust until the ATR process is concluded.

EXPRESSIONS OF INTEREST IN POTENTIAL ASSET TRANSFER REQUESTS

- 4.8 There are currently fifteen live expressions of interest relating to potential asset transfer requests (all active EOI's are listed in Appendix 1). None of these EOI's currently await any action by the Council to progress but rather some remain under consideration by the community body for a number of reasons including alterations to their constitution, funding issues and other related matters. It should be noted that not all EOI's will necessarily become subject to a formal asset transfer request. Some may be subsequently withdrawn, or dealt with in a way that delivers the outcome required by the community group out-with the asset transfer process.

PROPOSALS DEALT WITH OUT-WITH THE ASSET TRANSFER PROCESS

- 4.9 There are currently 6 proposals which have been dealt with in a way that delivers the outcome required by the community group outside the formal asset transfer process, specifically:
- Old Quay Building, Campbeltown, Valuation Joint Board – Non Exclusive Licence;
 - Show Field, Lochgilphead, Mid Argyll Agricultural Society - Non Exclusive Licence;
 - Rose Garden, Dunoon – Dunoon Regeneration – Non Exclusive Licence;
 - Land at King George V Park, Ardrishaig – KGV (a subgroup of Ardrishaig Community Council) – Council have agreed to maintain the fence at the expiry of the 10 year warranty;
 - Land at Lismore Primary School - Lismore Parent Council – Non Exclusive Licence;
 - Fyne Futures – Ardenraig Tearoom – Community Letting arrangement;

PARTICIPATION REQUESTS

- 4.10 Part 3 of the Community Empowerment (Scotland) Act 2015 provides a framework for the use of participation requests by community bodies, with the intention of enabling communities to have more influence over services and decisions which affect them. Part 3 of the Act came into force on the 1st April 2017.
- 4.11 In line with the requirements of the Act, the Council has put in place a procedure which allows consideration of any requests made community bodies. The procedure and further information can be found on the Council's website at <https://www.argyll-bute.gov.uk/find-out-more-about-participation-requests>
- 4.12 During the period 1 April 2017 to 31 March 2018, the Council received 4 participation requests, all were agreed. The Council has received one Participation Request subsequent to 31 March 2018 which was agreed. (All Participation Requests are listed in Appendix 2).

ASSET TRANSFER AND PARTICIPATION REQUESTS - ANNUAL REPORTING REQUIREMENTS

- 4.13 Section 95 of the Community Empowerment (Scotland) Act 2015 requires the Council to publish an annual report setting out the numbers of asset transfer requests received and their outcomes. The relevant report has been published on the Council's website.
- 4.14 The report also requires to set out what the Council has done to 1: promote the use of asset transfer requests and 2: support community bodies to make requests (report attached as Appendix 3).
- 4.15 Annual reports cover each year from 1 April to 31 March and must be published by 30 June. The Commencement Order for the Act provides that the first annual report should cover all requests received from the scheme coming into force on 23 January 2017 up to 31 March 2018.
- 4.16 Section 32 of the Act also requires the Council to publish an annual report in respect of Participation Requests setting out:
- The number of requests received;
 - The number of requests agreed and refused;
 - The number of requests which resulted in changes to a public service provided by, or on behalf of, the public service authority; and
 - Any action taken by the public service authority to promote and support the use of participation requests.
- 4.17 Annual reports Participation Requests cover each year from 1 April to 31 March and must be published by 30 June. The relevant report has been published on the Council's website.

AUDIT

- 4.18 As part of the 2018/19 internal audit plan approved by the Audit & Scrutiny Committee in March 2018, an internal audit was undertaken by the Council to measure the effectiveness of the system of internal control and governance in relation to the Community Empowerment (Scotland) Act 2015 , including those of the asset transfer and participation request processes.
- 4.19 The overall audit opinion was that the Council can take a high level of assurance and that internal control, governance and the management of risk in respect of asset transfers and participation requests are at a high standard. The audit identified only marginal elements of residual risk with these either being accepted or dealt with, and did not highlight any significant areas for improvement.

5. CONCLUSION

- 5.1 This report advises the Council on the operation, in the year to April 2019, of the processes in regard to Asset Transfer Requests and Participation Requests in terms of the Community Empowerment Act 2015 and updates on ATR's, EOI's and Participation requests to date.

6. IMPLICATIONS

6.1 The implications of the proposal are outlined in the table below.

Table 6.1: Implications	
Policy	In line with Council policy relating to the Asset Transfer and Participation Request Process
Financial	None at present
Legal	In line with Statutory requirements of the Community Empowerment (Scotland) Act 2015 and related Regulations
HR	None at present
Fairer Scotland Duty	None at present
Equalities	None at present
Socio Economic	None at present
Islands	None at present
Risk	None at present
Customer Service	None at present

Douglas Hendry - Executive Director of Customer Services,

Policy Lead – Councillor Rory Colville

For further information contact:

David Logan, Special Projects and Quality Improvement Manager 01546 604 322
 Michael Nicol, Solicitor, Special Projects, 01468 604 468

Appendix 1

Active Expressions of Interest

No	Date Received	Organisation	Asset	Summary of Expression of Interest
1	01.03.17	Oban Lorne Rugby Club	Glencruitten Sports Field and clubhouse, Oban	Transfer of ownership of clubhouse and long term lease of both sport pitches adjacent to clubhouse – No price indicated.
2	12.07.17	Helensburgh Football Club	East King Football Pitches/ Changing rooms, Helensburgh	Lease for 5 – 10 years to help grow and develop "Football for all" Ethos in the Community. This may conflict with the request from Ardencaple Football Club at 3 below
3	02.08.17	Ardencaple Football Club	East King Football Pitches/ Changing rooms, Helensburgh	EOI does not specify terms of transfer - to allow Ardencaple FC to grow within the community and additional facilities to the club. – no further details provided. This may conflict with the request from Helensburgh Football Club at 2 above
4	05.09.17	Lochgilphead Phoenix Project	Land at Corran Roundabout, Lochgilphead	Transfer of ownership of this land to create a nature reserve, establish a network of paths/trails and install at least one bird hide – no price indicated.
5	28.09.17	Helensburgh Seafront Development Project	Ground at Helensburgh Pier / seabed	Transfer or ownership or 25- lease to dredge Pierhead, installation of pontoons and wavebreaker/walkway - no price indicated.
6	23.11.17	Friends of Hermitage Park Association	Hermitage Park Depot, Sinclair Street, Helensburgh	Transfer of ownership or 25 year lease to set up and manage community hub at the Depot for a range of community activities/groups – no price indicated
7	28.02.18	MAYDS/Kilmory Woodlands	Land at Kilmory Home Farm	Transfer of ownership of land for newly forming group of organisations – primarily sports based - -initially a rugby pitch.
8	10.04.18	Mull and Iona Community Trust	Public Toilets adjacent to Calgary Bay SSSI	Transfer of ownership to secure future of toilets including an upgrade of the toilets to ensure they are fit for purpose – No price indicated
9	24.04.18	Inspire Inverary	Marriage Room and Tourist Information Office	Lease of building to maintain a tourist information office on the ground floor and to use the first floor as a temporary meeting facility to be replaced by the new community centre currently under proposal – No length of term or price indicated
10	24.04.18	Inspire Inverary	Inverary Public Toilets	Transfer of ownership – including Marina plan to install visitor moorings and installation of showers in the

				toilets
11	17.05.18	Argyll and Bute Third Sector Interface	Dunoon CEC Woodside Building	Dunoon CEC Woodside Building – Terms of transfer not specified
12	17.09.18	Obans Mens Shed	Ground corner of Lochside Street and Soroba Lane Oban	Other rights – to erect and utilise a shed on the ground.
13	12.11.18	Arrochar and Tarbert Community Development Trust	Land at Glen Loin Arrochar	Transfer of ownership – no price currently indicated – proposal to explore opportunities for long stay vehicle parking and improved visitor amenities and services.
14	26.11.18	Dunadd Community Enterprise	Land at Kilmartin Cemetery	Access rights to Kilmartin Church and to install water and sewerage services to the church.
15	04.02.19	South Islay Development Trust	Ramsay Hall, Port Ellen, Islay	Transfer of ownership to develop hall – no price currently indicated. There is currently an existing licence in favour of Live Argyll.

Appendix 2

Agreed Participation Requests – 1 April 2017 – 28 February 2019

No	Date Validated	Organisation	Request Details	Outcome
1	11.05.17	Blairmore Village Trust	Introduction of process to improve access and service provision in Blairmore Village and requested that the Council facilitate a process where the Council, LL TNP and the community work together to create opportunities for community regeneration and economic security.	The Council have engaged with the Trust and held a number of meetings. We've acted as facilitator whilst providing the trust with all requested information in relation to the upgrading of a private road and the future adoption processes. LL TNP and the Council's economic development team have been involved along with Roads and the Trust are now working on their design and funding exercises pre any construction phases associated with their project. We are awaiting an update from the Trust.
2	29.05.17	Helensburgh Community Council	The conjunction of the expectations of the Helensburgh community for well-maintained roads, pavements and road infrastructure with the reality of finite Council support resources.	Agreement between the Council and Helensburgh CC in place which ensures that better communication in relation to roads issues will be available via the Council's website and specific members of the CC will be added to the list of recipients for emails regarding Road closures and Press releases
3	17.10.17	Helensburgh Community Council	A consensual community view that the completion of the multi-million pound Helensburgh Waterfront	The council has engaged Helensburgh Community Council, other community councils and local stakeholder/interest

			Development Project will have met and exceeded the aspirations of the Helensburgh community.	groups in a series of Focus Groups to inform the project and will continue to engage with them through the various stages outlines in the Stakeholder Engagement process.
4	23.10.17	Mull Community Council	To establish more coherent and co-ordinated traffic (including pedestrian traffic) management	The Council set up a short term working group who agreed an Outcome Improvement Plan including proposals, actions, timescales and priorities which will be taken forward. The council continue to work with the community council on implementing improvements and reviewing the plan

Participation Requests Received from 31 March 2018

No	Date Validated	Organisation	Request Details	Status	Summary of Current Position
1	23.07.18	Inspiralba	To make improvements to Jocks Boat playpark, Campbeltown due to damage to boat and requirement for improved access	Complete	Works undertaken and minute of agreement in place re maintenance

APPENDIX 3



Section 95 - Community Empowerment (Scotland) Act 2015 Part 5 – Asset Transfer Requests Annual Report 23 January 2017 – 31 March 2018

Summary

This is Argyll and Bute Council's first Annual Report 2017-2018 as required by Section 95 of the Community Empowerment (Scotland) Act 2015 which sets out the relevant information to be included in the report in relation to asset transfer requests received during the reporting period.

The first Annual Report on asset transfer requests covers the period from the introduction of the legislation on 23 January 2017 through to March 2018.

Asset Transfer Requests

Argyll and Bute Council received 1 (one) validated asset transfer request during the reporting period. That asset transfer request was agreed to by the Council.

The asset transfer request received and agreed to by the Council relates to a lease of land by the community transfer body. However, this has not yet resulted in an executed lease as the asset transfer process is still ongoing.

No asset transfer requests were refused by the Council during the reporting period.

The Council did not receive any asset transfer requests during the reporting period which resulted in the transfer of ownership of land, or resulted in other rights in respect of that land being conferred on a community transfer body.

Reviews

There were no requests for a review in respect of a decision taken by the Council in relation to an asset transfer request during the reporting period.

Appeals

There were no appeals in respect of a decision taken by the Council in relation to an asset transfer request during the reporting period.

Promotion of the use of Asset Transfer Requests

The Council's Social Enterprise Team participated in the following meetings or events to present information and / or provide advice on the asset transfer process to 3rd parties:

11 March 2017 – Argyll and Bute's Community Planning Partnership's community

empowerment event in Arrochar;
10 June 2017 - COSS – Asset Transfer Seminar in Glasgow
10 October 2017 – presentation on the asset transfer process to the board of Fyne Futures; and
10 November 2017 – Business Gateway and Highlands and Islands Enterprise– Leading Communities to Success event in Arrochar;

Generally, there has been an effort to raise awareness throughout all Council Services about the asset transfer process, and to encourage those Services to signpost community groups to that process where appropriate.

Support for Community Transfer Bodies making an Asset Transfer Request

The Council's Social Enterprise Team provide ongoing support to any community group making an asset transfer request, or considering making an asset transfer request.

This includes a pre-application stage where community groups are encouraged to discuss their ideas with the Council at an early stage, in order to help them understand how to make an effective asset transfer request, and provide guidance in relation to what is required in terms of the legislation.

The Council have developed Asset Transfer webpages which provide advice and guidance, a list of the Council's assets, contact details, the relevant forms and documents required to make a request, an Expression of Interest form (to facilitate early informal discussions between organisations and officers) and contact details for a single point of contact for enquiries.

The Social Enterprise Team are the single point of contact for any group who has submitted a formal asset transfer request. They ensure effective lines of communication are open throughout the assessment and determination of the asset transfer request, and advise community groups of the progress of any steps which require to be taken in order for a decision to be made.

ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

18 April 2019

LIVE ARGYLL - LEISURE AND LIBRARIES TRUST – MONITORING AND REPORTING

1.0 EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide the Council with an update on the operating arrangements between Live Argyll (LA) and the Council as set out in the various agreements between the Council and the Trust.

RECOMMENDATIONS

It is recommended that:

- 1.2 Members note the contents of the report.

ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

18 April 2019

LIVE ARGYLL - LEISURE AND LIBRARIES TRUST – MONITORING AND REPORTING

2.0 INTRODUCTION

2.1 The purpose of this report is to provide the Council with an update on the operating arrangements between Live Argyll (LA) and the Council as set out in the various agreements between the Council and the Trust.

3.0 RECOMMENDATIONS

It is recommended that:

3.1 Members note the contents of the report.

4.0 DETAIL

4.1 The Council approved the implementation of the Leisure and Libraries Trust (LA) on 24 November 2016, following a recommendation by the Community Services Committee of 21 November 2016.

4.2 LA was constituted on 29 September 2017 and the Council entered into a Transfer Agreement, Service Agreement, Support Services Agreement and Facility Licence.

SERVICES AGREEMENT

BUSINESS PLAN

4.3 The Council in constituting LA was mindful of the code of guidance on funding external bodies and following the public pound. In exercising its business plan and delivering the services LA continues to adhere to those principles. The overarching business plan based on the financial operating model and services specification was previously agreed by the Council and covers the period from 29 September 2017 -29 September 2021. The Plan refers to 3 main themes set out below each of which is currently reporting a positive trend specifically:

- **Growth:** forecast revenues are anticipated to be positive with a projected increase on previous revenue estimates. This will be looked at in liaison with Strategic Finance to assess the outcome at year end;

- **Participation Levels:** these continue to show strong growth with increases within Leisure and Library Services and an overall composite increase of 23% year on year (April to January 17/18 v 18/19); and
- **Quality:** emphasis has been placed by LA on the quality of services, with a range of measures implemented to ensure a consistent quality of offering including – net promotor score, mystery shoppers and internal audit.

4.4 Additionally, LA has implemented what they term “Sector Plans” which support the over-arching Business Plan and set out proposals and priorities for change against which LA record action and progress. It is understood that good progress is being made and the plans are on track to deliver or contribute to their proposed outcomes. Examples of current work streams include but are not limited to:

Leisure

- **Pricing Review:** analysis and benchmarking over the period has identified significant scope to grow market share through affordable pricing of services and membership and a new pricing policy will be in place from 1 April 2019;
- **Opening Hours Review:** a review of opening hours resulted in a number of changes in line with customer expectations at zero additional cost; and
- **Facility Performance Targets:** individual facilities have been set a range of targets on membership, admission fees, sales, customer satisfaction, rates, quality ratings, cost per hour and staff absences.

Libraries

- **Self Service:** introduction of self-scanning for issues and returns to be trialled at Dunoon Library;
- **Library Development:** a programme of activities is in place to enhance the library experience for users including author visits, Books on Prescription and a home library service to be trialled in Dunoon; and
- **Improved School Liaison:** senior library staff are liaising with local schools to promote reading and the benefits of the library to young people.

THE SERVICES / PERFORMANCE MANAGEMENT

4.5 LA is responsible for delivering all leisure and library services across Argyll and Bute. The Services Agreement includes a Services Specification which sets out the specific services LA have committed to deliver and they are required to ensure that they adhere to those commitments.

4.6 In order to establish if and to what extent they have complied in the provision of the services, the Services Agreement requires LA to provide operational performance information to the Council on a quarterly basis.

4.7 The performance information shows a positive overall position with the Trust fulfilling its service obligations and no areas of delivery showing any significant concern.

4.8 Leisure facilities usage is showing an overall 20% year on year increase equivalent to approximately 25,000 individual visits. Contained within these figures are some particularly strong areas of performance including:

- Gym usage up 38% or 10,500 individual visits;
- Fitness classes up 27% or 5526 individual visits;
- Swimming lesson enrolment up 47% or 486 individual visits; and
- Health Suite usage up 75% or 6800 individual visits.

Additionally, Active School and Sports Hubs continue to perform well.

4.9 Library performance continues to remain steady with the number of visits figures showing a slight growth which reflects well against the declining national position generally.

4.10 Overall Letting figures remain stable and in line with budget projection and there are plans in place to encourage further use.

4.11 It should be noted that LA have agreed to an additional service outwith their original service commitments and have agreed to be responsible for the custody and management of the Anderson and Museum and Library art collections and to curate and maintain an up to date inventory of both in addition to adding new items that are relevant. This has now been agreed and formalised as a variation to the services specification.

Deviations

4.12 While LA have fulfilled their service delivery obligations, there are a limited number of deviations, specifically:

Planned Deviation

- **Rothesay Leisure Centre:** work on the centre roof is now due to commence on or around April 2019 and expected to last for approximately 12 weeks during which the centre shall be closed to the public. Where possible, alternative arrangements have been made.

Unplanned Deviations

- **Islay Mobile Library:** vehicle continues to require maintenance and is nearing the end of its life cycle. Alternative delivery models are being explored including use of community hubs. Any alternative proposals will be discussed with the Council prior to implementation; and
- **Campbeltown Museum:** the museum has been operating restricted opening hours due to public access issues. Works are scheduled to take place to create a dedicated entrance and a museum curator has been

appointed on a part time basis. The Council has benefited from LA's provision of the sum of £50k in respect of the works granted to them by Museums and Galleries Scotland (MGS). This is a clear example of LA's operation bringing a capital benefit to the Council's properties.

SportScotland

- 4.13 The Council and LA have been in discussions with SportScotland in order to facilitate the renewal of the partnership agreement currently extant in regard to active schools and sports hubs. SportScotland have offered another 4 year partnership which will provide a strong platform for long term planning. It should be noted that a number of authorities have received 1 year funding offers and the 4 year offer reflects LA's strong program, past and current performance.

SUPPORT SERVICES AGREEMENT

- 4.14 There is a Support Services Agreement in place between LA and the Council in respect of central support services delivered by the Council to LA. The support services have been reviewed by the Council and LA, and LA has advised that from their perspective arrangements continue to operate satisfactorily with effective working partnerships in place and being developed.
- 4.15 A number of minor revisions to the Strategic Finance and HR and OD specifications may require to be made to reflect actual working practice and promote efficiency. These will be discussed and agreed prior to any formal change request being made. It is not anticipated that there will be any financial implications arising from any revisions.

FINANCIAL POSITION

- 4.16 LA receives the grant funding from the Council over the course of the year in monthly tranches and all payments are up to date. LA has advised on its net cash position and it is expected that they will report a positive end of year position. This will be reviewed by Special Projects and Strategic Finance at the relevant time to confirm the final outturn.

OTHER DEVELOPMENTS

- 4.17 In addition to the monitoring and reporting requirements above LA advise that there are a number of additional developments coming forward in 2019 across all service areas including but not limited to:
- Working with Argyll College and Citizens advice in respect of them utilising library venues;
 - Looking at potential outreach options for strands of service activity making them more accessible;
 - Launching a revised pricing strategy as detailed above;
 - A continuing events programme in the Argyll and Bute Area; and

- A revised website including online booking and payment options.

4.18 LA will also continue to focus on their Maximising Charitable Status strategy. This work stream will look at a number of areas including donations, legacy funding, grants and sponsorship as well as inclusion, accessibility, literacy, social interaction and mental health initiatives.

FUTURE SCRUTINY

4.19 A regular update on the operating arrangements between Live Argyll (LA) and the Council as set out in the various agreements between the parties will be provided to the Community Services Committee with annual reporting to Council.

CONCLUSION

5.1 The current arrangements between the Council and LA are working well with no areas of service which are of particular concern. The specific reporting and monitoring requirements required by the various agreements in relation to the Trust generally demonstrate a positive position in relation to the delivery of the services and support services.

5.2. It is recommended that:

Members note the contents of the report.

6. IMPLICATIONS

6.1 The implications of the proposal are outlined in the table below.

Table 6.1: Implications	
Policy	In line with Council policy in relation to Leisure and Libraries Trust
Financial	None
Legal	In line with relevant contractual agreements between Council and Live Argyll
HR	None at present
Fairer Scotland Duty	None at present
Equalities	None at present
Socio Economic Duty	None at present
Islands	None at present
Risk	None
Customer Service	None

Douglas Hendry, Executive Director, Customer Services,

Policy Lead – Councillor Rory Colville

For further information contact:

David Logan, Special Projects and Quality Improvement Manager, 01546 604 322

Michael Nicol, Solicitor Special Projects 01546 604 468

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ARGYLL AND BUTE COUNCIL

COUNCIL

CUSTOMER SERVICES

18 APRIL 2019

NPDO & HUB DBFM SCHOOLS ANNUAL PROGRESS REPORT

1. EXECUTIVE SUMMARY

1.1 This report summarises progress in relation to the Council's NPDO (Non Profit Distributing Organisation) & Hub DBFM (Design, Build, Finance and Maintain) projects to the end of March 2019 and, in particular, provides an update on the current financial position of both Projects.

1.2 RECOMMENDATIONS

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

ARGYLL AND BUTE COUNCIL**COUNCIL****CUSTOMER SERVICES****18 APRIL 2019**

NPDO & HUB DBFM SCHOOLS ANNUAL PROGRESS REPORT

2. INTRODUCTION

- 2.1 This report summarises progress in relation to the Council's NPDO & Hub DBFM projects to the end of March 2019 and, in particular, provides an update on the current financial position of both Projects.

3. RECOMMENDATION

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

4. DETAIL**NPDO and Hub DBFM**

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

5 BUDGET POSITION

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

assumptions, the NPDO will be able to operate within the budget allocation set by the Council and will be sustainable going forward. The budgetary position of the NPDO will continue to be reviewed and reported as part of the Council's budget monitoring process.

- 5.4 The Council has also subsequently agreed to fully fund the Hub DBFM budget on an ongoing basis. It is anticipated that, based on current assumptions, the Hub DBFM will be able to operate within the budget allocation set by the Council and will be sustainable going forward. The budgetary position of the Hub DBFM will continue to be reviewed and reported as part of the Council's budget monitoring process.

Future Pressures

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

6 EFFICIENCIES IDENTIFIED

NPDO

- 6.1 The SPT continue to monitor ongoing availability and performance deductions. Since April 2018, ABC Schools have required to make payment to the Council of approximately £56k by way of deductions. The SPT are currently withholding a further sum of £207k by way of disputed deductions accrued and are in discussion with ABC Schools to resolve this matter. In relation to this sum, the SPT continue to dispute unitary charge invoices, as appropriate, following the contractual provisions, to enable discussions to settle the deductions considered due to the Authority. The SPT have also been able to release the sum of £24k accrued in respect of unbilled utilities for periods prior to the end of 2014. These sums now fall outwith the 5 year negative prescription period and are no longer lawfully recoverable.
- 6.2 The SPT have applied the provisions contained in the NPDO contract which enable the Council to share in the savings made by ABC Schools in the procurement of insurance for the project facilities. The saving achieved by the SPT and paid by ABC Schools during 2018/19 totalled £281k. The SPT will continue to liaise with ABC Schools to identify future efficiencies in this area where it is likely they can become available.

Hub DBFM

6.3 The Hub DBFM Schools at Campbeltown and Oban became operational during 2018/19. The SPT will monitor the contractual performance of Hub North Scotland (O&C) Ltd and FES FM in a similar manner to the NPDO Schools and will monitor ongoing availability and performance deductions. Since April 2018, Hub North Scotland (O&C) Ltd have required to make payment to the Council of approximately £191k by way of deductions. The SPT are currently withholding a further sum of £73k by way of disputed deductions accrued and are in discussion with Hub North Scotland (O&C) Ltd to resolve this matter. In relation to this sum, the SPT continue to dispute monthly service payment invoices, as appropriate, following the contractual provisions, to enable discussions to settle the deductions considered due to the Authority.

6.4 The SPT will continue to seek and apply efficiencies from within both the NPDO contract and the Hub DBFM contract to ensure the correct level of service delivery and to manage any adverse budgetary impact on either budget. The SPT will also continue to identify any efficiencies, in the first place, for the short and longer term mitigation of any cost or budget pressures.

7 REFINANCING – NPDO only

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

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

8 CHARITABLE SURPLUS – NPDO only

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

10 CONCLUSION

10.1 The NPDO and Hub DBFM projects deliver value for money. The SPT has delivered efficiencies in the NPDO project since its sign off. Efficiencies identified by the SPT through the NPDO contract to date have improved the affordability position. The SPT is applying the same methodology to the Hub DBFM

- 10.2 It is anticipated that, in the medium term and based on current assumptions, the NPDO & Hub DBFM will continue to operate within the scope of the budget agreed.
- 10.3 The Special Projects Team will continue to monitor the contractual performance of both projects to identify efficiencies where appropriate, ensure that Schools receive a value for money service and work with all partners and stakeholders to address any budgetary and contract issues as they arise.

11 IMPLICATIONS

- 11.1 Policy: None at present.
- 11.2 Financial: It is anticipated that based on current assumptions, the NPDO & Hub DBFM will continue to operate within the scope of the budget agreed.
- 11.3 Legal: The possibility of future disputes will continue to be closely monitored.
- 11.4 HR: None at present.
- 11.5 Fairer Scotland Duty: None at Present
 - 11.5.1 Equalities: None at present.
 - 11.5.2 Socio-economic: None at Present
 - 11.5.3 Islands; None at Present
- 11.6 Risk: Legal, financial and budgetary risks will continue to be closely monitored by the SPT.
- 11.7 Customer Service: None at present.

Douglas Hendry - Executive Director - Customer Services

Policy Lead – Councillor Rory Colville

For further information please contact:

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

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