



**Argyll and Bute Council**  
**Comhairle Earra-Ghàidheal Agus Bhòid**

*Customer Services*  
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*30 May 2019*

**NOTICE OF MEETING**

A meeting of the **ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE** will be held in the **COUNCIL CHAMBER, KILMORY, LOCHGILPHEAD** on **THURSDAY, 6 JUNE 2019 at 10:30 AM**, which you are requested to attend.

Douglas Hendry  
Executive Director of Customer Services

**BUSINESS**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF INTEREST (IF ANY)**
- 3. MINUTES** (Pages 3 - 8)  
Environment, Development and Infrastructure Committee held on 7 March 2019
- 4. FILM IN ARGYLL - SCREEN INDUSTRIES UPDATE REPORT** (Pages 9 - 12)  
Report by Executive Director – Development and Infrastructure Services
- 5. DEVELOPMENT AND INFRASTRUCTURE SERVICES PERFORMANCE REPORT FINANCIAL QUARTER 4 2018/19** (Pages 13 - 26)  
Report by Executive Director – Development and Infrastructure Services
- 6. UPDATE ON CUSTOMER SERVICE IMPROVEMENTS** (Pages 27 - 34)  
Report by Executive Director – Development and Infrastructure Services
- 7. APPLICATION FOR CENTENARY FIELDS STATUS, CAMPBELTOWN WAR MEMORIAL AND KINLOCH PARK** (Pages 35 - 38)  
Report by Executive Director – Development and Infrastructure Services

**8. ARGYLL AND BUTE COUNCIL OFFICER RESPONSE TO THE INQUIRY: FUNDING OF EU STRUCTURAL FUND PRIORITIES IN SCOTLAND, POST-BREXIT (Pages 39 - 46)**

Report by Executive Director – Development and Infrastructure Services

**9. ARGYLL AND BUTE COUNCIL OFFICER RESPONSE TO THE CROWN ESTATE SCOTLAND: RURAL ASSETS STRATEGY CONSULTATION (Pages 47 - 58)**

Report by Executive Director – Development and Infrastructure Services

**REPORTS FOR NOTING**

**10. NORTHERN ROADS COLLABORATION JOINT COMMITTEE (Pages 59 - 64)**

Report by Executive Director – Development and Infrastructure Services

**11. ENVIRONMENT, DEVELOPMENT AND INFRASTRUCTURE COMMITTEE WORK PLAN AS AT JUNE 2019 (Pages 65 - 66)**

**Environment, Development and Infrastructure Committee**

Councillor John Armour	Councillor Gordon Blair
Councillor Bobby Good	Councillor Donald Kelly
Councillor David Kinniburgh	Councillor Donald MacMillan
Councillor Roderick McCuish (Chair)	Councillor Sir Jamie McGrigor
Councillor Jean Moffat	Councillor Aileen Morton
Councillor Ellen Morton (Vice-Chair)	Councillor Gary Mulvaney
Councillor Alastair Redman	Councillor Alan Reid
Councillor Andrew Vennard	Councillor Jim Findlay

Contact: Hazel MacInnes Tel: 01546 604269

**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	

<b>Also Present:</b>	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)



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**ARGYLL AND BUTE COUNCIL****Environment Development and Infrastructure  
Committee****DEVELOPMENT AND  
INFRASTRUCTURE SERVICES****6 June 2019**

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**FILM IN ARGYLL – SCREEN INDUSTRIES UPDATE REPORT**

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**1.0 INTRODUCTION**

- 1.1 This report provides an overview of the work of Argyll and Bute Council in attracting inward investment into Argyll and Bute from the screen industries and the economic benefits that this brings to the area including the opportunities to promote and market the area.

**2.0 RECOMMENDATIONS**

- 2.1 That members consider the contents of this report and the positive economic impact the screen industry has had on Argyll and Bute.

**3.0 DETAILS**

- 3.1 Development of Screen Industries fits with UK government targets for developing the economy and has been identified as one of the key growth sectors by Scottish Government. In April 2014 Creative Scotland (CS) published its 10-year Strategic Plan, Unlocking Potential and Embracing Ambition. This presented a shared vision for the arts, screen and creative industries and at its heart is a set of ambitions and priorities that has focused and informed the work of CS. Following on from this, in October 2014, Screen Scotland published its Film Strategy 2014-17, detailing priorities for the film sector.
- 3.2 Following on from the Film Strategy, in August 2018, Screen Scotland was launched. It aims to grow the film and TV sector in Scotland. Screen Scotland sits within Creative Scotland and is a partnership with Scottish Enterprise, Highlands and Islands Enterprise, Skills Development Scotland, Scottish Funding Council, with funding from the Scottish Government and the National Lottery. The Scottish Government is investing an additional £10m, bringing the total budget for screen sector in Scotland to £20m, in addition to the support and resources of the partner agencies. This includes a £3m per annum Broadcast Content Fund and additional funding for strategic partnerships with content commissioners.
- 3.3 Screen Scotland facilitates a Screen Locations Network made up of mostly local authority film offices, including Argyll and Bute Council, who work to an agreed protocol. This protocol is based on providing information on locations, crew etc and facilitating productions in the area as well as promotion of locations. Screen Scotland Locations (SSL) work closely with The British Film Commission (BFC) and British Film Industry to promote production in the UK. International enquiries are fed into SSL, who in turn pass this on to local film offices. In addition, in Feb 2019, the new BBC Scotland Channel was launched and a Memorandum of Understanding between Screen Scotland and the BBC agreed. This sets out a common purpose: to support a vibrant, world-class Scottish television industry that excels in the production of a diverse range of content, including ambitious projects which reflect Scottish culture and are enjoyed by audiences in Scotland, the UK and

internationally. All the above frameworks, recent developments and funding could directly benefit Argyll and Bute through increased production and inward investment within our area.

- 3.4 The Economic Development service has been providing a service to the screen industries since 1998 when the film service was initially part of the Scottish Highlands and Islands Film Commission. Over the last year we have been working hard to improve the service to the industry to maximise the economic benefit to the area and increase the awareness of what we can offer. Core to our service is providing confidential advice and support as a “one stop shop” to the industry through a single point of contact within the Economic Development section. The “one stop shop” supports the production’s needs in many ways including, liaising with other council departments (for road closures, access to land/property including car parks etc.), providing locations to film enquiries, landownership queries, local knowledge and connecting productions to local services such as Gaelic speakers and community groups. Screen industries development meets with our Argyll and Bute Outcome Improvement Plan objective of ‘Our Economy is Diverse and our new Economic Strategy objective under the “Place and People” outcome “Creating a vibrant, cultural experience and strong creative industry” as well as being an excellent opportunity to showcase Argyll and Bute to a national and, in some cases, international audience.
- 3.5 For the year January 2018 to January 2019, Argyll and Bute Council received 124 enquiries and there have been 40 productions filmed during the year. This has led to an estimated local production spend of **£1,088,500** and marks 2018 as the first year for the area to host and accommodate over 200 crew/personnel for a 6 week feature film entirely shot in Argyll and Bute. The screen industries have the potential to not only bring production spend to the local economy but to be a catalyst for the growth of the tourism industry in Argyll and Bute based on Argyll and Bute film productions.
- 3.6 Within the year 2018 productions included:
- Filming on the Mull of Kintyre for **Stella McCartney’s** autumn fashion line over three days. The shoot also enlisted help from the Kintyre School Pipe Band which was led by the original piper from Paul McCartney’s “Mull of Kintyre”.
  - Filming at Inveraray Castle and car park for the fifth heat of **Sky Arts Landscape Artist of the Year**, which was eventually voted the best location of the series. The council also received an income of over £1,000 for the commercial use of the car park over the 3 day shoot.
  - Arrochar featured on one of the most watched BBC 1’s thrillers of 2018, **The Cry** as a beauty spot. The Council received over £500 in commercial filming fees for the use of the car park for the 1 day shoot.
  - **Love me to Death** (*now known as Then Came You*) was the area’s first 6 week shoot to be shot entirely in Argyll and Bute and to accommodate over 200 cast and crew at Drimsynie Estate. The romantic feature film received a great social media response and engagement from the community to ensure the production was welcomed to the area.
  - 2018 was again another popular year for car commercials, as **Skoda** chose the Inveraray and the Lochgoilhead area as backdrops for a joint campaign with **We Love Cycling**.
- 3.7 In 2017 the film service brand was developed further by creating a standalone website ([www.filminargyll.co.uk](http://www.filminargyll.co.uk)). The website provides a platform to promote the work that we do within the industry, what services we offer (landownership queries, local knowledge, confidential support etc.), the wealth of potential locations (landscapes, buildings, castles,

etc.) and to show overall what Argyll and Bute has to offer to a wider audience in a more visual way whilst continuing to build an awareness of Argyll and Bute as a film location to the industry and our customers. The website has performed well in 2018 with more than 2,000 page hits. Much of this traffic was driven to the website through promotional social media posts on the council's corporate Facebook page and marketing material distributed at conferences such as FOCUS 2018. The service has also seen a substantial increase in the number of members of the public and community groups coming forward to register their property for filming, which has been instrumental in ensuring the service continues to deliver unique locations for projects/enquiries. Looking forward into 2019/20 there is a plan to further develop a "Movie Map" for the website which will drive film tourism and further meet the objective "Creating a world class tourism destination" under the Smart Growth outcome of the Economic Strategy.

- 3.8 The desired outcome to deliver is that 'Argyll and Bute is a leading location for screen industry productions and film tourism'. Increased inward investment to Argyll and Bute through the screen industries could initially result in an instant boost to the local economy through local spend on accommodation, local services, parking and hire of film locations. However, longer term these benefits could have a positive impact on the wider economy in Argyll and Bute with an increase in visitors to the area attracted through film tourism. In order to successfully obtain these benefits the following objectives need to be proactively undertaken. The first three are in line with Screen Scotland Screen Locations Network;
- Attract production activity to Argyll and Bute – through marketing and promotion of the area, developing the skills of the screen industries sector, identifying and developing potential locations and providing incentives.
  - Facilitate production – through free provision of local knowledge and advice, contacts and expertise, and to supply appropriate information on locations, facilities and crew.
  - Work with Screen Scotland and other agencies, whether local or national, to facilitate production, and to act as the key contact for production in the area.
  - To attract film tourism – through the mapping of locations and development of trails, development of promotional material and working with tourism partners.
- 3.9 In 2018, a charging schedule pilot was implemented to make better use of the Council's assets for the purpose of commercial filming. It was important when developing the schedule and associated charging model that we provided our customers with a structured, transparent process when dealing with filming on our assets. This ensured we were providing a fair approach to charging, avoided uncertainty and delay with enquiries whilst continuing to provide a film friendly service. A report is due to be considered at the Policy and Resources Committee in August this year to review the implementation of the charges, however it has been noted that the Council has received **£7,805** so far in commercial filming fees and statutory charges since its implementation. It should be noted that the industry continues to be agreeable to the charges and enquiries have continued to increase since its implementation.
- 3.10 To ensure a quality screen industries service within Argyll and Bute and to maximise on the economic benefit from an increase in the number of productions taking place, we have continued to improve the services that we offer. In addition, we will continue to engage with industry representatives through benchmarking exercises, attending industry specific events and surveys to ensure the Film in Argyll service is comparable to industry standards and services offered in other regions.

## 4.0 CONCLUSION

- 4.1 The value of screen industries within the UK and Argyll and Bute continues to increase due, at least in part, to the UK Tax Relief and Netflix as a highly popular and successful streaming service. In addition, the recently established Screen Scotland has invested £20m into the development and support for screen industries in 2018/19. To take advantage of this growth, we are looking to continue to develop our existing service through an enhanced online experience, engaging with our customers and continue to proactively attract productions and to market the area for film tourism.

## 5.0 IMPLICATIONS

5.1	Policy		ABOIP1 The economy is diverse and thriving. EDAP: Cowal: Investment in Key Sectors and Business Support: Economic Strategy: Creating a vibrant, cultural experience and strong creative industry
5.2	Financial		None
5.3	Legal		None.
5.4	HR		None.
5.5	Equalities/Fairer Duty	Scotland	None.
5.6	Risk		If we do not continue to respond to enquiries and develop our film office we could lose productions and income to other areas in Scotland and beyond.
5.7	Customer Services		Website allows greater interaction with customers.

**Executive Director of Development and Infrastructure – Pippa Milne**

**Policy Lead – Cllr Aileen Morton**

11<sup>th</sup> April 2019

**For further information contact:** Audrey Martin, Transformation, Project and Regeneration Manager (01546 604180).

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND  
INFRASTRUCTURE SERVICES****6 JUNE 2019**

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**DEVELOPMENT AND INFRASTRUCTURE SERVICES  
PERFORMANCE REPORT FQ4 2018-19**

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**1.0 INTRODUCTION**

- 1.1 The Planning and Performance Management Framework sets out the process for presentation of the council's quarterly performance reports.
- 1.2 This paper presents the Environment, Development and Infrastructure Committee with the Development and Infrastructure Services departmental performance report with associated scorecard for performance in FQ4 2018-19 (January 2019 to March 2019).

**2.0 RECOMMENDATIONS**

- 2.1 It is recommended that the Committee reviews the scorecard as presented.

**3.0 DETAIL**

- 3.1 The performance scorecard for Development and Infrastructure Services was extracted from the Council's Pyramid performance management system and is comprised of key performance indicators incorporating the services that make up Development and Infrastructure Services.
- 3.2 Commentary on the indicators included within the scorecard can be interrogated via the Pyramid system. Some key points have been included below for ease.

**Management Information**

- 3.3 Completion of Performance Review Development (PRD's) have increased this quarter to 93%. This is a marked improvement from the previous quarter (81%). This also represents a marked long term improvement trend since FQ4 16/17. The Department will continue to focus on this area to ensure the target is maintained going forward.
- 3.4 Sickness absence has seen a slight improvement in performance from FQ3

to FQ4 with 3.13 days lost against a target of 2.98 days per employee. Work is ongoing within the Department to focus on the non-office based staff where figures are 5.26 days lost per employee. The HR Assistant for Attendance will work alongside Managers to ensure the sickness absence procedures are being applied and adhered to appropriately.

### **Business Outcomes**

- 3.5 BO05 Information and Support are Available for Everyone  
In FQ4 the percentage of clients who were satisfied that they were able to deal with their financial problems following our support and intervention remained at 100%. The debt work has been redesigned to focus solely on particularly vulnerable clients and the new arrangements which have been piloted over FQ4 are working well.
- 3.6 BO23 Economic Growth is Supported – Achieve an above national average level of application approval rates  
Planning application approval rate was above target of 95% for the 23<sup>rd</sup> consecutive quarter at 97.9%. The approval rate demonstrates that we are open for business.

### **4.0 IMPLICATIONS**

4.1	Policy	None
4.2	Financial	None
4.3	Legal	The Council has a duty to deliver best value under the Local Government in Scotland Act 2003
4.4	HR	None
4.5	Equalities/Fairer Scotland Duty	None
4.6	Risk	Ensuring performance is effectively scrutinised by members
4.7	Customer Service	None

**For further information contact:** Pippa Milne, Tel 01546 604076

### **APPENDICES**

- Appendix 1 FQ4 2018/19 score cards – Development and Infrastructure Services  
Appendix 2 FQ4 2018/19 performance report – Development and Infrastructure Services

Departmental Performance Report for: Development and Infrastructure	Period: FQ4 18/19
<b>Key Successes</b>	
<b><u>Planning, Housing and Regulatory Services (PHRS)</u></b>	
<b>Business Outcome 5 – Information and Support are Available to All</b>	
<ol style="list-style-type: none"> <li>1. In response to the outcome of the EU Referendum, in 2017 the Council established the Industry and Regional Development Sounding Board which has been active in developing an initial understanding of risks and opportunities. The Chief Executive subsequently established a tactical level working group to support preparedness for the UK Withdrawal from EU from a Council and Health and Social Care Partnership perspective. Through the work of the Tactical Group, and using Scottish Government planning assumptions for a “no deal”, the risk were fully evaluated, assessed, and an Action Plan was agreed. The Council/HSCP fully engaged in national groups which considered a range of issues including the areas of highest risk for export of food to EU countries, food insecurity, economy, medicines and civil contingencies, and rurality. Work continues to deliver the Action Plan although this has slowed due to the extension agreed by the EU. Notwithstanding this, this work undertake has ensured that there are adequate arrangements in place for business continuity and contingency planning with the Council /HSCP and that they meet COSLA’s assessment criteria of “ready”, (the highest level) in a very short timescale.</li> </ol>	
<b>Business Outcome 13 – Our Built Environment is Safe and Improved</b>	
<ol style="list-style-type: none"> <li>1. Extended our commercialisation to East Lothian, Inverclyde and East Dunbartonshire Councils which enabled us to return an end of year budget surplus of £215k. We will continue to monitor Building Standards income and expenditure tightly and retain our verifier contract(s) with Babcocks and other Local Authorities which provide additional income generation streams.</li> </ol>	
<b>Business Outcome 23 – Economic Growth is Supported</b>	
<ol style="list-style-type: none"> <li>1. Planning application approval rate was above target (95%) for the 23rd consecutive quarter (97.9%).</li> </ol>	
<b><u>Economic Development and Strategic Transportation (EDST)</u></b>	
<b>Business Outcome 23 – Economic Growth is Supported</b>	
<ol style="list-style-type: none"> <li>1. On 7th March 2019 the EDI Committee approved the use of all the WSLF match (£150k) for Business Gateway (BG) Local Growth Accelerator Programme (LGAP) Phase Two. This will now require to be signed off by the full Argyll and Bute Council meeting on 18th April 2019. By gaining Scottish Government approval to add Phase Two activity to our original programme, the Council has now secured a total of £855,239 for LGAP, leveraging in £524,220 of ERDF funding.</li> </ol>	

2. Notification from Historic Environment Scotland (HES) that the Lochgilphead Conservation Area Regeneration Scheme (CARS) bid has been successful with an award of £969,700 of HES funding with £386,000 in Council funding, and estimated contributions from building owners of £250,000 - bringing a projected total budget of £1.6m. The project commences in April 2019 and will run for 5 years.

#### **Business Outcome 27 – Infrastructure and assets are fit for purpose**

1. Helensburgh Waterfront Development – Marine Scotland granted a Marine Construction Licence on 14th January 2019. The Helensburgh Waterfront Development obtained planning approval on 23rd January 2019.

#### **Roads and Amenity Services (RAS)**

#### **Business Outcome 14 – Our transport infrastructure is safe and fit for purpose**

1. Kirk Road is now in use. The new alignment is providing better access for vehicles and pedestrians into the new development. There are some minor remedial works yet to be carried out but these are in hand.
2. Successful delivery and progress in relation to an extended and increased Roads Capital Budget/Programme. Works delivered through mixed economy models are having a positive impact in improving the roads network within Argyll and Bute. This is seeing a general improvement to the overall road condition as evidenced by the Road Condition Index (RCI).
3. R&A Depots – Contract awarded for Oban Depot on a design and build basis following the feasibility work and outline plans having been completed in house. A similar approach is being progressed with Lochgilphead Depot. This approach provides design experience for our Graduate Engineers which will help progress individuals towards professional qualification as part of our Growing Our Own initiative.
4. Environmental Land Management (ELM) system has now been rolled out across the areas for scheduled and reactive works. Training and follow up training has been undertaken in all areas. All areas will go live on 1st April 2019 for both scheduled and reactive works. Much of the roll out has been progressed by one of the area supervisors (Larry Malone) and Chargehand (Roderick Frame) who had been the advocates of the system and have effectively got colleagues on board. ELM will streamline the process of issuing works orders which through the system will be received by the teams on mobile devices. This will also result in a benefit to Members queries which will be able to be resolved more directly through the use of the system.
5. There has been a steady improvement in the Councillor Casebook performance during this quarter. The number of open cases has dropped from over 500 in summer 2018 to fewer than 200 at present. The percentage of enquiries being closed off in the desired timescale has increased from around 20% to over 50%. Anecdotal feedback from Members has been positive so far with many commenting on the improvements in timeliness and quality of responses.

#### **Business Outcome 15 – Argyll and Bute is Open for Business**

1. Transfer of staff who operate the Jura ferry has now been concluded. This means that the staff work directly for Argyll and Bute Council and that the contract with ASP Ship Management has now come to a natural end. This brings some cashable savings which were a requirement of the 2018 budget process.



2. Works are now complete to stabilise the harbour wall and car park surface at North Pier, Oban. This was necessary due to the long term effect of wave action washing out fine material within the pier structure.

#### **Business Outcome 24 – Waste is disposed of sustainably**

1. Joint procurement with West Dunbartonshire Council and Inverclyde Council - the shared service focuses on residual and bulky waste to provide a long term compliant solution for the aforementioned material within the Helensburgh and Lomond area. The ultimate focus being compliance with the looming ban on Biodegradable Municipal Waste (BMW) being sent to landfill. Tender responses are due within May 2019. Evaluation will take place thereafter by officers from all 3 authorities.

#### **Key Challenges and Actions Completed In Previous Quarter**

##### **(EDST)**

#### **Business Outcome 27 – Infrastructure and assets are fit for purpose**

1. **Challenge** - Helensburgh Waterfront Development Project - Securing planning permission for the project.  
**Action** - The project team undertook significant work to remodel the flood risk and wave overtopping scenarios for the project following the publication of the UK Climate Change Predictions in 2019, and to address the technical objections raised. This required the distillation of what was very complex and specialist technical information into a format that could be readily understood and evaluated by those considering the planning application.

##### **(RAS)**

#### **Business Outcome 14 – Our transport infrastructure is safe and fit for purpose**

1. **Challenge** - The Council operates 5 link spans at main ferry ports – Cairs, Port Askaig, Campbeltown, Rothesay and Dunoon. A review and inspection of all these assets has now commenced with a view to setting up new maintenance and management contracts. A plan will also be produced with costs and timescales indicating any major works required to be carried out. An engineer has been seconded to Marine Services from Royal Haskoning.  
**Action** - Review of all Council link-spans progressing, initial assessments have been completed with any necessary maintenance work now being progressed to ensure that the link spans continue to be serviceable and fit for purpose.
2. **Challenge** - Responding to Weather conditions which would affect the roads network whilst preparing for winter standby and winter weather treatments.  
**Action** - Despite a delay in getting gritting vehicles and issues with Gulliver's going into liquidation staff in operations and Fleet have worked tirelessly to ensure the 17 hired gritters remained within Argyll and Bute throughout the winter period. This displayed a real team effort and has mitigated against a public backlash had we lost the vehicles as was requested by the liquidators. We have continued to ensure gritting was carried out as per our standard operating procedures with no real time road closures and limited disruption to local communities.

3. **Challenge** - Creating a fit for purpose traffic management plan for parking in and around our towns, which will balance the local community's needs with tourist needs.

**Action** - Due to responding to objections and representations ahead of going to Area Committee, the Duck Bay and Mull traffic orders have not been delivered in this financial year. This will mean a loss of income of approx. £60,000.

## Short-term Operational Challenges

### EDST

1. Hermitage Park - Lot 1, the new Pavilion, is currently 32 weeks over the contracted date and is undergoing final snagging works. The Lot 2 landscape and conservation contractor will return in April 2019 to complete works around the pavilion. The anticipated completion date for the park of Summer 2019 is our target with a potential formal opening later in the year, August or September 2019, although our aim is to open the Pavilion café as soon as is possible. The team are continuing to manage budget pressures and apply for funding however the current projected budget position projects a shortfall. Final costs will be known after the end of both contracts, which terminate in June 2019. A final cost report will be prepared for 15th August P&R.

### PHRS

1. The average determination period of 'all local' applications increased during FQ4 from 10 weeks to 10.2 weeks and the average response time for pre-application enquiries during FQ4 decreased from 69% to 56.7%. Performance has been impacted by reduced resources in MAKI for an extended time period and has also been below expected levels in OLI as a result of a requirement to commit officer resources to a Judicial Review during FQ4. Performance has also been impacted by efforts during FQ4 to reduce the number of legacy files required to meet Planning Performance Framework targets. Performance is expected to return to target levels during FQ1 19/20.
2. Service Redesign has been implemented during the latter part of FQ3 resulting in changes to the management arrangements of the area teams. Whilst proposals are intended to deliver a seamless transition with appropriate handover periods for all staff involved there is potential for such significant change in the management structure and expected retirement of an experienced member of staff to have a short term negative impact upon performance relating to timeliness of determinations.
3. Operational capacity of the shared BS / DM Admin Support service remains depleted following the loss of one staff member on secondment from Jan 2019 and another on maternity leave from February 2019. Recruitment has been completed with new starts taking up post in March and April. Whilst workload is being shared amongst the wider BS / DM Admin Support team there is the potential that during periods of staff absence this could impact upon the speed of determination and delay in tasks being completed for both DM and BS.
4. Accelerate the delivery of the Food Control Improvement Plan, the Trading Standards Improvement Plan and deliver the Food Standards Scotland (FSS) Audit Action Plan. Work is ongoing in the delivery of these plans. Further evidence was provided to FSS to demonstrate progress however they have taken some time to respond. A further meeting is planned for May to clarify the position in terms of the Audit report.

1. Craignure – STAG now concluded. The challenge will be delivering one of the largest capital projects the Council has undertaken in recent time. This project is about providing infrastructure that will be fit for the next 60+ years, which allows for continuity of service during the construction phase and meets the community's need.
2. Lack of long term commitment from Transport Scotland regarding the transfer of ferry services from the Council to Scottish Government. This creates a challenge and cost pressure to the Council in terms of subsidy which is being applied to the lifeline services.

#### Key Challenges and Actions to address the Challenges (PHRS)

##### Business Outcome BO05 Information and support are available to all

1. **Challenge** – To work towards delivering the review of advice services action plan  
**Action** – Contract being evaluated at present. New model implemented for debt counselling and governance arrangements are in place. Update to be provided to the next Policy and Resources Committee.

Carried Forward From Previous Quarter – Y	Completion Due Date: Ongoing	Responsible Person: Regulatory Services Manager
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2. **Challenge** – The development of Council EU Withdrawal Plan and Risk Register  
**Action** - Tactical Group has been established and met its remit. Risks have been fully evaluated, an Action Plan developed, there is strong engagement with the civil contingency framework in Scotland and work is ongoing to ensure that the Council and HSCP are prepared for EU withdrawal. This work continues whilst the final details are agreed nationally by Westminster and the EU.

Carried Forward From Previous Quarter – Y	Completion Due Date: Ongoing	Responsible Person: Regulatory Services Manager
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#### Key Challenges and Actions to address the Challenges

##### Business Outcome 12 – High Standards of Public Health and Health Protection are Promoted

1. **Challenge** - Effective service management, meeting our core statutory priorities and our improvement agenda  
**Action** - Deliver the outcomes defined in the plan within the agreed milestones. To redesign the delivery of the environmental health service and better direct its resources more effectively to meet the statutory framework for food authorities, and to complete the actions required from the Food Standard Scotland (FSS) audit. The development and training of new staff, and securing arrangements to recruit to vacant posts. Deliver Food Control Improvement Plan, FSS audit plan and actions from internal audit reports for environmental health and trading standards.

Carried Forward From Previous Quarter – N	Completion Due Date: 30/09/2019	Responsible Person: Regulatory Services Manager
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 27 – Infrastructure and assets are fit for purpose</b>		
<p>1. <b>Challenge</b> - Maintain an LDP Less Than Five Years Old.</p> <p><b>Action</b> - After assessment of options, a strategic decision has been taken to delay LDP2 submission to Full Council until September 2019 (originally planned for June 2019). This is allowing time for better communication with Members &amp; SMT (10<sup>th</sup> June Seminar) prior to submission for approval, time to prepare associated documents, time to fully proof read the finished document avoiding mistakes before Examination, and avoiding consultation over summer months which may be seen as avoiding the best period outside holidays. Delay of LDP2 adoption till Jan 2021 is not considered to pose any significant risk to the Council given healthy housing land supply and the continuing relevance of the existing LDP.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: Jan 2021	Responsible Person: Senior Planning and Strategies Officer
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 27 – Infrastructure and assets are fit for purpose</b>		
<p>2. <b>Challenge</b> - Update and Improve our Conservation Area Appraisal Coverage. Continuing to deliver 2 conservation area appraisals in the absence of the conservation officer who was on maternity leave until January 2019. Cover arrangements had been planned within the LDP team, but workload pressure within the LDP work (as above) and the extended length of consultation period that was required for the Slate Island Conservation Area Appraisals means that the planned timetable of work slipped. In addition it is now necessary for the Design and Conservation officer to support the development policy team writing the Proposed LDP2.</p> <p><b>Action</b> - Delay completion of slate islands Conservation Area (CA) appraisals until LDP2 proposed plan completed. As a twin track, consultants have been appointed to produce CA appraisals in Lochgilphead, Tarbert and Helensburgh. This is in partnership with Economic Development and in order to facilitate CARS funding. It is now planned that these should all be reported to PPSL Committee in June allowing the formal consultation process to be started.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: FQ4 19/20	Responsible Person: Senior Planning and Strategies Officer
<b>Key Challenges and Actions to address the Challenges (EDST)</b>		
<b>Business Outcome 23 – Economic Growth is Supported</b>		
<p>1. <b>Challenge</b> - Secure a Rural Growth Deal Heads of Terms Agreement with the Scottish and UK Governments committing both governments to a fair level of funding which takes account of the regions potential to contribute towards national economic growth whilst recognising our rurality and critical barriers to growth.</p>		

<b>Action</b> - Following submission of the Rural Growth Deal Proposition Document in November 2018, staff from the Strategic Transportation and Infrastructure Team continue to liaise with key civil servants in the Scottish and UK Governments and are committed to achieving a Heads of Terms Agreement in 2019. Site visits with the civil servants have been arranged for May 2019 with ministerial visits proposed for June 2019. We also continue to investigate opportunities to accelerate the delivery of Rural Deal projects using alternative sources of funding. An example of this is the work with Scottish Canals regarding a funding application to the Natural and Cultural Heritage Fund to deliver improvements to infrastructure on the Crinan Canal with a view to enhancing the local tourism offering in Mid Argyll.		
<b>Carried Forward From Previous Quarter – Y</b>	<b>Completion Due Date: 2019</b>	<b>Responsible Person: Head of Service/Strategic Transportation and Infrastructure Manager</b>
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 23 – Economic Growth is Supported</b>		
<b>2. Challenge</b> - Lobby Transport Scotland for increased investment in the critical local transport infrastructure required to improve access to key markets and support economic growth as part of the National Transport Strategy (NTS2)/ Strategic Transport Project Review (STPR) 2 process. <b>Action</b> - 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 the 17th June 2019. This process also supports some of the key transport projects included as part of the Rural Growth Deal proposition.		
<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date: TBC</b>	<b>Responsible Person: Strategic Transportation and Infrastructure Manager</b>
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 23 – Economic Growth is Supported</b>		
<b>3. Challenge</b> - Secure a successful PSO air services contract and work with potential operators to establish interim air services which ensure the continuation of PSO flights from Oban Airport in the period between the existing contract finishing in May 2019 and the new contract commencing in October 2019. <b>Action</b> - The PSO air services contract is currently out to tender following a non-compliant submission by the incumbent operator resulting in the original tender being abandoned. The re-tender was published on 7th March 2019 and has a closing date of 2nd May 2019. The current contract comes to an end on 15th May 2019 and the new contract following re-tender is not planned to start until 16th October 2019 – The Strategic Transportation and Infrastructure Manager supported by colleagues in Procurement are continuing to work with Air Task regarding an interim service arrangement during this time however, to date no agreement has been finalised.		
<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date: Oct 2019</b>	<b>Responsible Person: Strategic Transportation and Infrastructure Manager</b>
<b>Key Challenges and Actions to address the Challenges</b>		

<b>Business Outcome 27 – Infrastructure and assets are fit for purpose</b>		
<p><b>1. Challenge</b> - Helensburgh Waterfront Development Project - the main risk at present is the affordability of the works contract, where input prices for materials and fuels rose by 4.7% in the year through January 2018, and according to the Construction Products Association, 82% of civil engineering contractors and 82% of main construction contractors reported higher raw materials prices passing through the supply chain over the final quarter of 2017, with the expectation that 2018 would show a similar trend. Construction Industry Inflation forecasted at a 1% tender price growth for both 2019 and 2020, increasing in the longer term to 1.5% in 2021 and 2022. This will already have impacted on the project budget due to the delay in securing planning approval following community council objections to the planning hearing.</p> <p>Action - The project team will continue to monitor market data/trends during the procurement exercise, as well as considering what potential if any there might be for Value Engineering options, should the tender prices be unaffordable.</p>		
<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date: Aug 2019</b>	<b>Responsible Person: Helensburgh Waterfront Development Project Manager</b>
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 27 – Infrastructure and assets are fit for purpose</b>		
<p><b>2. Challenge</b> - Deliver the Helensburgh, Cardross and Dumbarton Cycleway</p> <p><b>Action</b> - Council Officers continue to engage with all relevant landowners in phase 1 of the route, with agreements to access necessary land expected to be signed off with 2 of these in the near future. A Compulsory Purchase Order (CPO) recommendation is to be presented to the Area Committee and Council meetings in June. A design contract for phase 2 has been awarded to WSP Consultancy to complete the design required for the route linking Cardross and Dumbarton by Spring 2020. Sustrans, one of the main funding partners for the cycleway, have instructed that we require to undertake a further community consultation on phase 1 route before they will fund any further construction. This consultation is to be undertaken as part of the planned community consultation on the route of phase 2 in April/May 2019. This will minimise any risk of delay to the delivery of phase 1 of the cycleway.</p>		
<b>Carried Forward From Previous Quarter – N</b>	<b>Completion Due Date: TBC</b>	<b>Responsible Person: Strategic Transportation and Infrastructure Manager</b>
<b>Key Challenges and Actions to address the Challenges (RAS)</b>		
<b>Business Outcome 14 - Our Infrastructure is Safe and Fit for Purpose</b>		
<p><b>1. Challenge</b> - Maintain assets to keep Argyll and Bute open for business.</p> <p><b>Action</b> - Roads and Amenity will allocate the nominal capital resources in line with the various asset management plans, the Strategic Asset Management Plan (SAMP) and associated documents. This means that there will be backlog maintenance demands over most asset groups which will need to be managed in a way that ensures a good level of service provision is provided. There will also be a focus on considering both the revenue and capital budgets in a holistic way by using capital to reduce future revenue costs wherever possible. Many of these types of schemes can be lengthy in development and therefore a long term plan (5 to 10 years look ahead) for most asset groups is essential.</p>		

Carried Forward From Previous Quarter – N	Completion Due Date: Ongoing	Responsible Person: Principal Engineer
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 14 - Our Infrastructure is Safe and Fit for Purpose</b>		
<p><b>2. Challenge</b> - Fleet Review - capital funds have been identified however the available funds are insufficient to fulfil a full replacement programme and priority will be given to essential purchases only.</p> <p><b>Action</b> - Liaise with Finance team and Head of Service to ensure capital funds are allocated beyond the spend for the next two years ensuring awareness of the requirement for replacement and the associated capital funds for this purpose.</p>		
Carried Forward From Previous Quarter – N	Completion Due Date: Ongoing	Responsible Person: Fleet, Waste and Infrastructure Manager
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 14 - Our Infrastructure is Safe and Fit for Purpose</b>		
<p><b>3. Challenge</b> - RAS has recently been through a transformation with a Control Hub beginning operationally. Some very experienced staff have taken retirement and others are now being asked to do slightly different jobs as we amalgamate Road with Amenity Services. This has left some key areas where we are also having to recruit and will mean staff covering much larger areas until we have a full complement of trained staff.</p> <p><b>Action</b> - Staff are being provided training where appropriate as well as appropriate levels of leadership support to enable staff to adjust in to the new positions. Staff are adjusting well with changing workloads and appropriate levels of support and leadership will continue to be provided.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: Ongoing	Responsible Person: Head of Service/Networks and Standards Manager
<b>Key Challenges and Actions to address the Challenges</b>		
<b>Business Outcome 24 - Waste is Disposed of Sustainably</b>		
<p><b>1. Challenge</b> - Implications of Biodegradable Municipal Waste (BMW) landfill ban in January 2021.</p> <p><b>Action</b> - A draft Waste Strategy was approved at EDI in March 2019. The completed strategy will address issues relating to the safe and economical disposal of BMW, and also take cognisance of legislation ensuring compliance with the terms of the Waste (Scotland) Regulations 2012.</p>		
Carried Forward From Previous Quarter – Y	Completion Due Date: July 2019	Responsible Person: Fleet, Waste and Infrastructure Manager



## Development and Infrastructure Scorecard 2017-20

Scorecard owned by: Pippa Milne

FQ4 18/19

[Click here for Council Scorecard](#)

Roads and  
Amenity Services

Planning,  
Housing and  
Regulatory  
Services

Economic  
Development  
and ST

Priorities for  
2015-17: Dev't &  
Infrastructure

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Management Information](#)

### Making A&B a place people choose to live

ABOIP Outcome No.5 - People live active, healthier and independent lives

[Related Business Outcomes](#)

ABOIP Outcome No.6 - People live in safer and stronger communities

[Related Business Outcomes](#)

ABOIP Outcome No.4 - Children and young people have the best possible start

[Related Business Outcomes](#)

### Making A&B a place people choose to learn

ABOIP Outcome No.3 - Education, skills and training maximises opportunities for all

[Related Business Outcomes](#)

### Making A&B a place people choose to work

ABOIP Outcome No.1 - The economy is diverse and thriving

[Related Business Outcomes](#)

ABOIP Outcome No.2 - We have infrastructure that supports sustainable growth

[Related Business Outcomes](#)

### Making it happen

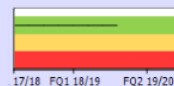
Supporting Outcome - Service Delivery Enablers

[Related Business Outcomes](#)

BO01 The health of our people is protected through effective partnership working [D&I Dept]

Aligns to ABOIP Outcome No. 5

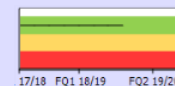
Success Measure **G** ➔



BO13 Our built environment is safe and improved [D&I Dept]

Aligns to ABOIP Outcome No. 6

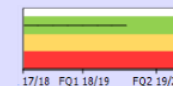
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BO24 Waste is disposed of sustainably [D&I Dept]

Aligns to ABOIP Outcome No. 2

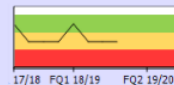
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BO03 Prevention and support reduces homelessness [D&I Dept]

Aligns to ABOIP Outcome No. 5

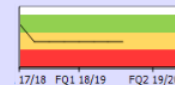
Success Measure **A** ➔



BO14 Our transport infrastructure is safe and fit for purpose [D&I Dept]

Aligns to ABOIP Outcome No. 6

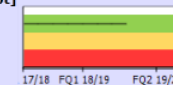
Success Measure **A** ➔



BO25 Access to and enjoyment of the natural and built environments is improved [D&I Dept]

Aligns to ABOIP Outcome No. 2

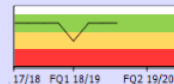
Success Measure **G** ➔



BO05 Information and support are available for everyone [D&I Dept]

Aligns to ABOIP Outcome No. 5

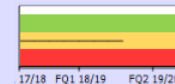
Success Measure **G** ➔



BO15 Argyll and Bute is open for business [D&I Dept]

Aligns to ABOIP Outcome No. 2

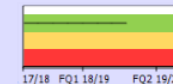
Success Measure **A** ➔



BO26 People have a choice of suitable housing options [D&I Dept]

Aligns to ABOIP Outcome No. 2

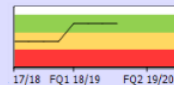
Success Measure **G** ➔



BO07 Our communities benefit from the development of renewables [D&I Dept]

Aligns to ABOIP Outcome No. 5

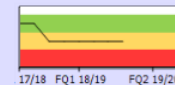
Success Measure **G** ➔



BO23 Economic growth is supported [D&I Dept]

Aligns to ABOIP Outcome No. 1

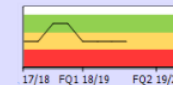
Success Measure **A** ➔



BO27 Infrastructure and assets are fit for purpose [D&I Dept]

Aligns to Council Outcome MIH

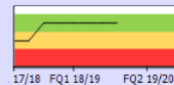
Success Measure **A** ➔



BO12 High standards of public health and health protection are promoted [D&I Dept]

Aligns to ABOIP Outcome No. 6

Success Measure **G** ➔







## Development and Infrastructure Scorecard 2017-20 FQ4 18/19

Scorecard owned by: **Pippa Milne**

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Scorecard](#)

### Management Information

#### RESOURCES

<i>People</i>	<i>Benchmark</i>	<i>Target</i>	<i>Actual</i>	<i>Status</i>	<i>Trend</i>
Sickness Absence DI		2.98 Days	3.13 Days	<b>R</b>	↑
DI % of PRDs completed		90 %	93 %	<b>G</b>	↑

<i>Financial</i>	<i>Budget</i>	<i>Forecast</i>	<i>Status</i>	<i>Trend</i>
Finance Revenue totals DI	£K 33,070	£K 32,301	<b>R</b>	↑
Capital forecasts - current year DI				
Capital forecasts - total project DI				
Asset management red risks	6	On track	5	<b>R</b> →

#### IMPROVEMENT

		Total No	Off track	On track	Complete	<i>Status</i>
Improvement Plan Outcomes DI	Actions	27	1	16	10	<b>A</b> →
DI Services Audit Recommendations	<b>R</b>	Overdue 2 →	Due in future 17 ↑	Future - off target 0 →		
<b>Customer Service DI</b>		Customer satisfaction		96 %	<b>G</b> ↓	
Customer Charter		Stage 1 Complaints		68 %	<b>R</b> ↑	
Number of consultations		Stage 2 Complaints		89 %	<b>G</b> ↑	

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND  
INFRASTRUCTURE SERVICES****6<sup>TH</sup> JUNE 2019**

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**UPDATE ON CUSTOMER SERVICE IMPROVEMENTS**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to update Members on the progress to date with the previously reported work to improve customer service in relation to contacts on Roads and Amenity Services.
- 1.2 This work has contributed to some significant improvements in performance, although it should be noted that there is a difficulty in assessing impact due to seasonal variances. While, for example, the statistics in relation to missed bin contacts are much better than they were, this cannot solely be attributed to the improvements on the customer service side. Other factors contribute to the overall improvement such as improved service delivery and robust vehicle maintenance, as well as seasonal variances e.g. milder winters mean fewer routes down which consequently means fewer missed bin reports.
- 1.3 With over 75 individual work packages delivered in relation to individual customer service 'products' and their associated sub-processes and procedures, as well as a range of work on the Councillor Casebook, this has been a very detailed piece of work. Rather than delve into the minute detail, this report offers a thematic as opposed to a chronological or product by product update.

**RECOMMENDATIONS**

Members are asked to:

- Endorse this report and the overall approach; and
- Agree that a further report will come forward in 12 months

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE**

**DEVELOPMENT AND  
INFRASTRUCTURE SERVICES**

**6<sup>TH</sup> JUNE 2019**

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**UPDATE ON CUSTOMER SERVICE IMPROVEMENTS**

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**2.0 INTRODUCTION**

- 2.1 This report provides a brief update on the work to improve customer service in Roads and Amenity Services over the past two years. This work has focused on improving proactive information, making better use of technology and streamlining the procedures for handling enquiries when they do come in.

**3.0 RECOMMENDATIONS**

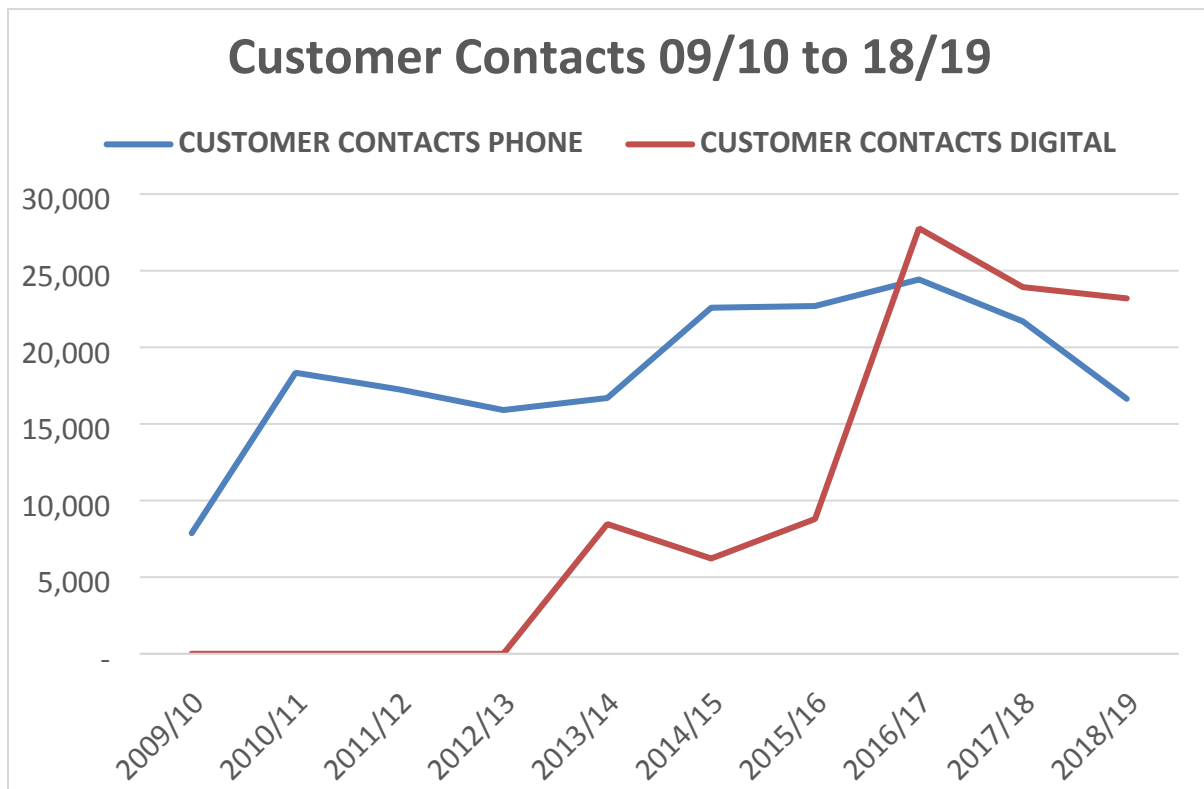
Members are asked to:

- 3.1 Endorse this report and the overall approach; and
- 3.2 Agree that a further report will come forward in 12 months

**4.0 SIGNIFICANT IMPACT**

- 4.1 The graph below shows customer enquiries for Roads and Amenity Services over time. Enquiries peaked in 2016/17, with a steady reduction since. The number of phone calls received are at their lowest levels since 2012/13.

At peak, there were 24,426 phone calls registered as Roads and Amenity logged through the CRM system, compared to 16,640 in the last financial year. Digital contacts at their peak were 27,768, reducing to 23,193 in 2018/19.

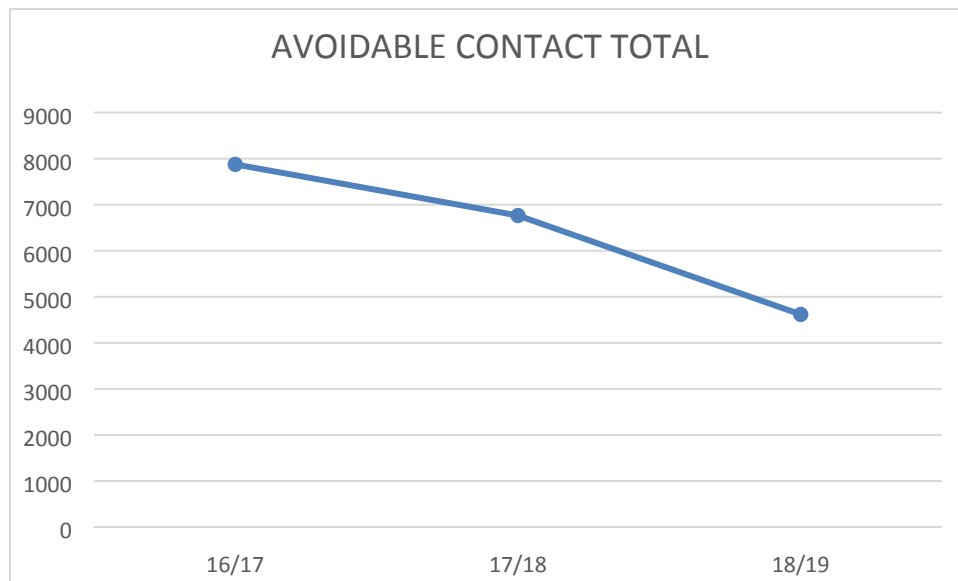


4.2 The Council records contacts which are considered to be 'avoidable' in nature. The current criteria for measuring these type of contacts are:

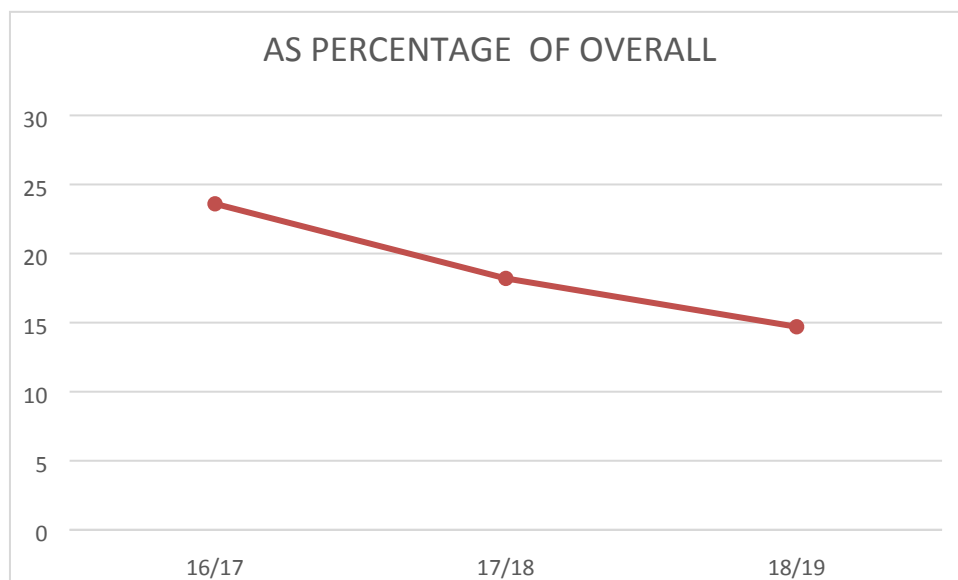
- Service delivery failure
- Equipment/system failure
- Information provision failure
- Information gathering failure
- Needless progress chasing
- Employee conduct
- Policy decisions

The avoidable contact statistics for Roads and Amenity are also showing a steady reduction, so as well as contacts overall reducing over time, the percentage of those contacts which are considered avoidable is also reducing.

7876 contacts were recorded as avoidable in 2016/17, compared to 4617 in 2018/19



24% of 16/17 enquiries were categorised as avoidable, compared to 15% in 18/19



- 4.3 On the Councillor Casebook, hardly any enquiries are now breaching the first stage response timeframes, and on a monthly basis generally more enquiries are being closed than are being opened, meaning that the overall backlog is being cleared. There were around 500 enquiries live in the system as of the end of June 2018, with this number now more around the 200 mark. This means that enquiries are being closed off quicker, and Members are getting the answers they need in a much tighter timeframe.
- 4.4 As part of the overall focus on improvement, an analysis of the enquiries received has shown that many enquiries are currently defined as 'Awaiting Resolution' but which cannot be delivered at this point in time within the current policy, budget and resource framework. It is possible that they could be delivered or resolved through future works programmes and budget allocations, but a more precise timescale can't be identified at this stage. To capture these enquiries accurately and to give better visibility to Members we have introduced a new category called Future Programme. These outstanding issues will be reviewed by officers when agreeing annual work programmes and updates can

be provided in the future if there is an identified way of delivering the original request. Councillors will be able to monitor enquiries through the Casebook dashboard.

## **5.0 COUNCILLOR CASEBOOK IMPROVEMENTS – TIMELINESS; CONSISTENCY; QUALITY; BALANCE.**

- 5.1 **Service redesign** – a significant service redesign has successfully concluded within Roads and Amenity Services. A central control Hub is now in place and developing asset management, programming and planning; budget control and serving the role of an information centre. The hub manages customer service functions which includes closing the loop on communications, proactive information, channel shift, using innovation/technology and maximising automation.
- 5.2 **Recruitment** – in the 2018 budget round funding was allocated for two customer liaison posts. These posts, along with the post of business support team leader as part of the service redesign, have been successfully recruited to. These customer focussed staff sit alongside technical staff in the Hub, working collaboratively to answer enquiries consistently and timeously. There are updated procedures in place to support this.
- 5.3 **Proactive briefings** – briefing notes on key issues are being provided (such as the winter service briefing). These are in a format which then allow Members to use these as tools for answering common constituent enquiries which they receive. Anecdotal feedback on these has been positive.
- 5.4 **Improved responses** – commonly raised issues have a limited number of possible resolutions, so model answers have been developed which can be amended to suit particular issues. These provide well-structured responses, comprehensive and sensitive in the information they provide, in a style suited to onward transmission to constituents.
- 5.5 **Easy access to library information** – individual responses are stored on the system in an easily searchable format which allows the central team to make easy use of previous responses, saving time and effort in writing new responses for every new enquiry.
- 5.6 **Quality assurance** – a quality assurance panel, separate from the day-to-day central team, has been established to independently scrutinise random samples of enquires, with a view to offering constructive feedback to help drive improvement and consistency. Meeting on a weekly basis, this group was initially making fairly significant interventions to the sample responses. Over time those interventions have reduced to such an extent that the group is now satisfied enough to change the frequency of the review to monthly. This will be monitored and if there is any regression in quality then the group can resume weekly audits.

## **6.0 CUSTOMER SERVICE**

## 6.1 CONTEXT

- 6.1.1 The Council's CRM system previously had around 30 specific categories for Roads and Amenity enquiries, giving an indication of the wide range of services provided which can generate customer contact. These were individually reviewed on the basis of making any changes/improvements at the most appropriate point on the following axis, with an overall focus on pushing out proactive information:



- 6.1.2 The work has focussed on road faults; winter; bin orders; missed bins; assisted collections; food waste; commercial waste; bulky waste and general enquiries.
- 6.1.3 As a result of this piece of work, there are now nearer 50 individual Roads and Amenity categories in the CRM system. This was as a result of analysis of those contacts registered as general enquiries. With more categories specifically matched to the types of enquiries received, each with their own individual processes and procedures, it means that these customer contacts can be better managed, which is to everyone's benefit.
- 6.2 **Front end** – some notable changes to the front end include a new '48 hour' missed bin protocol; revised scripts with key 'gateway' questions; revised logic focussed webforms to filter enquires; as well as the development of the new categories mentioned above and the use of winter weather cameras.
- 6.3 **Business support** – the business support team has made some significant changes to the way they do things, including using the CRM system as a central caseload management database for waste related services, rather than working off separate systems; closing the loop on enquiries with autoresponse options when closing cases; inputting customer enquiries direct to the asset management systems and being proactive with key service delivery information, such as using the website and the Outreach email system for services disruptions.
- 6.4 **Service delivery** – operational staff have contributed to the overall improvements by providing better, more timely information on service issues; publishing daily winter actions plans; developing publishable programmes of work and providing information when required to close off enquiries.
- 6.5 **Procedural** – the most notable change to procedures is around the ordering of food waste bin liners, which has changed from a labour intensive individualised ordering process with numerous touchpoints for customers and reactive driven service to one where customers simply tie a bag round their food bin when they are putting it out for collection to signal the bin crews that they require more liners. This allows the order to be fulfilled instantly, and crucially, while the bin crews are there as part of the normal course of their business. This has been a significant contributing factor to the overall reduction in contacts noted at 4.1.



- 6.6 **System integration** – work has been underway to integrate the roads asset management system WDM with the Oracle CRM system to allow automated updates to be provided by email to customers on their road fault enquiries. The integration should increase customer satisfaction and reduce follow-up enquiries. This is a complex piece of work, with the Council largely reliant on the system suppliers, with the result that it has taken longer than anticipated to go live. At the time of writing the integration has just gone live.
- 6.7 **Publishing programmes of work** – Publishing programmes of work is an aspiration of the Control Hub, which has now been successfully established as part of the overall service redesign. Members will have seen the detailed Capital Programme which was recently circulated. At present we are in the process of refining this data to make it customer friendly. We will then be able to publish it on the Council website, and make it a stage in the road fault reporting process so that customers can see which roads are scheduled for works so that they might not then need to log a fault/enquiry. This will also be made available to call centre staff. We will gauge the effectiveness of the publishing of this particular programme over the summer, which will help us form plans for the publishing of other information of interest to our customers.

## 7.0 NEXT STEPS

- 7.1 As well as continuously monitoring and reviewing the improvements to date, refining and building upon these as required, specific workstreams have been identified:

Workstream	Description	Anticipated benefits	Status	Next milestone
Events booking system	Formalise process, giving clarity for applicants and reducing administrative burden	Anticipate significantly improved customer experience; reduced workload for staff; potential to increase income from events.	Scoping stage.	Paper to DMT to confirm project scope etc. and next steps (June)
Bulky uplifts item based pricing	Proposal to move from current time based model to item based model	Greater clarity for customers; reduced follow up contact; easier process to administer; increased	Developing new policy/ business case	Paper to DMT/SMT/ Council (September)

		income		
Commercial waste review	Proposal to capture more information on Oracle/ automate as far as possible	Contract admin should be easier, with the result that income recovery should be greater.	Audit complete and agreed.	Report on progress with audit recommendations July/August

## 8.0 CONCLUSION

- 8.1 A significant amount of work has been undertaken to make improvements to customer service on high priority Roads and Amenity customer contacts. Although difficult to measure impact precisely, the table at 4.1 shows that overall contacts have reduced, with this work surely being a contributing factor to the positive statistics. As the Hub develops, what is presently in place should be refined and built upon over time.

## 9.0 IMPLICATIONS

- 9.1 Policy - none
- 9.2 Financial – none
- 9.3 Legal – none
- 9.4 HR – none
- 9.5 Equalities/Fairer Scotland Duty - none
- 9.6 Risk – none
- 9.7 Customer Service – consistent with the Council’s wider focus on customer service improvement, engagement and transformation

**Executive Director of Development and Infrastructure, Pippa Milne**  
**Policy Lead for Roads and Amenity Services, Cllr Roderick McCuish**  
 29/5/19

**For further information contact:** Mark Calder on 01546 604756

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE****DEVELOPMENT AND  
INFRASTRUCTURE SERVICES****6 JUNE 2019**

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**APPLICATION FOR CENTENARY FIELDS STATUS, CAMPBELTOWN WAR  
MEMORIAL AND KINLOCH PARK**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to seek approval from members to put Campbeltown War Memorial and Kinloch Park forward for Centenary Fields status, and subsequently to seek delegated authority for officers to progress matters following the submission of an application.
- 1.2 Centenary Fields is a partnership between The Royal British Legion and Fields in Trust and works with landowners to protect at least one green space in each of the local authorities across England, Scotland, Wales and Northern Ireland. The project was created in commemoration of the centenary of the First World War and the sacrifice made by those who gave their lives in the conflict. The protected sites can be war memorial parks or recreation grounds, memorial gardens, parks and recreation grounds that contain war memorials, or other valued green space that will create a tangible local legacy valued by communities for generations to come.

**RECOMMEDATIONS**

Members are asked to:

- Approve the submission of Campbeltown War Memorial/Kinloch Park for consideration by Fields in Trust as potential Centenary Fields site

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6 JUNE 2019

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**APPLICATION FOR CENTENARY FIELDS STATUS, CAMPBELTOWN WAR  
MEMORIAL AND KINLOCK PARK**

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## **2.0 INTRODUCTION**

- 2.1 The Council has the opportunity to put forward a site for consideration by Fields in Trust as a Centenary Field. Centenary Fields status protects, in perpetuity, any green space which has a WWI connection to honour the memory of First World War servicemen and also those, military and civilian, who played their part on the home-front to build a better life for the benefit of generations to come.

## **3.0 RECOMMENDATIONS**

Members are asked to:

- 3.1 Approve the submission of Campbeltown War Memorial/Kinloch Park for consideration by Fields in Trust as potential Centenary Fields site; and

## **4.0 DETAIL**

### **4.1 CENTENARY FIELDS STATUS**

- 4.1.1 Centenary Fields status gives sites a legal protection by way of a binding Minute of Agreement between the landowner, in this case the Council, and Fields in Trust. Fields in trust describe the MoA as: *“a robust yet flexible way of safeguarding the future of a space, designed just for us. Minutes of Agreement legally ensure that space is protected for future generations to enjoy. This means that before certain developments can take place the owner needs to seek permission from Fields in Trust. The protection of each space is individually detailed in the MoA and this would include any changes to the space. Generally, only ancillary buildings are allowed but other buildings could be allowed subject to Fields in Trust’s permission.”*
- 4.1.2 While additional protection for these site is to be welcomed, the Council as a custodian of public land is likely to afford the site protection regardless. Centenary Fields status would simply serve to enhance the site’s protection.

- 4.1.3 Officers are of the view that the primary benefit to the Council in having this site designated as a Centenary Fields site is more in the symbolic sense – that the site is officially recognised by both Fields in Trust and the Royal British Legion as space to be protected for future generations to enjoy, and to commemorate those servicemen and women, as well as civilians, who played their part World War One. There may also be the opportunity to use Centenary Fields status to help lever in external funding for the site.
- 4.1.4 Every site receives a commemorative plaque to display on site, as well as receiving associated signage, the display of which is optional. There is no requirement for an actual name change.
- 4.1.5 This status does not prevent disposal at a future point in time, as long as disposal is of a clear advantage to, and in the best interests of, the community from a recreational perspective.
- 4.1.6 The Council would continue to own, manage and maintain the site. Fields in Trust's role is a custodial and advisory one only. They ensure that the fact of protection of Centenary Fields sites is in the public domain and that any proposed changes in use, or any buildings which fall out with the terms of protection, cannot happen without their specific advance consent.
- 4.1.7 The Centenary Fields status does not bring with it any particular expectation or requirement of maintenance standards. There would not be any emerging revenue pressures as a result of having this status attached to Kinloch Park.

## **4.2 SITE SELECTION**

- 4.2.1 To achieve Centenary Fields status, the site must have a link to WWI and be suitable for sport, recreation and/or play. The only two sites which appear to officers to meet this criteria are Kinloch Park in Campbeltown and Hermitage Park in Helensburgh.
- 4.2.2 Given that the profile of Hermitage Park is being raised through the £3million restoration project, Officers are of the view that, on balance, it would be more appropriate to put Kinloch Park forward. This is on the basis that Kinloch Park is likely to derive greater benefit from this enhanced status and protection.

## **5.0 CONCLUSION**

- 5.1 Putting this site forward for Centenary Fields status, if the application were successful, would afford it additional protection and an increased national profile. This is complementary to the work with the Council has already undertaken to ensure that World War One is appropriately commemorated throughout Argyll and Bute

## **6.0 IMPLICATIONS**

- 6.1 Policy – none known
- 6.2 Financial – none known
- 6.3 Legal – the Council would be entering into a binding agreement to protect the site in perpetuity. This protection would only enhance the protection already offered by the Council in its role as a custodian of public land.
- 6.4 HR – none known
- 6.5 Equalities/Fairer Scotland Duty – none known
- 6.6 Risk – none known
- 6.7 Customer Service – none known

**Executive Director of Development and Infrastructure, Pippa Milne**  
**Policy Lead for Roads and Amenity Services, Cllr Roddy McCuish**

29/5/19

**For further information contact:** Mark Calder on 01546 604756

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
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INFRASTRUCTURE SERVICES****6<sup>th</sup> June 2019**

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**ARGYLL AND BUTE COUNCIL OFFICER RESPONSE TO THE INQUIRY:  
FUNDING OF EU STRUCTURAL FUND PRIORITIES IN SCOTLAND, POST-  
BREXIT**

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**1.0 INTRODUCTION**

- 1.1 The purpose of this report is to update members of the Environment, Development and Infrastructure (EDI) Committee with the officer response to the current inquiry 'Funding of EU Structural Fund Priorities in Scotland, post-Brexit' issued by the Scottish Parliament Finance and Constitution Committee.

**2.0 RECOMMENDATIONS**

- 2.1 Members are asked to:

- Approve the response to the Scottish Finance and Constitution Committee outlined in full in **Appendix A**, which was submitted as an officer response on 23<sup>rd</sup> April 2019 (deadline 25<sup>th</sup> April 2019) subject to EDI Committee approval.

**3.0 DETAIL**

- 3.1 The Scottish Finance and Constitution Committee has issued a call for views on 'Funding of EU Structural Fund Priorities in Scotland, post-Brexit'. The deadline for submission of responses to the committee was 25<sup>th</sup> April 2018.
- 3.2 The committee agreed the following remit: *"To explore the experience of lead partners, delivery agents and beneficiaries to inform the design of any future funding of structural priorities in Scotland post-Brexit. Given their parallels LEADER funding is included in the scope of this inquiry."* Council officers have also made reference to the current European Maritime and Fisheries Fund (EMFF).
- 3.3 To achieve the agreed remit the committee sought views and experiences from lead partners, delivery agents and beneficiaries aligned to the themes and questions noted in **Table 1** overleaf.

<b>Table 1: Funding of EU Structural Fund Priorities in Scotland, post-Brexit: Themes and Questions</b>
<b>Core approach</b>
<ol style="list-style-type: none"> <li>1. How should Scotland's share of post-Brexit structural funding be determined? (for example, should it be on measures such as GDP, needs-based, via the Barnett formula; match funding or based on competition?).</li> <li>2. Should the existing structural funding <i>priorities</i> be retained for any new funding approach post-Brexit or are there other national or regional outcomes, strategies or plans to which future funding should align instead?</li> <li>3. In terms of the proposal for a UK Shared Prosperity Fund - where should the responsibility for any decisions about funding levels and allocation be taken (for example UK Government, Scottish Government, Local Government or local stakeholders) and what level of autonomy should they have in deciding how funding is allocated?</li> <li>4. To what extent should the current system of allocating funding to strategic interventions across Scotland through lead partners etc. be retained or changed by any post-Brexit funding approach and why?</li> </ol>
<b>Barriers to funding projects</b>
<ol style="list-style-type: none"> <li>5. What barriers limit strategic intervention funds being committed to individual projects under the current programmes and to what extent should any new structural funding approach address these barriers?</li> <li>6. To what extent should any rules relating to post-Brexit structural funding enable a flexible approach to the range of local projects that can be supported or should the rules focus on funding specific outcomes or purposes (such as through ring fencing)?</li> <li>7. Are there examples of current structural fund priorities being more effectively supported by other funds (or core funding) such that they should not form part of any post-Brexit structural funding approach?</li> </ol>
<b>Administration</b>
<ol style="list-style-type: none"> <li>8. What changes to the current monitoring, evaluation and compliance activities would reduce administrative complexity for any future structural funds approach while maintaining sufficient transparency?</li> <li>9. Should the system for making claims change for any future funding approach?</li> </ol>

3.4 Detailed responses to each theme and associated questions are outlined in **Appendix A**. The council's response includes specific issues for Argyll and Bute, but also incorporates the comments included in the SLAED European Group, West of Scotland European Forum and COSLA responses.

#### **4.0 CONCLUSION.**

- 4.1 It was important that Argyll and Bute Council officers provided a local response to this current inquiry as well as aligning to a collective response made by partner organisations across Scotland.
- 4.2 Overall, one of the key issues for Argyll and Bute with regard to the inquiry is that the approach and systems used for EU structural fund allocation, implementation and delivery can be improved upon to ensure the UKSPF provides additional funding (not "top slicing" existing non-European funding streams) that is apportioned in a fair and transparent manner. Such an approach should give priority to the identified development needs of Argyll and Bute as a region with many fragile local economies, where in turn there is a clear ambition to address such challenges and enable sustainable economic growth.
- 4.3 Importantly for Argyll and Bute, clarity is required on whether rural development support will be part of the UKSPF or whether the new



support for Rural Scotland will have a community empowerment instrument for non-farming activities that would replace the current LEADER programme; likewise for the successor of the local development element of the current European Maritime and Fisheries Fund (EMFF).

## 5.0 IMPLICATIONS

5.1	Policy	Argyll and Bute Economic Strategy and Associated Action Plan which focus on maximising external funding opportunities for the area. These documents in turn fit with the Council's Corporate Plan, Strategic Housing Investment Plan, Local Outcomes Improvement Plan priorities 1, 2, and 3, Rural Growth Deal proposition document and approved Local Development Plan.
5.2	Financial	Ensuring a proportionate share of the UKSPF comes to Argyll and Bute.
5.3	Legal	All appropriate legal implications will be taken into consideration.
5.4	HR	None.
5.5	Equalities/Fairer Scotland Duty	All activities will comply with all Equal Opportunities policies and obligations.
5.6	Risk	To mitigate the risk of issues not being captured for the Argyll and Bute area through this inquiry, Argyll and Bute Council officers submitted a response in the timescales given.
5.7	Customer Services	None.

**Pippa Milne, Executive Director of Development and Infrastructure**  
**Cllr Aileen Morton, Leader and Policy Lead for Economic Development**  
 3<sup>rd</sup> May 2019

## **APPENDIX A**

### **Argyll and Bute Council Officer Response**

Argyll and Bute Council officers welcome the opportunity to contribute to the Finance and Constitution Committee's inquiry into the 'Funding of EU Structural Fund Priorities in Scotland post-Brexit'.

#### ***Core approach***

#### **1. How should Scotland's share of post-Brexit structural funding be determined? (for example, should it be on measures such as GDP, needs-based, via the Barnett formula; match funding or based on competition?).**

A key point to make in this connection is not just the share of the overall UK Shared Prosperity Fund (UKSPF) allocated to Scotland but the quantum of resources.

The need for the UKSPF to be adequately resourced is shown by the very significant regional economic disparities in the UK, in particular the dominance of London. In 2012 London accounted for 22.8% of output generated in the UK, by 2017 this had increased to 23.9%.

The scale of the problem has not diminished nor is there any convincing evidence from recent economic trends to justify a substantial change in the share of resources allocated to Scotland. There is also a related point to make here regarding the need for a genuinely multi-annual approach in the design of the UKSPF – this is not a topic that can effectively be addressed by a “quick fix” approach. Furthermore, Argyll and Bute Council officers would have serious concerns if the Fund was designed on a UK wide challenge fund basis as this could distort the intention of the UKSPF – promoting inclusive growth – by allocating on the basis of the availability of match funding rather than on need.

With a focus on the inclusive growth agenda measures such as GDP is a limited measure and masks inequality issues, for example, the number of people living in poverty. The main criterion used to decide the allocation of EU Structural Funds for the current programme period, 2014-2020, was GDP per capita. On this basis, the Highlands and Islands moved from being a 'less developed' region to one of 'transition' for the 2014-2020 European programming period.

Argyll and Bute Council officers are currently pulling together suggested indicators and a supporting narrative to baseline and measure the challenges and tackle inequalities for the area to secure a fair and proportionate share of future funding streams through the UKSPF. Proposed indicators are as follows:

- Working age population;
- Youth employment and higher education rate (16-24 cohort);
- Infrastructure/connectivity;
- Housing (quality, price/affordability , fuel/energy issues and digital connectivity);
- Business base; and
- Rurality issues.

**2. Should the existing structural funding *priorities* be retained for any new funding approach post-Brexit or are there other national or regional outcomes, strategies or plans to which future funding should align instead?**

While there is nothing intrinsically wrong with the priorities for the 2014-20 European Structural Funds, Argyll and Bute Council officers believe these are not as aligned as they should be with the Scottish Government and regional/local economic strategies in Scotland. Over a number of EU funding cycles, EU funds in Scotland have become progressively more difficult to access for the physical regeneration agenda. The UKSPF should recognise the priorities of the Scottish Government Economic Strategy – including its commitment to the place based dimension of inclusive growth. One of the points made by a number of contributors to the Economy Committee Inquiry in 2018 was the lack of “granularity” in the Scottish structural fund programmes – in other words the capacity to develop bespoke approaches to the differing needs of regional economies within Scotland was missing.

**3. In terms of the proposal for a UK Shared Prosperity Fund - where should the responsibility for any decisions about funding levels and allocation be taken (for example UK Government, Scottish Government, Local Government or local stakeholders) and what level of autonomy should they have in deciding how funding is allocated?**

The UKSPF needs to be additional and indeed this principle is one of the positive aspects of EU structural funds. The resources for UKSPF should not be identified by “top slicing” existing non-European funding streams. The Scottish Government should have the responsibility for setting the strategic framework for the deployment of funds and monitoring the delivery of UKSPF in Scotland. Within this framework there should be substantial delegation of decision making and implementation within Scotland; either at a regional or a local authority level. Scrutiny by the Scottish Government should primarily focus on holding regional and local stakeholders to account on delivering outcomes rather than the current microscopic audit of inputs that characterise EU Structural Fund Programmes.

**4. To what extent should the current system of allocating funding to strategic interventions across Scotland through lead partners etc. be retained or changed by any post-Brexit funding approach and why?**

In relation to the “Strategic Intervention” (SI) system of managing funds, Argyll and Bute Council officers are unconvinced about the value added of this approach. There is a great deal of overlap in the information being sought at the SI stage and the “operation stage”. The extensive paperwork associated with the submission and appraisal of SIs slowed down significantly the process of approving operations which actually commit monies from the programme. This in turn has contributed in part to the difficulties the Scottish ERDF and ESF programmes have had in meeting their expenditure targets.

If a two-stage process is deemed appropriate for UKSPF then the SI stage should be streamlined with detailed consideration of issues such as procurement, State Aid etc. being left to the operations phase.

While all of the CAP Pillar I and most of the Scottish Rural Development

Programme (SRDP) is devoted to farm-related support, SRDP has, under EU regulations, a compulsory ring-fence of 5% to deal with community-based projects under LEADER where Local Action Groups (LAGs) develop bottom up Local Development Strategies that suit their area.

Work between DEFRA and the Scottish Government Rural Economy and Communities Division and the respective ministers is ongoing and very active on farm related activities, to be covered in the respective Farming Bills, there has been less progress on the rural development element. It is not clear whether rural development support will be part of the UKSPF or whether the new support for Rural Scotland will have a community empowerment instrument for non-farming activities that would replace the current LEADER programme; likewise for the successor of the local development element of the current European Maritime and Fisheries Fund (EMFF).

### **Barriers to funding projects**

#### **5. What barriers limit strategic intervention funds being committed to individual projects under the current programmes and to what extent should any new structural funding approach address these barriers?**

One of the issues that have prevented the full uptake of the available funds has been a lack of match funding. Although the Scottish Government has started to look at higher intervention rates it is constrained by past commitments (50% for the Highlands and Islands and 40% for the rest of Scotland). In the UKSPF 50% support should be seen as a minimum rather than a maximum.

Lack of match funding has meant that many lead partners have required, in the context of both procurement and challenge fund exercises, potential delivery agents to “bring their own match”. These were the main reasons why Argyll and Bute Council was unable to apply for ESF monies under the ‘Enhanced Employability Pipeline Strategic Intervention’. Council officers are now aware from other areas that given that in many cases the potential delivery agents are third sector organisations with very limited resources this has led to a number of abortive procurement/challenge fund exercises.

In addition to the match funding issue the complexity and responsibility of acting as a lead partner has deterred a number of local authorities from taking up their notional allocations – either in full or in part – for a number of the structural fund programme priorities. The EU compliance burden has also resulted in a number of potential delivery agents declining to submit bids to either procurement or challenge fund exercises.

It is also worth highlighting that, in many cases, there is a very long delivery chain with the current approach to managing structural funds in Scotland. An approved “operation” may only be a challenge fund which the lead partner will be reluctant to launch in advance of formal approval. Time then has to be allocated for organisations to prepare bids which in turn have to be appraised. Successful bidders then have to be notified and the process of issuing and accepting a formal grant offer put in motion. Only after that point is activity “on the ground” likely to start. Again this impacts on the ability of the programmes to meet expenditure targets

**6. To what extent should any rules relating to post-Brexit structural funding enable a flexible approach to the range of local projects that can be supported or should the rules focus on funding specific outcomes or purposes (such as through ring fencing)?**

Looking ahead towards the UKSPF in Scotland the following would improve the experience and results of structural interventions:

- Regional/local design and management within a national framework to ensure relevance to socio-economic circumstances and broader strategic fit;
- Flexible and realistic timeframes for implementation - underscoring the need for a multi-annual approach;
- An emphasis on outcomes and results linked to the Scottish Government's inclusive growth agenda; and
- An intervention rate regime that properly reflects the realities of the constraints on public sector finances.

**7. Are there examples of current structural fund priorities being more effectively supported by other funds (or core funding) such that they should not form part of any post-Brexit structural funding approach?**

Current structural fund priorities should be retained but greater recognition should be given to local/regional strategies where there may be a requirement for additional priorities to take forward local opportunities and address local needs, challenges to deliver sustainable socio-economic growth. It is not clear whether current structural fund priorities, currently devised at a national level, have been more effectively supported by other funds. However, as noted above, the UKSPF needs to be additional and resources should not be identified by "top slicing" existing non-European funding streams.

**Administration**

**8. What changes to the current monitoring, evaluation and compliance activities would reduce administrative complexity for any future structural funds approach while maintaining sufficient transparency?**

One of the main problems with the current Structural Fund programmes in Scotland has been the shortcomings of the MI system (EUMIS). Not only did it take two years longer than anticipated to achieve full functionality, it has also proven to be an extremely cumbersome system for users. To give an example if a claim is being processed by EUMIS then no changes can be made to the operation – for example notification of a change to match funding – until the claim has been processed. It is important to be aware that it is taking an average of 82 days for a claim to be processed.

The experience of other employability/business support programmes in Scotland or other parts of the UK could also be investigated to ensure that the systems to be used for UKSPF are broadly comparable. EU Structural Fund programmes have historically much more onerous than those relating to "domestic" funding streams.

In addition the opportunity should be taken to reduce the very long period which EU Structural Fund Regulations set out for document retention. Given that the

majority of operations approved under the 2014-20 programmes will now continue activity to 2022/23 it is likely that all documents relating to such operations will have to be retained until at least 31<sup>st</sup> December 2025.

Consideration could also be given to setting up an advance payment model. This would particularly benefit smaller organisations.

**9. Should the system for making claims change for any future funding approach?**

Looking ahead to the UKSPF consideration needs to be given to the amount of data that needs to be supplied to back up each claim. A reduction in the amount of data to be verified would speed up the payment process. Assurance could be secured through a combination of up front systems checks and random checks during the course of implementation.

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**ARGYLL AND BUTE COUNCIL OFFICER RESPONSE TO THE CROWN ESTATE  
SCOTLAND: RURAL ASSETS STRATEGY CONSULTATION**

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**1.0 INTRODUCTION**

- 1.1 The purpose of this report is to update members of the Environment, Development and Infrastructure (EDI) Committee with the officer response to the Crown Estate Scotland: Rural Assets Strategy Consultation.
- 1.2 Argyll and Bute Council's Strategic Management Team (SMT) delegated the requirement for a response to the Economic Growth section of the Economic Development and Strategic Transportation Service. SMT reviewed the response prior to the submission deadline of Friday, 26<sup>th</sup> April 201

**2.0 RECOMMENDATIONS**

- 2.1 Members are asked to:
- Approve the response to this consultation, outlined in **Appendix A**, which was submitted as an officer response on 24<sup>th</sup> April 2019 (deadline 26<sup>th</sup> April 2019) subject to EDI Committee approval.

**3.0 DETAIL**

- 3.1 Crown Estate Scotland manages property and natural resources – seabed, coastline, rural estates and more – to deliver wider value. The assets (which collectively make up the Scottish Crown Estate) are dynamic – Crown Estate Scotland can invest in new assets, can engage in development, and can sell property to raise capital.
- 3.2 It was deemed important for Argyll and Bute Council officers to submit a response to ensure that going forward Crown Estate Scotland's rural assets are used and managed appropriately across Argyll and Bute to allow businesses and communities to thrive.
- 3.3 The outcome of this consultation will be the production of a Rural Assets Strategy, 2019-2023, aligned with wider Scottish Government policy and guidance. In particular, this strategy will assist with mainstreaming the rural economy and embedding it in the Scottish Government's National

Performance Framework, meeting a key recommendation from the National Council of Rural Advisers consultation exercise in 2018.

- 3.4 The consultation focused initially (questions 1 to 5) on the guiding principles and strategic considerations/priorities that need to be addressed in the Rural Assets Strategy. The feedback on the strategic priorities (plus the responses to the other consultation questions) will feed into Crown Estate Scotland's next Corporate Plan. The Corporate Plan is due to be in place next year and will be out for consultation later this year.
- 3.5 The other themes and issues responded to within this consultation were as follows:
- Agricultural assets, questions 6-9;
  - Community engagement and involvement, questions 10-11;
  - Other rural assets, including:
    - forestry, questions 12-14
    - residential property, questions 15-16
    - minerals, questions 17-18
    - wild salmon fishing, questions 19-22
    - built development / rural development, questions 23-25;
  - Countryside and environment, questions 26-29; and
  - Future asset purchases, question 30.
- 3.6 Although the deadline for this consultation has now passed, committee views will be sent by e-mail to the Head of Corporate Affairs and Policy, Crown Estate Scotland.
- 3.7 It should be noted that the strategy will be distinct from local authorities' local development plans that consider spatial, sector specific or regulatory compliance/planning consent issues, the focus is on how Crown Estate Scotland actively manages land and property on the Scottish Crown Estate to drive inclusive sustainable development.

#### **4.0 CONCLUSION**

- 4.1 Overall the main substance of the officer response is that through Crown Estate Scotland's rural assets (farms, forests, residential properties, mineral resources and other assets) a range of socio-economic, environmental and community benefits are generated and realised. This includes indirect economic impacts through the supply chain, as well as social impacts for communities, enabling local businesses to grow and thrive.



## 5.0 IMPLICATIONS

5.1	Policy	A Crown Estate Scotland Rural Assets Strategy with a focus on the management of land and property will provide a useful reference document for council members and officers. In particular, it is welcomed that this strategy will assist with mainstreaming the rural economy and embedding it in the Scottish Government's National Performance Framework, meeting a key recommendation from the National Council of Rural Advisers consultation exercise in 2018.
5.2	Financial	None.
5.3	Legal	All appropriate legal implications will be taken into consideration.
5.4	HR	None.
5.5	Equalities/Fairer Scotland Duty	All activities will comply with all Equal Opportunities policies and obligations.
5.6	Risk	To mitigate the risk of issues not being captured for the Argyll and Bute area through this consultation, Argyll and Bute Council officers submitted a response in the timescales given.
5.7	Customer Services	None.

**Pippa Milne, Executive Director of Development and Infrastructure**  
**Cllr Aileen Morton, Leader and Policy Lead for Economic Development**  
 3<sup>rd</sup> May 2019

## **APPENDIX A: Argyll and Bute Officer Response**

### **Crown Estate Scotland: Rural Asset Strategy Consultation (deadline, 26<sup>th</sup> April 2019)**

Crown Estate Scotland needs to develop a strategy for the rural assets which reflects:

- the priorities and aspirations of rural communities;
- a wider cross-section of interests such as organisations working to enhance productivity of land and develop new ways to promote sustainable economic growth;
- Scottish Government policy; and
- wider economic trends.

The consultation will inform the rural assets strategy and feed into the 2020-23 Corporate Plan.

### **Argyll and Bute Officer Response (shown in bold font under each question)**

*Question 1: Do you think these principles are appropriate for the rural assets strategy? Please give reasons for your answer.*

**Argyll and Bute Council officers agree with the principles stated. Greater prominence of inclusive sustainable development and unlocking economic potential, over and above purely financial measures, is welcomed.**

### **Guiding Principles**

Below we propose principles to guide decision-making. These reflect our responsibilities under the Scottish Crown Estate Act 2019 (which is yet to be fully implemented) to enhance revenue and capital value while contributing to wider social, environmental and economic benefits.

1. We will make decisions based on the value (financial and non-financial) that we can add to assets and natural resources.
2. We will seek to ensure each type of asset we manage is financially sustainable and we act responsibly to ensure appropriate returns in line with the requirements of the Scottish Crown Estate Act.
3. Our decisions regarding our financial investments are driven by the contribution they make to inclusive sustainable development, helping to unlock economic potential, as well as the sustainability of Crown Estate Scotland as a business.
4. We will work with communities and stakeholders to increase empowerment and resilience.
5. The long-term environmental sustainability of the assets in our care is a priority, including the protection, enhancement and quality of natural capital.
6. We will manage, invest and divest so that the Scottish Crown Estate evolves in a way that increases its value to society.

*Question 2: From the principles listed above, please choose the three you think are the highest priority and rank them 1 (very high priority) to 3 (lower priority).*

**1 (very high priority): 3**

**2 (medium priority): 4**

**3 (lower priority): 1**

*Question 3: Please identify any additional guiding principles you think Crown Estate Scotland should include in the rural strategy.*

**The principle of subsidiarity should be included, so that decisions are taken as close as possible to those affected by them and that one size should not fit all.**

#### 5.1 Strategic priorities and considerations -

We have a responsibility to ensure the rural assets create financial value and wider public benefits. Some of the key factors that we must consider include:

- Market and non-market impacts including those associated with Brexit and fluctuating commodity markets.
- On the rural estates significant ongoing capital investment, particularly on farm buildings and residential properties is required, to meet our statutory obligations and to ensure we are a good landlord. The historic growth in land values are also levelling off and may decline in the future.
- Land values - if we have assets that are declining in value and / or require significant ongoing expenditure without a corresponding capital value increase, we must consider the impact this has on Crown Estate Scotland overall and whether it is right to retain these assets or to compensate for this by ensuring there is capital growth in other assets in our care.
- Divestment - as we cannot borrow, we need to use the capital generated from sales of rural assets for reinvestment both in the rural estate and elsewhere. Unlike other parts of the portfolio, the rural estates include property that can be sold (seabed and foreshore cannot normally be sold or is of limited value). The strategy will need to inform decisions about which rural assets we retain and which ones we sell to fund work that delivers wider benefits for Scotland.

*Question 4: Above we outline some of what we consider to be strategic considerations. What do you think are the key external considerations that should be addressed by the rural assets strategy?*

**Key external strategic consideration are as follows:**

- **to work with stakeholders to enable the leverage of funding;**
- **identify other stakeholders that might be able to manage assets more effectively; and**
- **review of the assets under current management as to whether they will provide the best returns.**

*Question 5: What should the main objectives be for this strategy? In answering this, please consider, who should benefit from Crown Estate Scotland managing rural assets?*

**While there is no definitive position of what the main objectives of this strategy will be, Argyll and Bute Council officers concur that there are a range**

**of socio-economic, environmental and community public benefits that are generated from rural assets (farms, forests, residential properties, mineral resources and other assets). This includes indirect economic impacts through the supply chain as well as social impacts for communities through enabling local businesses to grow and thrive.**

## 5.2 Agricultural Assets

*Question 6: Should Crown Estate Scotland continue to be a significant provider of agricultural tenancies, whatever the cost, or should there be a rebalancing of the assets for financial sustainability?*

**Argyll and Bute Council officers do not necessarily agree with “whatever the cost”. If agriculture can still produce a steady positive income stream and will continue to do so combined with further diversification and other uses of the land, then it might be sensible to retain Crown Estate Scotland’s holding in these assets. However, if there are investment options and opportunities available, which will produce better returns from the capital held in the agriculture assets, this should be considered. We believe it is important that a diverse portfolio is held and assets complement the management classes the Crown Estate has held previously.**

*Question 7: Assuming Crown Estate Scotland continues to be a long-term manager of let agricultural land, what should be the priorities that a future strategy should address?*

**Crown Estate Scotland should address the potential changes in agricultural subsidy environment. Crown Estate Scotland should prepare a structured plan towards ensuring the estates further diversify their income streams, restructure tenancy agreements to ensure returns can be made for tenants, where the value of future land use is factored in and maximised. In addition, continued investment in research and diversification to ensure agricultural productivity gains should be addressed.**

*Question 8: How can Crown Estate Scotland best fund the extensive capital investment requirements on the agricultural estate without reducing public benefit investment in other sectors?*

**Crown Estate Scotland might look to divest other agricultural holdings to invest in the ones which offer the best commercial viability and diversification in the longer-term.**

*Question 9: How should a future strategy inform decisions regarding which assets might be sold and which should be retained in the longer-term?*

**Decisions on which assets might be sold should link back to the guiding principles and strategic priorities. The future strategy should be explicit in the considerations which need to be made in reviewing the assets. There needs to be some level of transparency (up to a point of commercial sensitivity) on how decisions have been made.**

### 5.3 Community Engagement and Involvement

*Question 10: What do you consider to be the key opportunities to involve local communities in the work of Crown Estate Scotland?*

**Key opportunities to involve local communities are as follows:**

- **community bodies can access funding which public agencies are unable to do so;**
- **communities can help provide services which provide environmental and social benefits not just financial; and**
- **local people and communities are sometimes best placed to manage and advise at a very local level.**

*Question 11: How can we remove barriers to communities being able to input into decision-making?*

**Consultation activity such as this allows input and feedback to be provided on the Crown Estate Scotland's activity which is positive. Local communities should be considered important stakeholders, involved and informed in decision making. The implementation of stakeholder groups could be of value at a local level. The improved use of digital communication for online engagement with stakeholders should be considered.**

### 5.4 Other rural assets

#### 5.4.1 Forestry

*Question 12: Should Crown Estate Scotland seek to be a long-term investor / manager of new commercial forest areas or are other bodies (such as Forestry and Land Scotland) better placed to manage forests in the public interest?*

**If the skills and specialist management expertise for commercial forestry management already exist within Forestry and Land Scotland there could be the benefit of economies of scale. If Crown Estate Scotland does not have these skills and they already exist in other public agencies then it might be better to transfer ownership to realise efficiencies in management.**

*Question 13: What are the key factors / priorities that should be taken into account in the management of Scottish Crown Estate woodland and forest assets?*

**The transfer of ownership, or if more commercial returns can be realised through further changes in land usage in the estates to commercial forestry then these should be realised, but this should be reviewed as part of the overall commercial assessment of the estates.**

*Question 14: Should a different approach be taken to invest in new woodlands on the Estate to help integrate forestry into wider land use? E.g. through the sale of existing woodland to support investment in new planting elsewhere.*

**Possibly, no Argyll and Bute Council officer view on this.**

#### 5.4.2 Residential property

*Question 15: What factors should be taken into account when we decide to retain, sell and / or buy residential property assets?*

**Factors to be considered are as follows:**

- **whether investment in the property might gain a more significant rental value;**
- **if house prices within the locality of the property will rise over time;**
- **tenure balance of the local housing markets;**
- **housing demands and need analysis;**
- **local economic development plans;**
- **changes in landlord legislation might impact on how residential property assets are currently managed; and**
- **whether it might support other areas of the Crown Estate Scotland's work.**

*Question 16: What are the key factors that should be taken into account in the strategy regarding the future residential portfolio?*

**Some assessment and analysis on what short and medium earnings will be. In addition consideration needs to be given to the coordination of the local housing market and coupled with the needs of the local economy.**

#### 5.4.3 Minerals

*Question 17: Are there any specific issues relating to mineral workings on the Scottish Crown Estate that should be addressed in a future strategy?*

**Unknown.**

*Question 18: Should Crown Estate Scotland actively seek mineral development opportunities (e.g. sand and gravel extraction) where these exist within the current portfolio and elsewhere, through the purchase of new sites?*

**There would need to be a clear business case for the purchase of new sites, compared with any accessible sites the Crown Estate is already responsible for. The long term impact on the local environment, local economy and local communities needs to be fully evaluated with respect to any developments being investigated. Strong values and decisions ensuring social and environmental responsibility (e.g. mineral extraction).**

#### 5.4.4 Wild Salmon Fishing

*Question 19: Should Crown Estate Scotland be managing these rights in a different way? If so, please explain.*

**No. Crown Estate Scotland should continue to operate in a similar way. Questions might be raised on whether salmon fishing is sustainable across Scotland in its current form. Crown Estate Scotland should continue to liaise with other regulating authorities; contact with local clubs is the best way to engage at a local level.**

*Question 20: Should Crown Estate Scotland continue to provide support through financial rebates to local angling clubs and tenants of beats in category three conservation rivers to allow them to continue to manage the rights locally? If not, please suggest an alternative approach.*

**Yes, if it is deemed that the activities are conservation objectives. If interest in the fishing activity is suffering and conservation is prioritised to try and assist replenishing fish stocks it might be deemed that this method of management cannot continue.**

**The provision of Crown Estate Scotland rebates supports the local clubs to continue the functions they help serve, such as enforcement and management of permits.**

*Question 21: Should Crown Estate Scotland consider selling some salmon fishing rights to fund investment?*

**Yes. Subject to adhering to the principles and priorities already outlined in this Argyll and Bute Council officer response and listed in the consultation.**

*Question 22: Bearing in mind that in most cases Crown Estate Scotland do not own the river bank or river bed, do you believe they should be investing in their salmon fishing interests and if so in what way?*

*Please comment on any other considerations that should be included in a future strategy relating to salmon fishing interests.*

**It would still seem sensible to allow for investment in salmon fishing rights, given that investments might allow for initiatives where Crown Estate Scotland is likely to receive a higher amount from the leases.**

#### 5.4.5 Built Development / Rural Development

*Question 23: What should the priorities be for built development on the existing rural assets?*

**To continue to work with planning departments to recognise areas of need, opening up new sites and helping support rural local economies in a sustainable manner. It would be beneficial to consider housing development in support of economic development opportunities in rural areas.**

*Question 24: Should Crown Estate Scotland actively seek new built development opportunities through the purchase of new areas of land?*

**Yes. It might be beneficial to ensure all opportunities within existing land are scoped and exhausted before purchasing new land. The purchasing of new areas of land to support new developments could then be used to enhance or complement existing land already in Crown Estate Scotland's control.**

*Question 25: Should Crown Estate Scotland seek to promote/support the development of renewable energy schemes (wind, solar, hydro, biomass) on the rural assets in line with relevant strategic planning guidance/priorities and working with relevant stakeholders? If so, how high a priority should be given to renewable energy development in the future strategy?*

**Yes, Renewable energy development should be treated similar to other investments based on financial return and carbon impact.**

### 5.5 Countryside and environment

*Question 26: How should a rural strategy address the requirement to enhance and protect natural capital and promote more sustainable use of natural resources?*

**A rural strategy should ensure that Crown Estate Scotland is a responsible land manager and endeavours where possible to promote sustainable and environmental values.**

*Question 27: What should be the key priority for the strategy in relation to biodiversity and wildlife management?*

**That it follows closely best practice in land management and ensures that Crown Estate Scotland tenants similarly follow high standards in relation to biodiversity and wildlife management requirements and this is written into contractual agreements to adhere to high standards of management practices. This will support tenants to deliver high standards of biodiversity and wildlife management practices, as well as linking to international, national and local organisations dedicated to the conservation of habitats and species.**

*Question 28: Are there other strategic natural capital or environmental issues or opportunities that the strategy should address and if so what are these?*

**None identified at this time.**

*Question 29: How should the strategy prioritise investment in projects that enhance cultural and natural heritage infrastructure of most benefit to local communities and visitors to the Scottish Crown Estate?*

**Opportunities should be identified with local communities on any areas which enhance cultural and natural heritage.**



5.6 Future asset purchases

*Question 30: What should the priorities be for future acquisitions of property be and what benefits should Crown Estate Scotland focus on delivering in a future purchasing strategy?*

**Crown Estate Scotland should continue to be a commercial partner and look at areas for joint investment with other public agencies, private and third sector partners, as appropriate. Future investments which support economic development and growth of rural economies should be a priority.**

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**ARGYLL AND BUTE COUNCIL****ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE****DEVELOPMENT AND  
INFRASTRUCTURE SERVICES****6<sup>TH</sup> JUNE 2019**

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**NORTHERN ROADS COLLABORATION JOINT COMMITTEE**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The National Roads Maintenance review in 2012 made 30 recommendations. 1 – 29 were generally operational management matters relating to good procurement, working practice etc. Argyll and Bute, like many local authorities were already applying or at the very least working towards 1 – 29 in the delivery of the roads service. The 30<sup>th</sup> recommendation (option 30 as it has become known) considered a single roads authority for the whole of Scotland. Option 30 was put to Council Leaders through COSLA who expressed concern regarding a dilution of local accountability should Option 30 be progressed. It was agreed that rather than progress with a single roads authority the existing 32 local authorities should deliver efficiencies through greater collaboration.
- 1.2 There were a number of good examples of collaboration in place in a number of areas prior to the review, through SCOTS and local arrangements. However, a number of work streams from SCOTS have been enhanced through the Roads Collaboration Programme, facilitated by the Improvement Service. Argyll and Bute have been involved with both the former south west and northern collaborative groups. The south west group has been superseded by the City Deal group.
- 1.3 A Formal Joint Committee has been formed by the northern group. Seven Councils have taken reports through Council (or appropriate governance committee). In May 2018 the first formal meeting of the Joint Committee took place in Aberdeen and Argyll and Bute's Councillor Ellen Morton took the Chair of the group. The Joint Committee has subsequently met in Lochgilphead and Elgin. The next format meeting with Elected Members and officers is scheduled for late June in Angus, venue to be confirmed. Officers regularly meet via Skype and video conference to progress business and share good practice. The member councils of the Northern Roads Collaboration are: Aberdeen City, Aberdeenshire, Angus Argyll and Bute, Comhairle nan Eilean Siar, Highland and Moray. Orkney and Shetland councils have been part of the discussions around the Joint Committee but for the time being have not formally joined.
- 1.4 The main body of this report highlights some of the work that has been progressed through the Joint Committee of the Northern Roads Collaboration.

- 1.5 It is recommended that Members note this report.

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**ARGYLL AND BUTE COUNCIL**

**ENVIRONMENT, DEVELOPMENT AND  
INFRASTRUCTURE COMMITTEE**

**DEVELOPMENT AND  
INFRASTRUCTURE SERVICES**

**6<sup>TH</sup> JUNE 2019**

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**NORTHERN ROADS COLLABORATION JOINT COMMITTEE**

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## **2.0 INTRODUCTION**

- 2.1 This report outlines work currently being taken within the Scottish public roads sector to explore and develop opportunities for greater collaboration between roads authorities and highlights how this is being taken forward in the north of Scotland.
- 2.2 This report also confirms that a Joint Committee of the Northern Roads Collaboration has been formally established.

## **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that Members note this report.

## **4.0 DETAILS**

- 4.1 Over time many roads authorities have introduced a range of local and national collaborative and shared service/capacity initiatives, recognising the value of working with others to improve resilience and to reduce costs. Much of this work has been informal, but it does illustrate a positive culture of co-operation, and good starting point for more formal arrangements.
- 4.2 As the briefing indicates, there is an increasing expectation of sharing and collaboration to deliver efficiencies within the Scottish roads sector. However, shared services arrangements need to comply with EU procurement rules.
- 4.3 An ageing workforce is a recognised concern within road services. This, coupled with a reduced workforce 'pool' of specialised skills, and difficulties in succession planning, means that it is necessary to address workforce planning strategies now to provide a resilient workforce in the future. There is a need to look at opportunities to pool resources, up-skill staff, encourage new people to work in this service area, and increase local employment opportunities at all levels as part of future collaborative work.

- 4.4 The ability of local authorities to work together is considered essential, to deliver long term efficiencies whilst providing resilience in this key frontline service for Scotland's communities.
- 4.5 A Formal Joint Committee has been formed. Seven Councils have taken reports through Council (or appropriate governance committee). In May 2018 the first formal meeting of the Joint Committee took place in Aberdeen and Argyll and Bute's Councillor Ellen Morton took the Chair of the group. The Joint Committee has subsequently met in Lochgilphead and Elgin. The next format meeting with Elected Members and officers is scheduled for late June in Angus, venue to be confirmed. Officers regularly meet via Skype and video conference to progress business and share good practice. The member councils of the Northern Roads Collaboration are: Aberdeen City, Aberdeenshire, Angus Argyll and Bute, Comhairle nan Eilean Siar, Highland and Moray. Orkney and Shetland councils have been part of the discussions around the Joint Committee but for the time being have not formally joined.
- 4.6 The Joint Committee have been working on a range of initiatives including:
- Joint Designated Person (DP) functions for marine activity.
  - Procurement and use of a dredging unit owned by Moray Council.
  - Sharing good practice for the Port Marine Safety Code.
  - Alternative surfacing materials, including plastics in asphalt.
  - Joint working with Transport Scotland and their operating companies.
  - Shared use of technical design staff.
  - Joint training, establishing a training academy, mainly through third party suppliers.
  - Joint procurement of road surface friction testing (SCRIM).
- 4.7 Local authorities within the Joint Committee have flexibility in terms of which initiatives they wish to participate in.

#### GOVERNANCE MODEL

- 4.8 Officers had carried out an initial options appraisal of available governance models, supported by the Roads Collaboration Programme team, including external legal guidance. The process followed has been endorsed by the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR). A number of models had been considered. The model adopted is co-operation through joint committee.
- 4.9 This model is based on the strand of European law which permits public authorities to enter into arrangements for collaboration and co-operation without those arrangements having to be the subject of a procurement process.
- 4.10 Out with the status quo ('do nothing') option, there were five possible options considered within the two models outlined:
- Joint committee
  - Joint board
  - Company limited by guarantee

- Company limited by shares
- Limited liability partnership

- 4.11 Having formally adopted the Joint Committee this does not preclude any other joint working with say Transport Scotland, or other local authorities. Argyll and Bute Council currently are part of a consortium of south west Scottish roads authorities for the procurement of winter weather services. There are 12 other authorities sharing the same winter forecast contract. As part of the arrangement each authority receives bespoke forecasting through a single contract. Council officers regularly discuss collaborative opportunities with a range of partners.
- 4.12 The Joint Committee will produce an update report over the summer of this year which will be presented to the first available Environment Development & Infrastructure Committee as a further update on the work and successes of the Joint Committee.

## 5.0 CONCLUSION

- 5.1 Appropriate sharing and collaboration brings benefits to the parties involved, through efficiencies and by sharing resources. Argyll and Bute Council along with 6 other councils has formally 'signed up' to a Joint Committee. .

## 6.0 IMPLICATIONS

- |     |           |   |
|-----|-----------|---|
| 6.1 | Policy    | <p>Partner authorities are not obliged to enter into any sharing/collaboration. Each collaborative activity will be subject to a high level business case assessment prior to seeking approval from Elected Members.</p> <p>Policy decisions will remain with individual participating authorities.</p>   |
| 6.2 | Financial | <p>The Joint Committee requires some limited financial contribution from partners to cover governance and financial support. This support is currently being provided by Aberdeenshire and Highland.</p> <p>Each collaborative activity will be subject to a high level business case assessment prior to seeking approval from Elected Members</p> |
| 6.3 | Legal     | None  |
| 6.4 | HR        | <p>There are no immediate staffing implications arising. Future sharing implies staff working for/in partner authorities.</p>   |

6.5	Equalities/Fairer Scotland Duty	There are no equality implications arising from these proposals.
6.6	Risk	These proposals are designed to eliminate risk of sharing/collaborating which does not conform to EU procurement rules.
6.7	Customer Services	None

**Executive Director of Development and Infrastructure** Pippa Milne  
**Policy Lead** Councillor Roddy McCuish  
June 2019

**For further information contact:** Jim Smith, Head of Roads and Amenity Services  
Tel: 01546 604324



## Environment, Development and Infrastructure Committee Work Plan 2019/20

This is an outline plan to facilitate forward planning of reports to the EDI Committee.				
7 March 2019	Title	Service/Officer	Date Due	Comments
	Development and Infrastructure Services Performance Report FQ4	Directorate	Tuesday 14 May 2019	
	Update on Customer Service Improvements	Mark Calder	Tuesday 14 May 2019	
	Northern Collaboration Forum	Jim Smith	Tuesday 14 May 2019	
	Application for Centenary Fields Status, Campbeltown War Memorial and Kinloch Park	Tom Murphy	Tuesday 14 May 2019	
	Argyll and Bute Officer Response to the Inquiry: Funding of EU Structural Fund Priorities in Scotland Post Brexit	Ishabel Bremner	Tuesday 14 May 2019	
	Argyll and Bute Council Officer Response to the Crown Estate Scotland: Rural Assets Strategy Consultation		Tuesday 14 May 2019	
	Film in Argyll – Screen Industries Update Report	Audrey Martin	Tuesday 14 May 2019	
Future Items				
	Litter Policy	Roads & Amenity Services		
	Shared Prosperity Fund: Argyll And Bute Regional			March 2019 - Agreed that officers come back to a future Environment,

## Environment, Development and Infrastructure Committee Work Plan 2019/20

	Policy Position			Development and Infrastructure Committee meeting to present and seek approval on appropriate criteria and indicators.
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