
EARMARKED RESERVES – 2015-16 YEAR-END

1. EXECUTIVE SUMMARY

- 1.1 The purpose of this report is to provide information on progress with balances already earmarked within the General Fund, new balances earmarked at the end of 2015-16 that qualify for automatic carry forward and request approval for 15 new unspent budget earmarking proposals.
- 1.2 The earmarked balance in the General Fund as at 31 March 2015 was £30.193m. Of this balance £6.518m has been spent during 2015-16 and £9.042m will be transferred back to the General Fund. The remainder is planned to be spent in future years.
- 1.3 There are 15 new unspent budget earmarked proposals totalling £2.471m with supporting business cases for approval:

Department	Description	Appendix	£000
Chief Executive's Unit	Strategic Finance: AAT programme, Internal Audit, Digital Records Project	1a	58
Community Services	Written in the Landscape project	1b	30
Community Services	Carry forward in respect of 3 Government Initiatives where grant funding has been received: <ul style="list-style-type: none"> • Developing the Young Workforce • GIRFEC • Languages 1+2 	1c	307
Community Services	National Improvement Framework – Literacy and Numeracy	1d	103
Customer Services	IKEN – Case Management and Time Recording	1e	35
Customer Services	Campbeltown Office Rationalisation	1f	60
Customer Services	Pathfinder North – Scottish Wide Area Network Implementation	1g	100
Customer Services	Provision for Local Elections in 2017	1h	300
Customer Services	Modern Apprentices and Growing our Own	1i	226
Customer Services	Leadership Development	1j	50
Development and Infrastructure	Waste Management Model	1k	130
Development and Infrastructure	Development Policy	1l	22

Development Infrastructure	and	Winter Maintenance – April 2016	1m	200
Development Infrastructure	and	Transformation Project Management	1n	100
Development Infrastructure	and	Maintenance of 3G Pitches	1o	750
Total				2,471

- 1.4 There are new balances totalling £8.671m that qualify for automatic carry forward at the end of 2015-16 and new balances totalling £17.498m that were agreed by Council during 2015-16 (the majority agreed as part of the budget in February 2016).
- 1.5 The new earmarked balance as at 31 March 2016 amounts to £43.272m. The most significant elements of this balance relate to the Strategic Housing Fund £6.581m, Investment in Affordable Housing £5.000m, which will generate an income stream which will finance borrowing for the schools projects, Helensburgh Waterfront £5.579m, Argyll Lomond and the Islands Regeneration Initiative £4.500m and an allowance for future severance £3.500m.

EARMARKED RESERVES - 2015-16 YEAR-END

2. INTRODUCTION

- 2.1 The purpose of this report is to provide information on progress with balances already earmarked within the General Fund, new balances earmarked at the end of 2015-16 that qualify for automatic carry forward and request approval for 15 new unspent budget earmarking proposals.

3. RECOMMENDATIONS

- 3.1 Members to approve the 15 new unspent budget earmarked reserve proposals totalling £2.471m, as per the business cases submitted and as outlined within Appendix 1.
- 3.2 Members to note the new balances at the end of 2015-16 that qualify for automatic carry-forward as outlined within Appendix 2.
- 3.3 Members to note the previously approved unspent budget earmarked reserves and the justification for continuing to earmark these as outlined within Appendix 3.
- 3.4 Members to note that £9.042m of earmarked balances will be released back into the General Fund, this is a combination of balances no longer required and balances agreed to be released as part of the budget agreed in February 2016.
- 3.5 Members to note the other balances contained within Appendix 4, both previously earmarked and new balances that have been subject to a previous Council decision.
- 3.6 Members to approve that £0.097m be reallocated from the PVG Retrospective Phase earmarking to the Resourcelink Review.

4. DETAIL**4.1 Background**

- 4.1.1 The Council has previously agreed the following in respect of earmarked balances in the General Fund:
- The balances in relation to the Strategic Housing Fund, CHORD and unspent budget within the Devolved Management of Resources (DMR) Scheme of Delegation for schools.
 - Any unspent grants and unspent contributions from external bodies are earmarked. This is on the basis that the monies would have to be returned/repaid if not used for the purpose intended.
 - Any unspent budget that relates to existing policy commitments arising from a previous Council decision or is required to meet an existing legal commitment

is earmarked.

- 4.1.2 Outwith the situations noted above there will be no automatic carry forward of unspent budget. Earmarking of funds in relation to unspent budget and not covered by the criteria above are reported to Council for approval and supported by a business case.

4.2 New Earmarked Reserves

- 4.2.1 Appendix 1 provides detail of the new unspent budget proposals at the end of the 2015-16 financial year, these proposals total £2.471m. Council are asked to review these new proposed earmarked balances together with the business cases developed by services which are included as Appendices 1a to 1o.
- 4.2.2 There are also new earmarked balances for the 2015-16 financial year which qualify for automatic carry forward in line with the conditions outlined in paragraph 4.1.1. These total £8.671m and are outlined in Appendix 2.
- 4.2.3 The automatic carry forward amount includes earmarking for Employability and Christmas Lights. Council agreed in November 2015 to make a provision for the anticipated deficit in the employability project by the end of the contract and they further agreed in February 2016 to fund the Christmas lights for a period of 3 years. Due to the favourable year-end position, these two issues can be funded from 2015-16 approved resources and the previous earmarking can be returned to the General Fund.

4.3 Previously Approved Balances

- 4.3.1 Appendix 3 outlines the previously agreed earmarked balances from unspent budget with a note on the plans for use and in some instances further justification of why the amounts remain earmarked. A spending profile has been included for each earmarked balance. These balances have been scrutinised by SMT to ensure that there are clear spending plans in place and that the purpose of the earmarking is in line with Council priorities.
- 4.3.2 Appendix 4 outlines the remainder of the previously approved earmarked balances. These are only provided for information as they are balances which qualify for automatic carry forward or have been subject to a previous Council decision.

4.4 Re-allocated Balances

- 4.4.1 Funds in respect of PVG Retrospective Phase amounting to £0.097m are no longer required and the service has request that these be transferred to the Resourcelink Review project which has a shortfall in funding.

4.5 Balances released back to the General Fund

4.5.1 The table below details the funds that will be un-earmarked and released back into the General Fund. Some relate to decisions as part of the budget agreed in February 2016 and others are earmarking that are no longer required.

Description	Balance at 31 March 2015 £000	New Earmarking £000	Actual Spend 2015-16 £000	Re-allocated £000	Released back to General Fund £000	Balance Remaining £000
Balances no longer required						
PVG Retrospective Phase	152	0	(12)	(97)	43	0
Support Staff for PVG Retrospective Phase	47	0	(14)	0	34	0
Investment in Hubco	0	506	0	0	14	492
Hermitage Park	0	268	0	0	250	18
Balances to be released agreed at Budget Meeting Feb 2016						
Advice Services	70	0	0	0	15	55
Community Resilience Fund	200	0	(5)	0	100	95
NPDO	200	0	0	0	200	0
NPDO	1,001	0	0	0	1,001	0
Investment in Affordable Housing	6,500	0	0	0	1,500	5,000
Revenue Contribution to Capital for Dunoon and Campbeltown Schools	6,000	0	0	0	5,885	115
Total Released					9,042	

4.5.2 The Retrospective PVG scheme migration projects have been successfully completed and the balance of the funding, after accounting for the re-allocated amounts in para 4.4.1, is no longer required.

4.5.3 The investment funding in HubCo has been updated to reflect the funding not required after accounting for the actual investment which was £0.492m. £0.014m can be released back to the General Fund.

4.5.4 A report was considered in relation to Hermitage Park, Helensburgh at the Council meeting on 21 January 2016. The report advised that there was a current funding gap of circa £0.268m out of a £3.111m project. It was agreed at Council in February 2016 that an underwriting provision be made from the General Fund Balance, however, applications had been submitted to a range of external funders and the underwriting may not be required. The sum of £0.250m has been secured from the MOD Covenant Fund and therefore this amount can be released back into the General Fund balance. Funding from Sustrans has also been secured, however, the funding is conditional on the satisfaction of final designs. At this stage, it would be prudent to continue to earmark the remainder of the underwriting.

4.6 General Fund Balance

4.6.1 The General Fund balance at 31 March 2015 was £46.067m, of this a total of £30.193m was approved by Council to be earmarked for specific purposes. The table below summarises the movement in the earmarked balance to 31 March 2016.

Earmarking Category	Balance 31/03/15 £000	New Earmarking from 2015-16 Outturn £000	New Earmarking agreed by Council during 2015-16 £000	Actual Spend 2015-16 £000	Released back to General Fund £000	Balance Carried Forward to 2016-17 £000
Strategic Housing Fund	7,672	1,992	0	(3,083)	0	6,581
Investment in Affordable Housing	6,500	0	0	0	(1,500)	5,000
CHORD	96	0	0	0	0	96
DMR – Schools	737	1,209	0	(737)	0	1,209
Existing Legal Commitments	145	1,042	0	(1)	0	1,186
Unspent Grant	801	471	0	(398)	0	874
Unspent Third Party Contribution	203	125	0	(51)	0	277
Energy Efficiency Fund	0	175	0	0	0	175
NPDO Schools	6,000	2,690	0	0	(5,885)	2,805
Unspent Budget	8,039	2,681	0	(2,248)	(1,393)	7,079
Helensburgh Waterfront	0	0	5,579	0	0	5,579
Argyll, Lomond and the Islands Regeneration Initiative	0	0	4,500	0	0	4,500
Asset Management	0	0	2,506	0	(14)	2,492
Transformation	0	0	100	0	0	100
Severance	0	0	3,500	0	0	3,500
Other	0	756	1,313	0	(250)	1,819
Total Earmarked Balance	30,193	11,141	17,498	(6,518)	(9,042)	43,272

4.6.2 A total of £43.272m is earmarked to be carried forward into 2016-17. The most significant elements of this balance relate to the Strategic Housing Fund £6.581m, Investment in Affordable Housing £5.000m, which will generate an income stream which will finance borrowing for the schools projects, Helensburgh Waterfront £5.579m, Argyll Lomond and the Islands Regeneration Initiative £4.500m and an allowance for future severance £3.500m.

4.6.3 The earmarked balances will be monitored throughout the financial year and reports submitted to the Policy and Resources Committee.

5. CONCLUSION

5.1 A total of £9.042m of earmarked balances will be released back into the General Fund, this is a combination of balances no longer required and balances agreed to be released as part of the budget agreed in February 2016.

- 5.2 A total of £0.097m which was earmarked for the PVG Retrospective phase has been re-allocated to the Resourcelink review to cover a shortfall in that project.
- 5.3 Services have submitted their new proposed unspent budget earmarked reserves balances for the 2015-16 year-end for consideration by Council together with business cases to support the requests, these proposals total £2.471m.
- 5.4 There are a number of previously approved unspent budget earmarked reserves balances where there are plans to spend in future years, these have been scrutinised by SMT to ensure there is clear justification for these to continue to be earmarked.
- 5.5 There are new balances totalling £8.671m that qualify for automatic carry forward at the end of 2015-16 and new balances totalling £17.498m that were agreed by Council during 2015-16 (the majority agreed as part of the budget in February 2016).

6. IMPLICATIONS

- 6.1 Policy – Outlines the new proposed unspent budget earmarking to be carried forward as per the agreed policy. Also outlines the new balances to be earmarked which qualify for automatic carry forward.
- 6.2 Financial - Outlines all earmarked balances held within the General Fund.
- 6.3 Legal - None.
- 6.4 HR - None.
- 6.5 Equalities - None.
- 6.6 Risk - None.
- 6.7 Customer Service - None.

Kirsty Flanagan
Head of Strategic Finance

Councillor Dick Walsh - Council Leader and Policy Lead Strategic Finance

20 June 2016

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APPENDICES

- Appendix 1 – New Unspent Budget Proposals 2015-16
- Appendix 1a – Business Case – Strategic Finance projects
- Appendix 1b – Business Case – Written in the Landscape
- Appendix 1c – Business Case – Education, unspent Government initiative funding
- Appendix 1d – Business Case – National Improvement Framework
- Appendix 1e – Business Case – IKEN Case management and time
- Appendix 1f – Business Case – Campbeltown office rationalisation

- Appendix 1g – Business Case – Pathfinder North – SWAN
- Appendix 1h – Business Case – Provision of Local Elections 2017
- Appendix 1i – Business Case – Modern Apprentices and Growing our Own
- Appendix 1j – Business Case – Leadership Development
- Appendix 1k – Business Case – Waste Management
- Appendix 1l – Business Case – Development Policy
- Appendix 1m – Business Case – Winter Maintenance (April 2016)
- Appendix 1n – Business Case - Transformation Project Management
- Appendix 1o – Business Case – Maintenance of 3G Pitches
- Appendix 2 – New Automatic Carry Forward Earmarkings 2015-16
- Appendix 3 – Previously Agreed Earmarked Balances – Unspent Budget
- Appendix 4 – Previously Agreed Earmarked Balances – Automatic Carry Forward

Ref	Service	Description	Balance to be carried forward into 2016-17	Plans for Use	Spending profile		
					Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
CHIEF EXECUTIVES UNIT							
001	Strategic Finance	AAT Training programme, Audit plan resource and a Converting to Digital records project	58,430	<p>AAT Programme - This is part of the Strategic Finance medium to long term plan to "Grow your own" to plan for succession and ensure the quality of service provided.</p> <p>Audit plan resource - Completion of the Audit plan is Strategically important, on a Corporate level, due to the reliance the external auditors place on the internal audit function. Due to long term sickness, the Audit team requires funding to delay the release of a member of staff who has been accepted for voluntary redundancy. This will ensure the Audit plan is successfully completed.</p> <p>Converting to Digital Records project - This project has been created to convert all the Income Maximisation finance files (Homecare/Adult care etc) to digital. This will be done by employing modern apprentice for a 2 year period. Once complete the efficiencies of information flow and access will generate savings within the finance team.</p>	33,430	19,000	6,000
COMMUNITY SERVICES:							
002	Community and Culture	Written in the Landscape Project	30,000	Written in the Landscape Project 2016-2018: A Project to Catalogue Argyll's Family and Estate Archives. The project will run until December 2018 and two Project Archivists will be employed to undertake the principal task of cataloguing and conservation. Funding for the project has come from a Heritage Lottery Fund (HLF) grant of £100,000 and the Council is required to commit a £30,000 contribution as match funding to the HLF grant for the duration of the project (£10K for each of the next three financial years).	10,000	10,000	10,000
003	Education	Scottish Government Initiatives: Developing the Young Workforce GIRFEC Languages 1+2	307,000	Developing the Young Workforce: Developing an Argyll & Bute foundational apprenticeship scheme, developing support for vulnerable young people to access training, developing key group knowledge of the local labour market in relation to post-school opportunities and delivering a prevocational programme for unemployed young people. Grant received from the Scottish Government for this purpose.	122,000	0	0
				GIRFEC: This grant funding is for the specific purpose of supporting Argyll and Bute's contribution to implementing GIRFEC and the Children and Young Person (Scotland) Act to ensure compliance with legislation. Activity in Argyll and Bute will include developing specific resources, staff training and development, protocols and procedures in line with the GIRFEC practice model and national guidelines.	76,000	0	0

Ref	Service	Description	Balance to be carried forward into 2016-17	Plans for Use	Spending profile		
					Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
				Languages 1+2: Grant provided for implementing the Scottish Government's 1+2 languages policy for Primary schools. The Scottish Government have confirmed that any unspent funding can be put into reserves for spend later.	109,000	0	0
004	Education	National Improvement Framework (NIF)	103,000	The new National Improvement Framework was launched by the First Minister on 6 January 2015. This new framework is to be core in driving forward the raising attainment and closing the gap agenda. Funding was agreed by Education Services in 2015/16 to support schools in raising the attainment agenda by the allocation of staff to each school for a set period of time to address literacy and numeracy developments. It was not possible to fully utilise these funds as appropriate supply cover could not be sourced due to the local and national staffing problems during session 2015/16. It is proposed that the Education service in 2016/17 will utilise the funding as follows: (a) Literacy Development Officer for 12 months from August 2016; (b) Numeracy Development Officer for 12 months from August 2016; (c) Travel Costs; and (d) Resources.	72,100	30,900	0
CUSTOMER SERVICES:							
005	Executive Director of Customer Services	IKEN - Case Management and Time Recording	34,750	IKEN is a case management and time recording system, the system will be implemented for the Special Projects, Procurement and Commissioning Teams. This implementation was planned for during 2015-16 but has been delayed until May 2016, therefore the department require to earmark the funding identified to fund the one-off costs of implementation.	34,750	0	0
006	Facility Services	Campbeltown Office Rationalisation	60,000	The Campbeltown Office Rationalisation will see around 100 staff displaced from Witchburn Road to Kintyre House. There is a requirement to purchase new office furniture and equipment to facilitate the staff to be accommodated within the new office space. The Workforce Deployment budget would ordinarily fund these costs but this budget provision was removed as part of the service choices budget process for 2016-17.	60,000	0	0
007	Customer and Support Services	Pathfinder North - Scottish Wide Area Network Implementation	100,000	One-off costs to cover additional costs associated with the delay in the implementation of the new Scottish Wide Area Network (SWAN) connections under the new contract with Capita.	100,000	0	0
008	Governance and Law	Local Government Elections	300,000	The Scottish Local Government Elections will take place on Thursday 4th May 2017, the Council has a statutory duty to meet the costs of the election.	100,000	200,000	0

NEW Unspent Budget Proposals

Appendix 1

Ref	Service	Description	Balance to be carried forward into 2016-17	Plans for Use	Spending profile		
					Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
009	Improvement and HR	Growing our Own and Modern Apprentices	226,300	Develop a comprehensive programme to support and attract young people into jobs and careers in the council. Includes funding for a temporary Growing Our Own development officers to co-ordinate the programme.	115,650	110,650	0
010	Improvement and HR	Leadership Development	50,000	Support a programme of enhanced leadership development for both senior and team leaders, building on the skills that they already have and ensuring that they are prepared and able to meet the challenges of transformation that that council is facing.	50,000	0	0
DEVELOPMENT AND INFRASTRUCTURE SERVICES:							
011	Roads and Amenity Services	Waste Management	130,000	Earmarking to fund the service over the next two years to enable the service delivery to be redesigned to reflect current known developments.	45,000	85,000	0
012	Planning and Regulatory Services	Development Policy	21,500	A: Professional quality printing of: Argyll and Bute Historic Environment Strategy and the Strategic Infrastructure Investment / Key Sites Action Programme B: Explore and deliver professional promotion and or refinement of the Where To Go Outdoors website which contains footpath guides.	21,500	0	0
013	Roads and Amenity Services	Winter Maintenance - April 2016	200,000	Due to unexpected weather conditions in April 2016, "Winter" maintenance costs, above those budgeted for 2016-17, were incurred. As these weather conditions were outwith the normal winter period budgeting expectations, the costs incurred in April 2016 are to be covered by a one-off earmarking.	200,000	0	0
014	Executive Director of Development and Infrastructure	Transformational Change	100,000	This project seeks to accelerate the delivery of transformational changes in service delivery and operational efficiency. The fund will cover the costs of project management support. The potential savings achieved through changes to service delivery and operational efficiencies will exceed the costs incurred and deliver long term benefits to the Council and its customers.	100,000	0	0
015	Roads and Amenity Services	3G pitches	750,000	Maintenance of 3G Pitches across Argyll & Bute.	750,000	0	0
2,470,980					1,999,430	455,550	16,000

ARGYLL AND BUTE COUNCIL**COUNCIL****CHIEF EXECUTIVE'S UNIT****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 It is proposed that £58,430 be earmarked from the revenue budget underspend within Strategic Finance for three main purposes:

- To support an Association of Accounting Technicians training programme to upskill the current staff ensuring that as staffing resource reduces that the remaining staff have the skills and knowledge required to maintain a quality finance service.
- To employ a modern apprentice that will work on a digitising records project relating to Adult Care, Child Care and Home Care contracts.
- To fund a post within Internal Audit, originally intended to be redundant from June 2016, however, due to long term sickness, making the post redundant puts risks on the Audit Plan agreed for 2016-17.

2.2 Business Case

- 2.2.1 As part of savings agreed, at the Council meeting on 11 February 2016, the Strategic Finance team will be reduced by 5 FTE positions in 2016-17 and a further 2 FTE in 17-18. This creates the following challenges;

- Ensuring the continued quality of support delivered to services.
- Ensuring the Internal Audit plan is adequately resourced.
- Ensuring the right skills mix across the service, including maintaining suitable qualified/non-qualified staffing ratio.

The Strategic Finance Management team have taken a medium to longer term view to these challenges, looking to ensure the longer term skills and succession plan within the service will be managed.

2.2.2 AAT Training Programme Funding

The Association of Accounting Technicians (AAT) is a recognised accounting qualification within public and private organisations across the UK. The qualification can be used on its own or as a stepping stone to becoming a Chartered Accountant.

The Service Choices savings options will see a reduction of 2 qualified accountants

in 2016 and a further 1 in 2017-18. To mitigate against any risks associated with reducing the number of qualified staff, the service has already commenced a programme to upskill staff on salary scales LGE6 to LGE10 by supporting them through the AAT qualification.

At the end of 2015, 6 staff commenced the first stage of AAT, with 1 member of staff already completing the module and ready to progress to the next level.

There are 3 levels to the qualification and for each level, staff members who hold other qualifications can obtain exemptions and a procurement discount has been obtained, for these reasons we have budgeted an average £1,000 per person per level.

By upskilling, we are looking to create a cross departmental skills pool for Corporate and Departmental support, increasing staff member's ability to take on new tasks as they arise.

In the past it has been difficult to recruit qualified finance staff and this programme is linked to the Council's "Growing Your Own" initiative. The Strategic Finance service have also recently been successful in becoming an accredited training employer with CIPFA and the AAT.

The cost to support the existing 6 employees plus a further 4 employees through each level of AAT, is estimated to be £24,000.

2.2.3 Internal Audit Team

The Internal Audit function plays an integral part in the external auditor's opinion on the controls within the council. The external auditor places reliance on the successful completion of the Internal Audit Plan.

As part of Service Choices, a trainee auditor post was created during 2015 and a member of staff transferred into this post from within the service. This would have allowed the deletion of a qualified accountant post via voluntary redundancy by the end of June 2016.

What was unplanned was that a member of staff within the team went off on long term sickness and they are currently not expected to return until at least December 2016. The trainee auditor post has allowed us to cover this sickness absence to date with no effect on completion of the 2015-16 Internal Audit Plan. However, the voluntary redundancy planned for June 2016 has had to be delayed until later this year otherwise the 2016-17 Audit Plan would not be adequately resourced.

The cost of retaining the accountant post beyond the planned redundancy amounts to £16,430.

2.2.4 Modern Apprentice - Digitising Records Project

This is a "spend to save" project within Strategic Finance. The project will digitalise all of the records relating to Adult Care, Childcare and Home care contracts. This will improve and enhance our record keeping and processing time, which over time will repay the initial investment. Examples of the benefits are listed below:

- Automating processes – for example automating the logging of returned reassessment forms
- Eliminating the need to distribute multiple copies of contracts to various offices – the scanned version will be visible to other parties via the system
- Reduction in paper and other paper file related stationary costs – ie folders and file holders
- Easier to share information with legal services and senior managers in relation to disputed cases – avoids photocopying large files and having duplicate files
- Using workflow function to make sure that all steps required to “complete” work are taken reducing the need for rework
- Ability to send documents word documents, email etc to CIVICA system rather than printing and manually scanning and indexing
- Better information about workload.

This project will require an additional resource and it is proposed that this would be suitable for a modern apprentice. A modern apprentice on a 2 year contract would cost up to £18,000.

2.2.4 Expenditure Profile

	2016/17	2017/18	2018/19	2019/20	Total
AAT Programme	8,000	10,000	4,000	2,000	24,000
Internal Audit Team	16,430	-	-	-	16,430
Digitising Records project	9,000	9,000	-	-	18,000
Total	33,430	19,000	4,000	2,000	58,430

Kirsty Flanagan
Head of Strategic Finance
31 May 2016

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE
“WRITTEN IN THE LANDSCAPE” PROJECT 2016 - 2018

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 Written in the Landscape Project 2016-2018: A Project to Catalogue Argyll's Family and Estate Archives.

2.2 Business Case

- 2.2.1 The Council, in partnership with Argyll Estates and other local heritage centres across the authority, are developing a project to catalogue and conserve the family and estate archives in their care. Many of the records are of national importance and a small selection of these will be digitised and made available to researchers online.
- 2.2.2 The project will run until December 2018 and two Project Archivists will be employed to undertake the principal task of cataloguing and conservation. There will also be opportunities for volunteers to get involved and this will form a key part of the project.
- 2.2.3 Funding for the project has come from a Heritage Lottery Fund (HLF) grant of £100,000, as well as financial contributions from various partner organisations. The Council is required to commit a £30,000 contribution as match funding to the HLF grant for the duration of the project (£10K for each of the next three financial years).
- 2.2.4 The Council will be responsible for managing the project and its budget. A cost centre has been set up to assist with this and all project income and expenditure will be marked against this cost centre.

3.1 Risks

- 3.1.1 Insufficient funding will impact on the ability to deliver key project aims and objectives. It is proposed that part, £30,000, of the Culture and Libraries revenue budget underspend be committed to the project. Failure to earmark this sum will result in the Council being unable to meet its financial commitment to the project as the Archive service could not cover this annual allocation from its revenue budget over the next three financial years.

4.1 Expenditure Profile

- 4.1.1 Key project payments will be incurred during financial years 2016/17, 2017/18 and 2018/19.

Ann Marie Knowles
Executive Director of Community Services

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
COMMUNITY SERVICES****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**SCOTTISH GOVERNMENT INITIATIVES**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1 Grant funding from the Scottish Government was received in March 2016 and the award letters confirm that the Council has full flexibility in the timing of the use of the funding. The carry forwards are in respect of:

Developing the Young Workforce - £122,000
GIRFEC £76,000
Languages 1+2 - £109,000
Total - £307,000

2.2 Business Case – Developing the Young Workforce

- 2.2.1 Notification from the Scottish Government of implementation funding for ‘Developing the Young Workforce – Scotland’s Youth Employment Strategy’ was received at the end of September 2015. The grant funding was for £122,000.

- 2.2.2 This funding is for the specific purpose of supporting local government’s contribution to the early implementation of the Developing the Young Workforce Commission’s report. Although not formally classed as a Scottish Government specific grant, there is an expectation that the funds are spent in accordance with the key elements of the programme and that all authorities should ensure that activity will help develop pathways for young people into sustained and quality jobs that align with local circumstances and labour markets.

- 2.2.3 It is proposed that the Council in partnership with key organisations including the local college, Skills Development Scotland and employers will utilise the funding as follows:

- a) Developing an Argyll & Bute Foundation Apprenticeship scheme which would be delivered in the senior phase. This proposal will require a small amount of capital investment from the Scottish Government budget; further funding will be spent on resourcing facilities appropriately to deliver the courses, transport

where required and personal protective equipment. In addition the funding will be used to develop a mentoring programme to support young people accessing these opportunities.

- b) Developing support for our most vulnerable and at risk young people to access appropriate training that will allow them to develop their employability skills and specific occupational skill sets during the senior phase of secondary education.
- c) Developing key groups knowledge and understanding of the local labour market and how this links to relevant opportunities post school. Key groups consist of parents/carers, teaching staff and pupils.
- d) Developing and delivery of a prevocational programme that groups of unemployed young people can access in our unemployment hotspot areas – e.g. Helensburgh, Oban, Campbeltown and Dunoon.
- e) Further implementation of the ABC Modern Apprenticeship Programme. The working group has been tasked by the Chief Executive with securing 25 additional Argyll and Bute Council Modern Apprentices during financial session 2016/17.

2.2.4 The monies will be spent in 2016/17 as the planned activities are carried out.

2.3 Business Case – GIRFEC

2.3.1 Notification from the Scottish Government of implementation funding for GIRFEC – Children and Young Person (Scotland) Act was received in April 2015. The grant funding was for £76,000.

2.3.2 This funding is for the specific purpose of supporting Argyll and Bute's contribution to implementing GIRFEC and the Children and Young Person (Scotland) Act to ensure compliance with legislation. Although not formally classed as a Scottish Government specific grant, there is an expectation that the funds are spent in accordance with the key elements of the programme. Activity in Argyll and Bute will include developing specific resources, staff training and development, protocols and procedures in line with the GIRFEC practice model and national guidelines.

2.3.3 As there is a legislative imperative to this work being progressed, robust reporting mechanisms are in place. The GIRFEC Implementation Group will report to the management of the Community Planning Partnership through regular reporting to Argyll and Bute's Children.

2.3.4 It is proposed that the GIRFEC Implementation Group will utilise the funding as follows:

- a) Train education staff on the new SEEMiS Wellbeing application which will require senior education staff to be available to attend the training sessions. Funding will be spent on establishment cover costs.
- b) Development of a specific Argyll & Bute GIRFEC website which will allow the GIRFEC Implementation group to meet the requirements of the Children and

Young Person (Scotland) Act with regard to making the Named Person Service easily accessible, known and available to Community Planning Partners, professionals and the wider community.

- c) Create a 12 month secondment GIRFEC Support Officer post to assist the GIRFEC Implementation group to be fully compliant with legislation. This would include supporting GIRFEC advisors in a range of duties such as promoting GIRFEC awareness across the partnership, developing best practice and quality assurance.
- d) All GIRFEC advisors require to undertake the GIRFEC module at Stirling University, the monies will be used to fund courses and travel costs.
- e) Develop a range of resources that ensure children, young people, communities and professionals are cognisant of GIRFEC process and practice. This would include the development of a coherent communication strategy in line with Scottish Government guidance.

2.3.5 If the expected funding is not made available to the GIRFEC group to implement the planned activity, there will be a risk of the authority failing to be legislatively compliant with the Children and Young People (Scotland) Act by August 2016.

2.3.6 The monies will be spent in 2016/17 as the planned activities are carried out.

2.4 Business Case – Languages 1 + 2

2.4.1 Financial support has been allocated to Local Authorities to create the conditions to enable every pupil to start learning a second language from Primary 1 and a third language from Primary 5 by 2020. Funding for 'Languages 1+2' has been received from the Scottish Government for the implementation process. The grant funding was for £109,000.

2.4.2 This funding is for the specific purpose of supporting local government's contribution to the early implementation of the languages 1+2 in each local authority and will continue to develop through to 2020.

2.4.3 To assist clusters in their progress towards achieving the recommendations Language Leaders have been the key resource to taking forward the objectives. It is the intention that there will be a Language Leader in each cluster and these people will have a passion for languages and a proven track record in the implementation of initiatives that have impacted on pupil's learning experiences. The language leaders will be led by a Lead Language Leader. Additional teacher expertise may be required for specific areas e.g. Gaelic Learners Education in Schools. These developments require allocations of supply cover to allow training of staff to take place.

2.4.4 It is proposed that the Council will utilise this budget during session 2016/17 to continue the development of training through the following activities:

- a) Post of Lead Language Leader to support and train the language leaders in each cluster - £50,000;
- b) Support training for (12) Languages Leaders and cover allowance - £10,000;

- c) Language Platform Subscription (French) - £18,000;
- d) Language Platform development (Gaelic) - £11,000, and
- e) Training - £20,000.

2.4.5 The monies will be spent in 2016/17 as the planned activities are carried out.

Ann Marie Knowles
Executive Director of Community Services

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
COMMUNITY SERVICES****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**NATIONAL IMPROVEMENT FRAMEWORK – LITERACY AND NUMERACY**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 The new National Improvement Framework was launched by the First Minister on 6 January 2016. This new framework is to be core in driving forward the raising attainment and closing the gap agenda.
- 2.1.2 The Framework will see new and improved information gathered throughout primary and early secondary school years to support individual children's progress and to identify where improvement are needed. The data will be used to set precise milestones for closing the gap in attainment between children from the least and most deprived communities in Scotland.
- 2.1.3 Local authorities will use new standardised assessments, in reading, writing and numeracy in P1, P4, P7 and S3 to evaluate learning and teaching through Scotland's Curriculum for Excellence. The information will be used by teachers to inform their judgement in the classroom and by local authorities to ensure that every child gets the right support at the right time. The assessments will be take place in 2017.
- 2.1.4 Argyll and Bute Schools are required to have clear policies and processes around literacy and numeracy which will support the assessments which will take place in 2017.
- 2.1.5 It is proposed that a Literacy Development Officer and a Numeracy Development Officer be appointed for a fixed term to support this initiative.

2.2 Business Case

- 2.2.1 Funding was agreed by Education Services in 2015/16 to support schools in raising the attainment agenda by the allocation of staff to each school for a set period of time to address literacy and numeracy developments. It was not possible to fully utilise these funds as appropriate supply cover could not be sourced due to the local and national staffing problems during session 2015/16.

2.2.2 It is proposed that the Education service in 2016/17 will utilise the funding as follows:

- (a) Literacy Development Officer for 12 months from August 2016 (£49,000);
- (b) Numeracy Development Officer for 12 months from August 2016 (£49,000);
- (c) Travel Costs (£3,000), and
- (d) Resources (£2,000).

Total £103,000

2.3 Expenditure Profile

2.3.1 The funding will be spent in line with the 2016/17 academic session, spanning both the 2016/17 and 2017/18 financial years, as the planned activities for the Literacy and Numeracy Development Officers are carried out.

Ann Marie Knowles
Executive Director of Community Services

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
CUSTOMER SERVICES****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**IKEN – CASE MANAGEMENT AND TIME RECORDING**

1. INTRODUCTION

1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

2.1.1 It is proposed that £34,750 be earmarked from the revenue budget underspend within Customer Services in 2015-16 to fund the one-off system costs for IKEN. The intention was to have the software implementation during 2015-16 but as a result of delays in implementation this has been pushed back until May 2016. Funding to accommodate the software was identified during 2015-16 and the carry forward of this balance into 2016-17 would allow for the IKEN software to be implemented.

2.2 Business Case

2.2.1 IKEN is a case management and time recording system which is currently utilised by Council Legal and Property Teams. This investment would see the system being rolled out to the Special Projects, Procurement and Commissioning Teams. IKEN is a case management system that can improve operational performance by delivering on quantitative and qualitative efficiency gains and the recording and billing functionality demonstrates the value delivered.

2.2.2 The individual elements of IKEN functionality are listed below:

- Case-centric document and email management
- Contact and stakeholder management
- Diary management to risk management standards, for teams and individuals
- Workflow to three levels
- Knowledge, precedent and template management
- Time recording and billing
- Management reporting

2.2.3 Legal and Property Services utilise the functionality in IKEN for case and client management and it allows these services to quantify the cost of projects or clients on an individual basis. There is significant potential in rolling this out to the Special Projects, Procurement and Commissioning Teams and potentially across other support services in allowing services to demonstrate value added and to facilitate the

delivery of efficiencies.

- 2.2.4 Support service functions will be increasingly challenged to demonstrate value for money and should be able to demonstrate that services could be provided in a competitive market place. With a challenging financial outlook and increasing pressure to deliver services innovatively support services will face increasing scrutiny as to the benefits delivered and the identification of more innovative ways of working that can deliver savings. The further roll-out of IKEN software will enable services to be best placed to meet these challenges.
- 2.2.5 The total cost of £34,750 includes the provision of additional IKEN licences, database upgrades, the configuration of the system for the new teams and training for all new users. There is a recurring cost of £4,520 for annual support costs and provision has been made for this within the Customer Services revenue budget.

2.3 Expenditure Profile

The sum of £34,750 will be spent during 2016-17.

Douglas Hendry
Executive Director of Customer Services

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
CUSTOMER SERVICES****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**CAMPELTOWN OFFICE RATIONALISATION**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 It is proposed that £60,000 be earmarked from the revenue budget underspend within Facility Services in 2015-16 to fund the one-off costs to provide office furniture and equipment in support of the Campbeltown Office Rationalisation.

2.2 Business Case

- 2.2.1 A recurring annual budget of £44k was provided to Facility Services as part of Process for Change to allow Facility Services to fund one-off costs in relation to re-location in support of office rationalisation, this included removal costs and office furniture and fittings. This budget has been removed from 2016-17 as a management saving as part of the Service Choices process and therefore there is no capacity within the Facility Services budget to meet these costs.
- 2.2.2 The Campbeltown Office Rationalisation will see around 100 employees move from the Witchburn Road office to Kintyre House. There is a requirement to purchase new office furniture and equipment to facilitate the staff to be accommodated within the new office space. Much of the office furniture in the Witchburn Road office has not been replaced in a number of years and is in a poor state of repair, with some being deemed to be no longer suitable for a modern office environment. The new office accommodation at Kintyre House is primarily an open-plan space and the existing office furniture at Witchburn Road would not be easily accommodated into the new space.
- 2.2.3 The new office is planned to open late summer 2016. Funding has been identified in the favourable 2015-16 Facility Services outturn to be earmarked to allow the smooth transition between the two facilities. The total estimated cost of £60,000 includes new desks, chairs and storage for all workstations and a provision for removal and disposal costs. Should the costs be less any unrequired element of funding will be unearmarked and released back into the General Fund.

- 2.2.4 It is anticipated that for any further Office Rationalisation projects that any additional furniture or equipment requirements will be accommodated from within individual service budgets. The Campbeltown Office Rationalisation is unique in that there is a real deficit in terms of the quality of equipment available to be transferred to the new office accommodation and the non-provision of new furniture could have a serious impact on the success of the move.

2.3 Expenditure Profile

The sum of £60,000 will be spent during 2016-17.

Douglas Hendry
Executive Director of Customer Services

ARGYLL AND BUTE COUNCIL**COUNCIL****CUSTOMER SERVICES****30 JUNE 2016**

**PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE
PATHFINDER NORTH – SCOTTISH WIDE AREA NETWORK IMPLEMENTATION**

1.0 INTRODUCTION

1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the policy on end of year flexibility.

2.0 DETAIL**2.1 Initiative/Proposal**

2.1.1 It is proposed that £100,000 be earmarked from the revenue budget underspend within Customer & Support Services in 2015-16 to fund the one-off costs to cover additional costs associated with the delay in the implementation of the new Scottish Wide Area Network (SWAN) connections under the new contract with Capita.

2.2 Business Case

2.2.1 Capita has issued a formal relief notice for 6 months delay in respect of the contract signed by Highland Council as lead authority for PathfinderNorth for a replacement network. Whilst the specific grounds for relief cite only Highland Council and their sites, it applies to the whole contract. Capita's performance in implementing previous SWAN customers has been very poor and they have struggled to meet their forecast sites. As at end of May 2016, just 12 out of 133 Argyll and Bute Council sites are live. We have been unable to transition any education or library sites as we do not yet have a live connection to the Helensburgh data centre.

2.2.2 The transitional exit period in the existing contract with Vodafone is due to end on 20 September 2016. We are not confident that all sites will be transitioned by then. Vodafone has indicated that they will not cut off the existing service and leave us without IT connections. However the price they need to charge for any individual circuit will have to reflect their costs for provision of backhaul. Because of this, there is the possibility that the costs for individual circuits may be considerably higher than the costs under the current contract. They have been asked to price certain sites (those most likely to be late) on a contingency basis, and prices should be known by end July.

2.2.3 The contract includes certain provisions for delay. The cap on delay payments across the whole contract (excluding any potential damage settlement) is £225,000, and this will not address the expected additional costs.

2.2.4 The cost pressure in budget agreed in February included some contingency for delay, but at that stage it was expected that the costs of circuits for Vodafone for an

extension period would be similar to current costs. Experience from PathfinderSouth suggests that it would be more prudent to budget up to 50% extra. Funding has been identified in the favourable outturn for Customer & Support Services. Should the costs be less than anticipated, any unrequired funding can be unearmarked and released back into the General Fund.

2.3 Expenditure Profile

2.3.1 The sum of £100,000 will be spent during 2016-17. It is not expected that any circuit is likely to be subject to a delay of more than 6 months from the end of formal transition period on 20 September 2016.

Douglas Hendry
Executive Director Customer Services
3 June 2016

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

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
CUSTOMER SERVICES****30 JUNE 2016**

**PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE
LOCAL GOVERNMENT ELECTIONS 2017**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 The Council requires to make provision to meet the cost of the local elections in 2017 and it is proposed to earmark £300k to meet the anticipated costs of that process from the favourable 2015-16 outturn position.

2.2 Business Case

- 2.2.1 The Scottish Local Government Elections will take place on Thursday 4th May 2017, the Council has a statutory duty to meet the costs of the election. As this is not a recurring revenue cost to the Council there is no revenue budget provision for this as part of the elections budget, with provision only being available to fund a limited number of by-elections. This results in a cost pressure in 2017-18.
- 2.2.2 Preparation for the election starts in December 2016 and commitments need to be made to suppliers by that date. The Council has a statutory duty to meet the costs of the election and it is prudent to identify the sum of £300k in advance of setting the 2017-18 budget to cover the costs. The costs include electronic counting, standby generators, staffing, mailing and other supplies necessary to meet the statutory requirements.
- 2.2.3 If the budget is earmarked it will reduce pressure on the revenue budget for 2017-18 and will assist with planning and contractual arrangements with third party suppliers.

2.3 Expenditure Profile

The spend would be committed from around December 2016 with actual expenditure commencing in March 2017 until June 2017, therefore an element of the earmarked balance would require to be carried forward into 2017-18.

Douglas Hendry
Executive director of Customer Services

Further information contact Charles Reppke, Head of Governance and Law

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
CUSTOMER SERVICES****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**MODERN APPRENTICES AND GROWING OUR OWN**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 Argyll and Bute council, along with the Community Planning Partners have a strategic objective to grow the population and the economy. As an employer, although the council is becoming smaller in terms of overall employees as a result of budget reductions, it still remains the second largest employer in Argyll and Bute. Recent analysis of the council's workforce as part of the Service Choices Programme shows that we have an ageing workforce with less than 5% of our employees aged 16-24. This has implications in the medium to long term for workforce planning.
- 2.1.2 We also know, through research carried out by HIE on young people in the Highland and Islands, that in Argyll and Bute, there are a significant number of young people who identify themselves as 'reluctant leavers' ie they would prefer to remain in Argyll and Bute, but they have not found appropriate work or study opportunities to allow them to do so.
- 2.1.3 The Council has an opportunity to develop a comprehensive programme to support and attract young people into jobs and careers in the council. This will require a short term investment of funds to support the development of a programme and to implement it, with a view to it becoming a mainstreamed part of the council's business in future years.
- 2.1.4 The proposal presents options for developing a programmed approach to 'Growing Our Own', including support for the provision of opportunities for Modern Apprentices.

2.2 Business Case

- 2.2.1 The proposal includes funding for a temporary Growing Our Own development officer to develop and co-ordinate a Growing our Own programme using a fixed term project management approach and to support Modern Apprenticeship placements in the council. The proposal fully aligns to the SOA/LOIP, the Corporate Plan and the HR/OD Strategy and will result in more young people being employed by the council and fewer young people leaving the area to find work.

- 2.2.2 The Officer will liaise with colleagues in Education, align with Developing Scotland's Young Workforce actions, liaise directly across all schools and implement a programme of awareness raising and information about the wide range of jobs and career opportunities available within the council, including Modern Apprenticeships and traineeships.
- 2.2.3 A comprehensive and council wide approach would be developed to co-ordinating this, ensuring that all prospective employees are given the same opportunities and that these are applied fairly and consistently. This will be aligned to the council's workforce planning, ensuring that there is a clear link between the work opportunity and the future potential for a permanent job. All training will be transferable and accredited to ensure that the young people benefit in the long term. Close liaison will be developed with partner agencies in Skills Development Scotland, Argyll College, UHI and HIE.
- 2.2.4 A suite of information would be prepared of audio visual films that could be promoted online and also used at presentations, to show young people what the experience of working for the council is really like. Testimony from individual employees would be used to bring this to life.
- 2.2.5 The project will support Modern Apprenticeship placements across the council, creating a central co-ordinating Hub and providing funding assistance for services to take on apprentices. Although there has been interest by services in delivering modern apprenticeship opportunities, some services have been unable to identify funding.
- 2.2.6 The Project directly relates to Strategic Risk 9 on the Strategic Risk Register – Demographic Change - The Council fails to recognise, plan and deliver services in a way that takes account of demographic trends – this will impact on the council's ability to attract and retain staff.
- 2.2.7 The through the temporary appointment of a fixed term post, the funding will deliver a long term Growing Our Own programme, which is aligned to our workforce planning, will result in a reduction in young people leaving the area, an increase in young people taking up employment with the council and an increased number of Modern Apprenticeship Placements.
- 2.2.8 This is an important area of spend, which assists in directly addressing the council's ageing population and also a reduction in young people leaving the area.

2.3 Expenditure Profile

Activity	Description	Cost 2016/17	Cost 2017/18
Temporary Growing our Own Project Officer	LGE 11 fixed term for 2 years	£43,500	£43,500
Materials	hard copy and audio visual materials to promote the council as an employer	£5,000	0
Modern Apprenticeship funding	10 modern Apprentices each year at £6715 per annum	£67,150	£67,150
Total		115,650	110,650

Douglas Hendry, Executive Director – Customer Services

For more information contact Jane Fowler, Head of Improvement and HR

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
CUSTOMER SERVICES****30 JUNE 2016**

**PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE
LEADERSHIP DEVELOPMENT**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 Leadership development has been an important element in the council's improvement journey. The challenges faced by the organisation over the next few years will require excellent leadership skills across the organisation, both at senior level and in our team leaders, who are responsible for delivering frontline services.
- 2.1.2 In order to manage the budget challenges, maintain the high quality of services that the people of Argyll and Bute need and to fulfil our strategic objective of growing the population and creating more jobs, our employees require excellent transformational leadership skills.
- 2.1.3 The Council has invested in a leadership and management development programme, the Argyll and Bute Manager, which has successfully delivered a comprehensive programme of courses to support management skills, expertise and knowledge in the council's core policies and procedures.
- 2.1.4 The transformational change that is needed in the council's approach to delivering services, whilst continuing to deliver quality services, requires enhanced leadership skills that focus on innovation, transformation, creativity and engagement.
- 2.1.5 This proposal will support a programme of enhanced leadership development for both senior and team leaders, building on the skills that they already have and ensuring that they are prepared and able to meet the challenges of transformation that that council is facing.

2.2 Business Case

- 2.2.1 The proposal will support delivery of the council's corporate plan, HR and OD Strategy, Audit Scotland Action Plan, Strategic Risk Register and the Statement of Governance and Internal control.

The enhanced leadership development programme will directly address the strategic risk identified in the council's Strategic Risk Register 'Lack of Strategic Leadership'. It will ensure that there is appropriate and effective learning and development in place to mitigate this risk.

2.3 Detail

2.3.1 **Action Learning Sets** bring leaders together in small groups from a cross section of services where they agree a specific management or leadership problem to be discussed. The problem will be one that has been difficult to solve by the manager through using their normal process and approach. The Action Learning Set method is structured and supports exploration of the problem, options for solutions and then agreed actions to take by the manager/leader who has identified the problem.

2.3.2 **Coaching** is an important element of individual leadership development that supports each individual to improve their own performance in relation to the leadership skills and approach. As each leader has a different team to manage, different challenges and a different leadership style, one to one coaching provides them with an opportunity to tailor their specific style to improve it and to gain the maximum outputs and impact from the service, making the most of their resources in the team and applying new thinking, creativity and innovation to their leadership and management.

2.3.3 **Leadership, Communication and Coaching** is an approach that has been implemented as part of the Argyll and Bute Manager Programme, which combines leadership development and communication skills with one to one coaching and is ideal for a manager who is new to team leadership. It supports learning in the principles of communication and enables a one to one coaching approach to dealing with specific issues, again tailored to the individual manager/leader's approach.

2.3.4 Outcomes

The investment in enhanced leadership development will be in overall team and service productivity. Improved leadership skills should see a reduction in sickness absence, reduction in stress related absence, reduction in grievances and disciplinarys and an overall improvement in customer satisfaction performance

2.4 Expenditure Profile

The total cost of the proposal is £50,000 and will be spent as set out below throughout the financial year 2016/17.

Activity	Numbers	Units	Number of units	Cost
Action Learning	3 x ½ day Action Learning Sets	4 per year (quarterly)	12 sets	£12,200
Coaching – for one year	15	8 per year (every six weeks)	120 sessions	£24,000
Leadership, Communication and coaching	10	3 per year	30	£13,800
TOTAL				£50,000

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE DIRECTOR OF
DEVELOPMENT AND INFRASTRUCTURE****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**WASTE MANAGEMENT/WASTE STRATEGY**

1. INTRODUCTION

1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

2.1.1 A report to the Environment, Development and Infrastructure Committee on 7 April 2016 set out the current position relating to waste collection and disposal. This report considers the financial, contractual and legislative implications regarding waste and seeks to put in place a long term waste strategy. The committee agreed to:

- Note the report
- Endorse the work being progressed towards a long term waste strategy
- Note recruitment of a project manager to lead on the provision of a new waste strategy
- Note that a further report will be brought to a future meeting regarding the Waste Charter.

2.1.2 The budget monitoring statement included with the budget pack on 11 February 2016 documented a projected underspend of £130,000. This underspend requires to be earmarked to fund the existing Waste PFI contract over the next two years to enable the service delivery to be redesigned to reflect current known developments. The Council agreed to note the revenue Budget Monitoring position as at 31 December 2015.

2.2 Business Case

2.2.1 Argyll and Bute Council is both waste collection and waste disposal authority. Waste collection is carried out by council staff with assistance from third sector groups for recycled materials.

2.2.2 Waste disposal is dealt with by 3 separate models across the council. These are:

- Island sites which are operated directly by the council.
- A 25 year PPP contract covering the mainland other than Helensburgh and Lomond – this runs until 2026.
- Helensburgh and Lomond where collected waste is disposed of at third party sites outside Argyll and Bute.

- 2.2.3 Waste to landfill is environmentally unsound and legislation and guidelines have been put in place to reduce material to landfill. One of the measures introduced nationally is a landfill tax which costed the council £82.60 per tonne in 2015/16. National guidance is expected with regards to the ban on biodegradable waste going to landfill from 2021.
- 2.2.4 The annual council budget for waste management is £11,727,934 for 2015/16.
- 2.2.5 At its October 2012 meeting council approved a waste strategy which included progressing a contract variation allowing co-mingled materials for recycling to be collected and general waste collections moving to 2 weekly. This provided an improved and increased recycled material collection facility to be provided to the residents of mainland Mid Argyll, Oban/Lorn and Cowal. This has been delivered. It was agreed as part of the Council's budget in February 2016 that general waste collections would move to a 3 weekly cycle during 2016/17. By restricting the capacity for waste that is sent to landfill it is hoped that further changes in behaviour can be encouraged, further increasing recycling.
- 2.2.6 The landfill sites operated by the council and those returning to the council in 2026 will have an ongoing maintenance requirement. This will include monitoring for leachate and gas, restoration works and environmental compliance as well as general health and safety.
- 2.2.7 A revised waste strategy is required to deal with the known requirements over the coming years and also to shape service delivery over the next 25 year period and beyond. Whilst the current delivery model is working and can be contained within budget over the next 2 financial years this is not a sustainable position in the longer term. This has been demonstrated by the 25 year waste model detailed in the report. Doing nothing is not an option, by 2028/29 the financial model indicates that the council would be at an adverse budget position of £3,912,094 increasing to £9,286,413 by 2039/40 should we continue as is. The profile of the service within financial year 2015/16 projects a favourable variance, if agreed to earmark this underspend this would remove the deficit within the early years and provides time to develop an alternative waste strategy to mitigate future financial pressures.
- 2.2.8 From an environmental position the council should be pursuing options that divert waste from landfill. The emerging waste strategy should consider additional diversion from landfill. There is a range of options available including energy from waste, gasification, additional recycling etc.

2.3 Expenditure Profile

- 2.3.1 It is expected that the costs will be incurred during 2016/17 and 2017/18.

Pippa Milne
Executive Director, Development and Infrastructure

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE
DIRECTOR OF DEVELOPMENT
AND INFRASTRUCTURE****30TH JUNE 2016**

**PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE
DEVELOPMENT POLICY**

1. INTRODUCTION

1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

2.1.1 It is proposed to reserve the identified underspend of £21,500 to cover:

- Professional quality printing of: Argyll and Bute Historic Environment Strategy and the Strategic Infrastructure Investment / Key Sites Action Programme
- Explore and deliver professional promotion and or refinement of the *Where to Go Outdoors* website which contains footpath guides.

2.2 Business Case

2.2.1 All identified expenditure is for core projects which directly relate to and are existing delivery commitments within the Single Outcome Agreement and or the Service Plan. Currently there is no budget available for any of these activities.

2.2.2 Allowing this earmarking of funds eliminates the risk that these proposals are not delivered or are delivered to a significantly inferior quality and effectiveness.

2.2.3 The Historic Environment Strategy sets out a comprehensive approach and strategic overview for management and maintenance of heritage assets which the Council is responsible for. It promotes a holistic approach to our historic environment and seeks to raise awareness of the positive environmental, social and economic contribution it makes to Argyll and Bute as a place to live and work and visit, integrating care and custodianship of heritage assets into the core activities of the Council. This approach has been lauded by Historic Environment Scotland as an example of best practise. Professional printing and wider distribution would reflect the Council's commitment to it; and recognise the nationwide interest there has been in the document particularly from Historic Environment Scotland because of its ground breaking approach.

2.2.4 Strategic Infrastructure Investment / Key Sites Action Programme seeks to promote key sites and attract inward investment in to key areas and sites identified in the

Local Development Plan, and links to the associated Economic Development Action Plan. It is envisaged that the document is produced to a high standard (in print and online) to allow it to perform the function of an attractive and easily accessible point of promotion for key opportunities within Argyll and Bute. It will therefore contribute to levering in funding and investment, boosting the economy of Argyll and Bute, and help stem population decline.

2.2.5

The Where to Go Outdoors is an interactive map of paths in Argyll & Bute. It has information about the paths, leaflets for download and links to external websites with more information about individual paths. The information includes the length of the path and descriptions which allow the user to determine whether or not the path is suitable for the type activity they are proposing and their physical ability. It is particularly helpful for those who are less able. Additional website development will help ensure that the attractiveness and ease of use of the Where To Go Outdoors website are maximised, and that the opportunity to promote its linkage with other sites and tourism outlets are maximised, thus directly increasing its likely impact and use and promoting recreation and tourism activity within Argyll and Bute.

2.2.6

The SOA and Service plan identify these as key tasks, all of which have the potential for trickle down style benefit in the economy (SOA outcome 1). The printing and publication of the HES, will help bids for future Historic Environment Scotland funding into Argyll and Bute, including CARS schemes and Heritage Lottery funding TI schemes, are dependent on this document (SOA outcome 6). The Strategic Infrastructure Investment / Key Sites Action Programme will help promote development and raise the profile of Argyll and Bute as a place to come and invest in and help ensure we have infrastructure that supports sustainable growth (SOA outcome 2). For the *Where To Go Outdoors* website, this will help promote outdoor activity in Argyll and Bute and will help provide opportunities for people to live active, healthier lives thereby contributing to outcome 5 of the SOA.

2.3

Expenditure Profile

2.3.1

Historic Environment Strategy, and Strategic Infrastructure Investment / Key Sites Action Programme publication and printing likely to be spent during 2016/17. Website activity in connection with *Where To Go Outdoors* and Strategic Infrastructure Investment / Key Sites Action Programme is expected to be incurred during 2016/17 and 2017/18

Pippa Milne

Executive Director, Development and Infrastructure

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE
DIRECTOR OF DEVELOPMENT
AND INFRASTRUCTURE****30 JUNE 2016**

**PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE
WINTER MAINTENANCE**

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for winter maintenance for 2016/17, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

- 2.1.1 This proposal requests a one-off earmarking of funds to cover unforeseen winter maintenance costs incurred in April 2016. Due to unexpected weather conditions in April 2016 winter maintenance costs of approximately £200,000 were incurred.

2.2 Business Case

The Council's Winter Maintenance budget provides the capability to deliver the equivalent of 58 full runs over the season. The actual cost of winter maintenance is dependent upon the severity of winter conditions and is a financial risk in that the service responds to weather events that are not controllable.

For budgeting purposes, the winter period is defined as October to March, the costs incurred in April are out with this period and the winter maintenance programme, noted above. As a result, they have not been budgeted for in the 2016-17 winter maintenance budget.

Historically the winter maintenance budget has overspent due to the unpredictability of winter weather. The costs incurred in April 2016 equate to 11% of the 2016-17 budget, if these costs were not supported by a one-off earmarking it would create an unrealistic challenge on the 2016-17 budget.

2.3 Expenditure Profile

The costs were incurred in April 2016.

Pippa Milne
Executive Director, Development and Infrastructure

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE
DIRECTOR OF DEVELOPMENT
AND INFRASTRUCTURE****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE**TRANSFORMATION – PROJECT MANAGEMENT**

1. INTRODUCTION

1.1 The purpose of this report is to request support in earmarking unspent budget for a specific purpose, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

2.1.1 It is proposed that £100,000 be earmarked from the revenue budget underspend within “Other” in 2015/16 to fund project management support to assist in accelerating the pace of transformational change in selected service areas where there is potential to reduce costs, increase income or improve frontline services.

2.2 Business Case

2.2.1 There are a number of opportunities to further reduce the cost of delivering services or to increase the income. The pace of change is dependent on the resources available to progress them. In many cases the streamlined staffing structures now in place and the demands of implementing already agreed service changes have limited the capacity of these teams to deliver further projects which could help to reduce the pressure on revenue budgets. By accelerating the pace of delivery of these change projects financial benefits can be brought forward which will help to mitigate future fiscal challenges.

2.2.2 Examples of the types of project include:

- Reshaping shift patterns in piers and harbours to better match business requirements and reduce overtime.
- Reviewing the structure of fees and charges for piers and harbours.
- Reviewing structures in Roads and Amenity Services

2.2.3 There are also opportunities to improve service delivery by improving customer service and through a proactive approach to reducing complaints and service requests. This will reduce the amount of time officers spend on reactive issues and enable them to focus more on proactive service delivery to the benefit of our communities. Services receiving high levels of customer contact will be the focus of this work.

2.2.4 It is anticipated that the funding will be used to fund project management to support

these projects and staff development focussed on improved customer service. The method of recruiting project managers will depend on the role, length of project and the availability of resources but is anticipated comprise a mixture of secondments, short term contracts and external providers.

- 2.2.5 The potential saving / increased income achieved through these transformational projects is expected to exceed the cost of providing project management support and deliver long term efficiencies and service improvement.

2.3 Expenditure Profile

It is expected that the costs will be incurred during 2016/17.

Pippa Milne
Executive Director, Development and Infrastructure

ARGYLL AND BUTE COUNCIL**COUNCIL****REPORT BY EXECUTIVE
DIRECTOR OF DEVELOPMENT
AND INFRASTRUCTURE****30 JUNE 2016**

PROPOSAL TO EARMARK FUNDS FROM GENERAL FUND RESERVE

1. INTRODUCTION

- 1.1 The purpose of this report is to request support in earmarking unspent budget for maintenance of 3G pitches across Argyll and Bute, in line with the Policy on End of Year Flexibility.

2. DETAIL**2.1 Initiative/Proposal**

To provide funding to bring number of 3G pitches across Argyll and Bute up to a standard for ongoing use. This includes repairs and where necessary replacement of carpets and general maintenance and upkeep of the facilities.

2.2 Business Case**2.2.1 Background**

Approximately ten years ago the Council secured external funding for the development of 3G pitches at nine locations across Argyll and Bute. This project was managed by Facility Services as part of the then Operational Services department.

It is understood that whilst capital funding was secured for the construction of these facilities, there was no provision made for revenue funding for ongoing upkeep of the facilities. At the time of construction it was proposed that the maintenance and management of the facilities would be carried out via community groups or through local schools.

In general, with the exception of the school sites, there has been little if any maintenance carried out to the facilities other than general tidying of the sites. There is no evidence of the original community groups currently being in existence.

Site Locations

The table below details the nine sites. The table also provides a brief commentary regarding known arrangements for maintenance and management of the facilities.

Pitch	Comments
Bendarroch Park, Garelochhead	No known management and charging regime
Kirkmichael, Helensburgh	No known management and charging regime
Tobermory, King George v Park	No known management and charging regime. This facility was initially run by a community group which appear to have been disbanded.
Park Primary School, Oban	Managed by the School.
Lochnell School, Benderloch	Closed - requires resurfacing
Oban High School	Managed by the School/Leisure
Innellan	No known management and charging regime
The Cages, Black Park, Dunoon	5 a side, current lease arrangement with Dunoon 5s. Maintenance carried out as part of arrangements with Dunoon 5s.
Croft Park, Tarbert	No known management and charging regime. Local football club are understood to have carried out some maintenance works historically.

In addition to the above there are 3G pitches at Lochgilphead Joint Campus, Hermitage, Rothesay Joint Campus, Kintyre Aqualibrium and Dunoon Grammar School. Sites covered by a management and charging regime were considered in a report to Policy and Recourses Committee on 5 February 2015 where charges were reviewed.

2.2.2 Tarbert 3G Pitch and Existing Funding

Funding has been allocated as part of the 2016 budget to allow improvements at the 3G pitch at Tarbert. This pitch was constructed in an area where there is understood to be varying depths of peat below the pitch. The loading created by the construction of the pitch has resulted in differential settlement over the area, particularly along the east side. To bring the pitch back up to an acceptable condition the formation of the pitch needs to be levelled, a new carpet laid, fencing repaired and repairs to lighting.

2.2.3 Internal Audit

The Chief Executive has requested an internal Audit to be carried out to bring forward recommendations regarding the future management, maintenance and long term sustainability of these facilities. It is expected that this audit will comment of the scope and sustainability of community groups running sports pitches and the support and input required from the council for this.

2.2.4 Earmarked Reserves

The funding earmarked for the works at Tarbert is £170K and through this report a further £750k (£920k in total) is sought to carry out maintenance works at the remaining facilities. This overall budget is based on a number of assumptions, not least that the carpets will be beyond their useful lives and will be in need of replacement. However, detailed surveys will be required to determine the full extent of works that are progressed.

2.3 Expenditure Profile

It is proposed that monies would be spent in this current financial year, subject to the findings of the audit report and consultation with any user groups. As the earmarking requested is based on an estimate, any unrequired amount will be released back to the General Fund.

Pippa Milne
Executive Director Development and Infrastructure

Ref	Service	Description	Balance to be carried forward to 16/17	Reason for Carry Forward	Plans for Use	Spending profile		
						Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
COMMUNITY SERVICES:								
001	Community and Culture	Third Sector Grant Funding	550	Previous Council Decision - Unspent Budget	The Policy and Resources Committee agreed that each Area Committee is permitted to carry forward a proportion of their grant budget, up to a total limit of 10%, in order to provide them with some flexibility in managing grants.	550	0	0
002	Community and Culture	Third Sector Grant Funding	3,747	Previous Council Decision - Unspent Budget	The Policy and Resources Committee agreed that each Area Committee is permitted to carry forward a proportion of their grant budget, up to a total limit of 10%, in order to provide them with some flexibility in managing grants.	3,747	0	0
003	Community and Culture	Third Sector Grant Funding - Helensburgh	5,644	Previous Council Decision - Unspent Budget	The Policy and Resources Committee agreed that each Area Committee is permitted to carry forward a proportion of their grant budget, up to a total limit of 10%, in order to provide them with some flexibility in managing grants. For 2015-16, its was agreed at the P&R Committee meeting on 29 October 2015 that Helensburgh and Lomond Area could carry forward in excess of 10% of the total grant. This was due to the cancellation of the Helensburgh Highland Games and partial cancellation of the Rosneath Highland Games.	5,644	0	0
004	Community and Culture	Scottish Library and Information Council (SLIC)	5,925	Unspent Grant	To be spent in accordance with SLIC's initiatives. This pilot spans two financial years and agreement has been sought from SLIC in respect of this.	5,925	0	0
006	Community and Culture	NHS - Health and Wellbeing	5,000	Unspent Grant	To be spent in accordance with NHS - Health & Wellbeing	5,000	0	0
007	Community and Culture	NHS - Falls Prevention Training	5,000	Unspent Grant	To be spent in accordance with NHS - 'Falls Prevention Training' (staff are required to be trained to provide falls prevention interventions in Argyll & Bute).	5,000	0	0
008	Community and Culture	Football Development	1,972	Unspent Grant	To be spent in accordance with the conditions of the various football programmes funded. Agreement has been sought from the SFA in respect of this.	1,972	0	0
009	Community and Culture	NHS - Living Well Physical Activity	65,677	Unspent Grant	To be spent in accordance with the conditions of the NHS - two Living Well Physical Activity posts.	65,677	0	0
010	Community and Culture	Active Schools	47,559	Unspent Grant	Balance to be spent on targeted work linked to the Active Schools action plan and outcomes. Agreement has been sought from Sportscotland in respect of this.	47,559	0	0
011	Community and Culture	Community Sports Hubs	6,738	Unspent Grant	Balance to be spent on targeted work linked to the Active Schools - Sports Hub action plan and outcomes. Agreement has been sought from Sportscotland in respect of this.	6,738	0	0
012	Community and Culture	Oban Community Sports Field	2,595	Unspent Third Party Contribution	To build up funds to then be able to re-invest into the Pitches	0	2,595	0
013	Community and Culture	Community Planning Partnership	6,656	Unspent Third Party Contribution	Police & Fire Contribution	6,656	0	0
014	Education	Schools Carry-Forward	1,209,616	DMR Schools	In accordance with DMR regulations.	1,209,616	0	0
015	Education	Psychology of Parenting	6,000	Unspent Grant	To support continuation of Incredible Years element of Psychology of Parenting programme (carry-forward agreed by NES)	6,000	0	0

Ref	Service	Description	Balance to be carried forward to 16/17	Reason for Carry Forward	Plans for Use	Spending profile		
						Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
016	Education	MOD Education Support Fund - Colgrain	19,000	Unspent Grant	To allow the purchase of a range of IT equipment including laptops and tablets, by the end of academic year 2016/2017, in accordance with terms of grant award.	19,000	0	0
017	Education	Education Scotland Creative Arts grant	4,946	Unspent Grant	To support various creative arts projects in schools in accordance with terms of grant award.	4,946	0	0
018	Education	Creative Scotland Youth Music Initiative grant	31,276	Unspent Grant	To fund Music Teachers and music projects from April to June in accordance with terms of grant award.	31,276	0	0
019	Education	Sports Scotland PE Support Programme grant	10,197	Unspent Grant	To part fund PE co-ordinator salary/travel costs from April to June 2016 in accordance with terms of grant award.	10,197	0	0
020	Education	Ministry of Defence Support for Service Children grant	135,138	Unspent Grant	To fund approximately 2.5FTE support Teachers salary costs from April to June 2016 in accordance with terms of grant award.	135,138	0	0
021	Education	NPDO Unitary Charge	500,000	NPDO	Unitary charge budget included for 2015-16 that was not required -agreed in February 2016 that this would be carried forward to be used towards the schools project.	500,000	0	0
CUSTOMER SERVICES:								
022	Governance & Law	CCTV Maintenance	30,000	Unspent Grant	Maintenance of CCTV systems. Funds transferred from external bodies to maintain systems for future years.	10,000	10,000	10,000
023	Governance & Law	WWI Commemoration Event	25,000	Previous Council Decision - Unspent Budget	It was previously agreed at Council on 24 September 2015 to earmark monies to partly fund the WWI commemoration event, to be accommodated from within the Customer Services outturn position.	0	25,000	0
024	Customer and Support Services	Scottish Welfare Fund	23,413	Unspent Grant	Additional Scottish Government funding for the Scottish Welfare Fund Crisis Grants and Community Care Grants. The Council report to the Scottish Government on spend in these areas and it is a requirement of the funding that any unspent element in year is carried forward for use in the following financial year.	23,413	0	0
025	Customer and Support Services	Housing Benefit Admin Grant	73,422	Unspent Grant	Additional Housing Benefit grant monies received during 2015-16 for FERIS incentive payments and maintenance fund bids, software enhancements, new burdens funding for SFIS and DHP administration. These monies will be spent during 2016-17 on temporary staff to cover Discretionary Housing Payments.	73,422	0	0
026	Improvement and HR	Service Choices HR Team	149,283	Previous Council Decision - Unspent Budget	Council previously approved £194k of the Customer Services projected underspend for 2015-16 to be utilised to put in place a service choices team for HR to manage the HR process of redundancy and service re-design. This was to be for a 2 year period with a carry forward of monies to fund this, as per agreement at Policy and Resources Committee on 20 August 2015.	97,000	52,283	0
027	Facility Services	Contingent Liability - Capital Project	750,000	Existing Legal Commitment	There is a contingent liability in respect of the capital plan. The earmarked amount is an estimate and any unrequired amount would be released back into the general fund. It was the intention that any amount would be accommodated from within the favourable Customer Services 2015-16 outturn position.	750,000	0	0

Ref	Service	Description	Balance to be carried forward to 16/17	Reason for Carry Forward	Plans for Use	Spending profile		
						Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
028	Facility Services	Catering and Cleaning project	42,250	Existing Legal Commitment	There is a longer term innovation project underway to re-design the delivery of catering and cleaning services. This was approved as part of the service choices process. A consultant has been engaged to undertake the groundwork in terms of delivering recommendations on the way forward for service delivery. A contract is in place with the consultant with the work due to be completed in July 2016.	42,250	0	0
029	Executive Director of Customer Services	NPDO Underspend	540,000	NPDO	Contract management underspends with the NPDO - agreed in February 2016 that this would be carried forward to be used towards the schools project.	540,000	0	0
DEVELOPMENT AND INFRASTRUCTURE SERVICES:								
030	Economic Development	Kilmartin Museum	25,000	Previous Council Decision - Unspent Budget	Kilmartin Museum Stage 2 Development Stage. KM will proceed to undertaking stage 2 development costing around £400,000 from which 75% of costs will be released from the Stage 1 HLF approval. It is agreed that the remaining 25% will be split evenly between the Council (£50k) and HIE (£50k). The council's contribution was to be split over two years, 14/15 and 15/16. No payment was made during 14/15.	25,000	0	0
031	Economic Development	Employability	456,000	Previous Council Decision - Other	The Councils Employability Team requested additional funding to complete the contractual obligation to deliver a Welfare to Work programme. The additional funding was agreed at the Council meeting on 29 October 2015.	456,000	0	0
032	Roads and Amenity Services	Christmas Lights	300,000	Previous Council Decision - Other	Funding for Christmas Lights over a period of 3 years was agreed at the Council meeting on 11 February 2016 - this was to be funded by Reserves. Due to the favourable year end position 2015-16 and particularly due to one-off underspends in respect of the pay award and loans charges, this can now be accommodated from within resources allocated as part of the 2015-16 budget. The reserves funding committed in February 2016 can now be released back to the General Fund.	100,000	100,000	100,000
033	Roads and Amenity Services	Contingent Liability	250,000	Existing Legal Commitment	There is a contingent liability in respect of a legal case. The earmarked amount is an estimate and any unrequired amount would be released back into the general fund. Due to the favourable year-end variance within D&I this provision can be accommodated from within 2015-16 budget.	250,000	0	0
INTEGRATION SERVICES:								
034	Adult Care	Care at Home - Fair Work Practices	49,403	Unspent Third Party Contribution	Additional funding in 2015/16 from SG to improve working practices for social care workers delivering care at home services. Funds to be spent on enabling staff to attend training events.	49,403	0	0
035	Adult Care	Integrated Care Fund Balance	16,768	Unspent Third Party Contribution	Additional funding for mthe Integrated Care Fund to fund training on falls prevention and marketing homecare careers.	16,768	0	0
036	Children and Families	Criminal Justice Transformation Funding	50,000	Unspent Third Party Contribution	Additional funding from SG to fund redesign work within Criminal Justice. Funds to be pooled with equivalent additional funding received by our CJ Partnership Partners to fund a transformation and development project across the three partner areas.	50,000	0	0
OTHER:								

Ref	Service	Description	Balance to be carried forward to 16/17	Reason for Carry Forward	Plans for Use	Spending profile		
						Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
037	Energy Efficiency Fund	Energy Efficiency Fund	175,247	Energy Efficiency Fund	The Central Energy Efficiency Fund (CEEF) was launched by the Scottish Government in 2004 to support the delivery of energy efficiency and renewable energy measures to reduce carbon emissions in the Scottish Public Sector. The original Council allocation of funding was £286k and there were terms and conditions attached to the funding which included formally reporting to the SG on energy efficient measures implemented from the fund. Part of the stipulation of the funding was that any savings from energy efficiencies were reinvested into the fund in order that there was a revolving fund to continually reinvest in energy efficiency measures. The terms and conditions attached to the fund expired on 31 March 2016, however there is an expectation that local authorities will maintain a revolving energy efficiency fund to support future carbon reducing projects. Maintaining this fund also assists the Council to make progress towards reducing carbon emissions and therefore not only to secure savings in energy costs but also in the cost of Carbon Reduction Scheme Allowances.	no specific spending plan	no specific spending plan	175,247
038	NPDO	NPDO Refinancing gain	1,650,000	NPDO	Refinancing gain for NPDO schools - agreed in February 2016 that this would be carried forward to be used towards the schools project.	1,650,000	0	0
039	Strategic Housing Fund	Strategic Housing Fund	1,991,918	Strategic Housing Fund	Strategic Housing Fund. Council tax collected during 2015-16 from 2nd homes discount from properties, requires to be earmarked as part of the Strategic Housing Fund balance.	no specific spending plan	0	1,991,918
			8,670,940			6,203,897	189,878	2,277,165

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015/16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Plans for Use	Spending profile		
												Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
	ALL		Completed Projects During 2015-16	659,925		659,925			0	Previous Council Decision				
	ALL		Completed Projects During 2015-16	258,766		258,766			0	Unspent Budget				
INTEGRATION SERVICES:														
001	Integration Services	Adult Care	Autism Strategy	14,776	0	2,350	0	0	12,426	Unspent Budget	Carry forward on monies received late in 2012-13 to fund the development of an autism strategy for both adults and children. Report to Community Services Committee 8th May 2014 noting The Health and Social Care Strategic Partnership are leading work in Argyll and Bute to develop services for clients with an Autism Spectrum Disorder (ASD). Work is underway and remainder of funding will be utilised in 2016-17 on planned training.	12,426	0	0
002	Integration Services	Adult Care	Residential Care Home Placements (Charging Order Income)	200,000	0	0	0	0	200,000	Previous Council Decision	Contingency put in place in February 2013 to offset budget saving options for Adult Care Service. The Council holds a debtor on the balance sheet for the level of charging orders in place, this earmarked balance is a holding account to retain the monies that were generated in creating the debtor. These funds have not yet been recovered, if this earmarked balance was fully removed there would be an issue for the service if the debt is not recovered.	Contingency balance - no spending plan for earmarked balance.	Contingency balance - no spending plan for earmarked balance.	200,000
003	Integration Services	Children and Families	Early Intervention (Early Years Change Fund)	456,996	0	229,682	0	0	227,314	Previous Council Decision	Fund established in 2012/13 to be spent over more than one year. Expenditure plan has been prepared.	227,314	0	0
COMMUNITY SERVICES:														
004	Community Services	Education	Developing Scotland's Young Workforce	137,234	0	85,595	0	0	51,639	Unspent Budget	Developing an Argyll & Bute foundational apprenticeship scheme, developing support for vulnerable young people to access training, developing key group knowledge of the local labour market in relation to post-school opportunities and delivering a prevocational programme for unemployed young people.	51,639	0	0
005	Community Services	Education	Youth Employment Opportunities Fund	150,013	0	28,565	0	0	121,448	Previous Council Decision	Fund established in 2012/13 to be spent over more than one year. Monies will mainly be used for Modern Apprenticeship scheme, delays in implementation but there is now a spending plan in place.	121,448	0	0
006	Community Services	Education	School Campus Proposals - Dunoon and Campbeltown	534,747	0	201,520	0	0	333,227	Previous Council Decision	Additional revenue costs associated with development of new schools. Draw down as Schools project progresses and project costs are incurred.	277,113	56,114	0
CUSTOMER SERVICES:														
007	Customer Services	Executive Director of Customer Services	NPDO	200,000	0	0	200,000	0	0	Unspent Budget	It was agreed at the Council meeting in February 2016 that this earmarking be released back to the General Fund due to ESA 10 legislation.	0	0	0
008	Customer Services	Executive Director of Customer Services	NPDO	1,001,271	0	0	1,001,271	0	0	Unspent Budget	It was agreed at the Council meeting in February 2016 that this earmarking be released back to the General Fund due to ESA 10 legislation.	0	0	0
009	Customer Services	Improvement and HR	Resourcelink Review	42,450	0	0	0	(97,000)	139,450	Unspent Budget	Historically funding for Resourcelink 4 Project. The scope of the project was reduced due to the level of funding available, earmarking of this underspend would allow some of the project actions that were updated as being out of scope to be accelerated and delivered in a shorter timescale. In addition £97k has been transferred from the amount unrequired from the PVG earmarked balance to fund the shortfall in the Resourcelink 5 business case and to allow for this project to be delivered.	75,450	64,000	0

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015/16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Plans for Use	Spending profile		
												Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
010	Customer Services	Improvement and HR	Argyll and Bute Manager Programme	113,492	0	60,420	0	0	53,072	Unspent Budget	Fund the Argyll and Bute Manager training programme which has been extended. A number of managers have been trained and the funding is being used to roll this out across all managers. Once full coverage has been achieved the training will become part of business as usual for Learning and Development.	43,830	9,242	0
011	Customer Services	Improvement and HR	Learning and Development	120,840	0	0	0	0	120,840	Unspent Budget	Training identified via PRDs, develop further E-Learning modules and the provision of Social Work degree and HNC qualifications. Original earmarked balance was to be spent over a 5 year period.	77,970	24,358	18,512
012	Customer Services	Customer and Support Services	Discretionary Housing Payments	138,368	0	102,638	0	0	35,730	Previous Council Decision	Additional funding from the Scottish Government for the 2014-15 allocation for Discretionary Housing Payments, agreed that this underspend can be carried forward to supplement monies available for DHPs in 2015-16 as it is expected that the allocation will reduce and this will allow for current priority levels to be maintained. This was reviewed by Policy and Resources Committee meeting on 17 March 2016 and recommended that the remaining balance be carried forward into 2016-17 to allow current priorities to be maintained – these will become under pressure from the new reduced benefit cap	35,730	0	0
013	Customer Services	Customer and Support Services	Scottish Government Funding - Welfare Reform/Discretionary Housing Payments (agreed at Council February 2014)	464,706	0	231,910	0	0	232,796	Previous Council Decision	The Council was allocated additional funding of £550k from the Scottish Government late in 2013-14 to provide additional Discretionary Housing Payments. The Council agreed to carry forward the balance of funding to support a range of welfare reform interventions. An updated spending plan for the funding was agreed by the Policy and Resources Committee in March 2016.	232,796	0	0
014	Customer Services	Facility Services	Asbestos Management	223,155	0	59,374	0	0	163,781	Previous Council Decision	Asbestos survey to be carried out for all of the Council properties. Reserves were approved to fund a 3 year programme of asbestos works, the original amount earmarked was £513k. The remaining monies will be spent during 2016-17.	163,781	0	0
015	Customer Services	Customer and Support Services	Customer Contact Centre Replacement	94,680	0	0	0	0	94,680	Previous Council Decision	Policy and Resources Committee Decision of 19 March 2015. Revenue budget approved to fund the additional one-off revenue requirements to replace the Customer Contact systems.	94,680	0	0
DEVELOPMENT AND INFRASTRUCTURE SERVICES:														
016	Development and Infrastructure	Roads and Amenity Services	Street Lighting Survey	132,000	0	0	0	0	132,000	Unspent Budget	In order to ensure that the inventory is sufficiently robust to inform both an energy model and a lighting business case it is necessary to carry out an asset survey which will provide a high degree of inventory accuracy. As part of this process a robust protocol will be established that ensures that the inventory is monitored and kept up to date.	132,000	0	0
017	Development and Infrastructure	Roads and Amenity Services	Amenity Services introduction of management information system	135,500	0	0	0	0	135,500	Unspent Budget	To introduce WDM/TOTAL to provide accurate management information on the operation of Amenity Services. Funding was available in the 2013-14 budget for this project, which was agreed as part of the service review. Because of delays with progressing budget savings options this delayed the implementation of this project. This will be progressed further in 2016-17.	135,500	0	0

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015/16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Plans for Use	Spending profile			
												Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards	
018	Development and Infrastructure	Economic Development	Kilmartin Museum	25,000	0	0	0	0	25,000	Previous Council Decision	Kilmartin Museum Stage 2 Development Stage. KM will proceed to undertaking stage 2 development costing around £400,000 from which 75% of costs will be released from the Stage 1 HLF approval. It is agreed that the remaining 25% will be split evenly between the Council (£50k) and HIE (£50k). The council's contribution was to be split over two years, 14/15 and 15/16. No payment was made during 14/15.	25,000	0	0	
019	Development and Infrastructure	Economic Development	Scottish Submarine Museum	90,000	0	50,000	0	0	40,000	Previous Council Decision	Commonwealth Submarine Pavilion; proposal to create a new Naval Submarine Museum in Helensburgh as a visitor attraction and celebrate the town's links with HM Fasilane Naval Base. This was agreed as part of the 2014/15 Budget as a demand pressure by Council on 13 February 2014. The balance of the fund will be spent in 2016-17.	40,000	0	0	
020	Development and Infrastructure	Economic Development	Hermitage Park HLF	300,000	0	20,000	0	0	280,000	Previous Council Decision	The aims of the scheme focus around the objectives of protecting the quality of the heritage of Hermitage Park thereby improving the quality of the experience, increase public engagement and the use of the park. The overall objective is to enhance the quality of the area as a place to live and work and in turn improve the overall quality of life in our communities This will be achieved through the following : 1 Restoration of the historic fabric including walled memorial garden, pond and gates, old mill remains, Hermitage Well and the Millig Burn paths, bridges and walls, 2 Restoration/reinterpretation of historic planting, including open up lines of site to improve safety of visitors, 3 Celebration of heritage through interpretation and community involvement – and upgrading of the paths and drainage to increase access to the Park, 4 Reconsideration of the recreational elements which include the children's play park, bowling green, tennis courts, putting green and recreational pavilion, shelter and toilets.	0	280,000	0	
021	Development and Infrastructure	Economic Development	Rothesay Pavilion Essential repairs	306,400	0	0	0	0	306,400	Previous Council Decision	Essential repairs to deal with potential health and safety risks and to avoid further deterioration. Budget provision was approved by the Policy and Resources Committee on 21 August 2014.	306,400	0	0	
022	Development and Infrastructure	Economic Development	Oban TIF (Tax Incremental Financing)	1,590,902	0	112,835	0	0	1,478,067	Previous Council Decision	Revenue budget approved to fund the Lorn Arc Incremental Financing (TIF) programme management. This balance will fund the programme office until 2019-20, any unspent amounts have been approved to be automatically carried forward at the year-end as agreed by Council on 22 January 2015.	332,000	896,000	250,067	
023	Development and Infrastructure	Planning and Regulatory Services	Advice Services	70,000	0	0	15,000	0	55,000	Previous Council Decision	To provide certainty to existing providers while a review of advice services within Argyll and Bute is completed. Budget provision was approved by Council on 12 February 2015.	32,500	22,500	0	
024	Development and Infrastructure	Roads and Amenity Services	Waste Management	178,361	0	114,000	0	0	64,361	Previous Council Decision	Will be used towards Waste Management longer term model. Delay in introduction of comingled collection due to legal issues that remain to be resolved, however monies will be required for waste management longer term model.	64,361	0	0	
OTHER															

Unspent Budget/Non Automatic Carry Forward Earmarkings
Previously Agreed Amounts

Appendix 3

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015/16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Plans for Use	Spending profile		
												Amount Planned to be Spent in 2016/17	Amount Planned to be Spent in 2017/18	Amount Planned to be Spent from 2018/19 onwards
025	HQ Non Dept	n/a	Community Resilience Fund	200,000	0	4,583	100,000	0	95,417	Previous Council Decision	Fund established in 2012/13 to be spent over more than one year. Fund reduced at the Council meeting on 11 February 2016	Contingency balance - no spending plan for earmarked balance.	Contingency balance - no spending plan for earmarked balance.	95,417
026	HQ Non Dept	n/a	PVG Retrospective Phase	151,785	0	11,761	43,024	97,000	0	Unspent Budget	Agreed in February 2013 to be earmarked from overall favourable projected outturn .	0	0	0
027	HQ Non Dept	n/a	Support Staff for PVG Retrospective Phase	47,247	0	13,537	33,710	0	0	Unspent Budget	Agreed in February 2013 to be earmarked from overall favourable projected outturn .	0	0	0
				8,038,614	0	2,247,461	1,393,005	0	4,398,148			2,481,938	1,352,214	563,996

Other Earmarked Balances
Previously Agreed Amounts

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015-16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Awarding Body if Grant or Contribution	Plans for Use
	ALL		Completed Projects During 2015-16	161,986	0	161,986	0	0	0	Unspent Grant		
	ALL		Completed Projects During 2015-16	12,383	0	12,383	0	0	0	Unspent Third Party Contribution		
	ALL		Completed Projects During 2015-16	737,225	0	737,225	0	0	0	DMR		
INTEGRATION SERVICES												
001	Community Services	Adult Care	Sensory Impairment	24,984	0	8,984	0	0	16,000	Unspent Grant	Scottish Government	To be spent in the implementation of Self Directed Support. Scottish Government were provided with a spending plan to back up the carry forward proposal and agreed the carry forward of grants. There was some slippage against the planned spend due to the recruitment date of the posts and the timing of contractual payments to the third sector partner.
002	Community Services	Adult Care	Self Directed Support	223,138	0	205,398	0	0	17,740	Unspent Grant	Scottish Government	To be spent on the delivery of improvement in sensory impairment services and support for children and adults via partnership working.
COMMUNITY SERVICES:												
003	Community Services	Community and Culture	Oban Community Sports Field	6,436	0	0	0	0	6,436	Unspent Third Party Contribution		To build up fund to enable replacement costs to be met.
004	Community Services	Community and Culture	Community Planning Partnership	3,432	0	0	0	0	3,432	Unspent Third Party Contribution	Community Planning Partners	Partner contributions for use as required.
005	Community Services	Education	1+2 Languages	134,165	0	8,207	0	0	125,958	Unspent Grant	Scottish Government	Provide additional resources for implementing the Scottish Government's 1+2 languages policy for Primary schools. The Scottish Government have confirmed that any unspent funding can be put into reserves for spend later.
CUSTOMER SERVICES:												
005	Customer Services	Customer and Support Services	Benefit Admin Grant	93,523	0	0	0	0	93,523	Unspent Grant	DWP Grant	Benefit Administration activities in the build up to the migration of Housing Benefit to Universal Credit. Grant monies which would have to be repaid if not utilised for intended purpose. These monies are committed to cover ongoing Benefit Administration Activities in 16/17 in the build up to the migration of Housing Benefit to Universal Credit.
006	Customer Services	Customer and Support Services	Council Tax Reduction Scheme	122,000	0	0	0	0	122,000	Existing Legal Commitments	Scottish Government	Additional funding from Scottish Government to meet additional costs of implementation, funds are required for 2016-17 to fund temporary posts in Revenues and Benefits and software enhancement and digital claim form.
007	Customer Services	Governance & Law	Community Safety Partnership	22,360	0	822	0	0	21,538	Existing Legal Commitments	n/a	Corporate Initiative with specific funding to deliver a project. To fund reconfiguration of Dunoon CCTV Scheme.
008	Customer Services	Governance & Law	CCTV Maintenance	49,577	0	34,692	0	0	14,885	Unspent Third Party Contribution	Funds transferred from external bodies to maintain systems for future years.	Council Decision of 20 Sept 2007.
	Customer Services	Governance & Law	CCTV Maintenance	30,000	0	0	0	0	30,000	Unspent Grant	Funds transferred from external bodies to maintain systems for future years.	Maintenance of CCTV systems. Funds transferred from external bodies to maintain systems for future years.
009	Customer Services	Improvement and HR	Bord na Gaidhlig	89,850	0	13,460	0	0	76,390	Unspent Grant		Grant funding from Bord na Gaidhlig.

Other Earmarked Balances
Previously Agreed Amounts

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015-16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Awarding Body if Grant or Contribution	Plans for Use
010	Customer Services	Improvement and HR	Social Work Training - Violence Against Women Training	2,809	0	0	0	0	2,809	Unspent Third Party Contribution		Grant funding from NHS. Will be used as a contribution to the funding package put in place for the implementation of MARAC, which is a multi agency process used to protect victims of domestic violence.
DEVELOPMENT AND INFRASTRUCTURE SERVICES:												
011	Development Services	Roads and Amenity Services	Street Lighting Survey	43,000	0	0	0	0	43,000	Unspent Grant	Scottish Government	In order to ensure that the inventory is sufficiently robust to inform both an energy model and a lighting business case it is necessary to carry out an asset survey which will provide a high degree of inventory accuracy. As part of this process a robust protocol will be established that ensures that the inventory is monitored and kept up to date. The Scottish Government have made available £2 million to local authorities to enable councils to explore energy efficiency investment in street lighting assets, Argyll and Bute share of this is £43k.
012	Development Services	Economic Development	CHORD	96,105	0	0	0	0	96,105	CHORD		Delivery of CHORD Programme
013	Development Services	Roads and Amenity Services	Drivesafe	12,259	0	4,400	0	0	7,859	Unspent Third Party Contribution	Strathclyde Fire and Rescue	Contribution from Strathclyde Fire and Rescue.
014	Development Services	Roads and Amenity Services	Mercury Abatement - Crematorium	94,150	0	0	0	0	94,150	Unspent Third Party Contribution	Mercury Abatement Fund	Part fund replacement cremator.
015	Development Services	Roads and Amenity Services	Playing Fields - all weather facility	22,240	0	0	0	0	22,240	Unspent Third Party Contribution		Monies from users carried forward to fund repairs & maintenance of all weather playing fields.
OTHER:												
016	HQ Non Dept	n/a	Revenue Contribution to Capital for Dunoon and Campbeltown Schools	6,000,000	0	0	5,885,000	0	115,000	NPDO		£6m (originally £3m) is directly earmarked for schools project. The balance of £6.5m (originally £9.5m) is allocated for investment in affordable housing via the Strategic Housing Fund. The rationale for this is that the investment would generate sufficient surplus to meet the borrowing costs of £6.5m to support the schools project. At the Council meeting on 11 February 2016, it was agreed that £5.885m be released back to the general fund to comply with ESA 10 regulations. The remaining balance has no spending plan.
017	HQ Non Dept	n/a	Investment in Affordable Housing	6,500,000	0	0	1,500,000	0	5,000,000	Investment in Affordable Housing		Agreed at Council Meeting 11 February 2016. This was reduced from £6.5m to £5m.
018	HQ Non Dept	n/a	Strategic Housing Fund	7,672,491	0	3,082,949	0	0	4,589,542	Strategic Housing Fund	n/a	Strategic Housing Fund. Council tax collected during 2013-14 from 2nd homes discount from properties, requires to be earmarked as part of the Strategic Housing Fund balance.
019	Non Departmental	Non Departmental	Hebridean Air Service contract	0	85,000	0	0	0	85,000	Previous Council Decision - Other		Agreed at Council Meeting June 2015. It was agreed that the costs would be covered by reserves.
020	Non Departmental	Non Departmental	Waverley	0	10,000	0	0	0	10,000	Previous Council Decision - Other		Previously agreed in 2013-14.
021	Non Departmental	Non Departmental	Innovation Fund	0	100,000	0	0	0	100,000	Transformation		Agreed at Council Meeting October 2015. Fund has been set up to provide support to internal ideas to generate income or reduce costs through efficiencies/redesign.

Other Earmarked Balances
Previously Agreed Amounts

Ref	Department	Service	Description	Amount Earmarked at 31 March 2015	New Earmarking	Actual Spend 2015-16	Funds unearmarked	Realigned Funds	Remaining Balance at 31 March 2016	Reason for Carry Forward	Awarding Body if Grant or Contribution	Plans for Use
023	Non Departmental	Non Departmental	Hermitage Park Unwriting	0	268,000	0	250,000	0	18,000	Previous Council Decision - Other		A report was considered in relation to Hermitage Park, Helensburgh at the Council meeting on 21 January 2016. The report advised that there was a current funding gap of circa £0.268m out of a £3.111m project. It was agreed at Council in February 2016 that an underwriting provision be made from the General Fund Balance, however, applications had been submitted to a range of external funders and the underwriting may not be required. The sum of £0.250m has been secured from the MOD Covenant Fund and therefore this amount can be released back into the General Fund balance. Funding from SUSTRANS has also been secured, however, the funding is conditional on the satisfaction of final designs. At this stage, it would be prudent to continue to earmark the remainder of the underwriting.
024	Non Departmental	Non Departmental	Investment in HubCo	0	506,000	0	14,209	0	491,791	Asset Management Investment		It was agreed at the Council meeting February 2016 that the investment in HubCo be supported. The earmarking has been updated to show the actual investment costs.
025	Non Departmental	Non Departmental	Broadband Pathfinder	0	580,000	0	0	0	580,000	Previous Council Decision - Other		Agreed at Council Meeting 11 February 2016. One-off costs pressures were to be funded by reserves
026	Non Departmental	Non Departmental	Service Choice Redundancy provision	0	3,500,000	0	0	0	3,500,000	Severance		Agreed at Council Meeting 11 February 2016. It was agreed that the costs of Redundancies due to Service Choice savings would be covered by reserves.
027	Non Departmental	Non Departmental	Helensburgh Waterfront Development	0	5,579,000	0	0	0	5,579,000	Helensburgh Waterfront		Agreed underwriting at the Council Meeting on 11 February 2016.
028	Non Departmental	Non Departmental	Regeneration and Economic sustainability in Lochgilphead & Tarbet.	0	3,000,000	0	0	0	3,000,000	ALIRI		Agreed at Council Meeting 11 February 2016.
029	Non Departmental	Non Departmental	Inward investment Fund	0	1,000,000	0	0	0	1,000,000	ALIRI		Agreed at Council Meeting 11 February 2016. This fund has been set up to generate economic and population growth within Argyll & Bute. The aim is to encourage business and people to set up and live in Argyll & Bute.
030	Non Departmental	Non Departmental	Asset Management Fund	0	2,000,000	0	0	0	2,000,000	Asset Management Investment		Agreed at Council Meeting 11 February 2016. This fund has been set up to allow the Council to invest monies where relevant to generate a return that will be reinvested within Argyll & Bute.
031	Non Departmental	Non Departmental	Flood Coastal Protection	0	200,000	0	0	0	200,000	Previous Council Decision - Other		Agreed at Council Meeting 11 February 2016.
032	Non Departmental	Non Departmental	Tarbert Sports Pitches	0	170,000	0	0	0	170,000	Previous Council Decision - Other		Agreed at Council Meeting 11 February 2016.
033	Non Departmental	Non Departmental	Rural Resttlement Fund	0	500,000	0	0	0	500,000	ALIRI		Agreed at Council Meeting 11 February 2016. This fund has been set up to develop ways in which the Council can encourage families to move into Argyll & Bute. This is aimed at slowing the population decline and attracting skilled workforces.
				22,154,113	17,498,000	4,270,506	7,649,209	0	27,732,398			