



## **BUDGETING PACK**

### **REVENUE BUDGET 2017-18**

Budget Consultation – Findings Report	Pages 1 - 14
Service Plans 2017-2020	Pages 15 - 80
Revenue Budget Overview	Pages 81 - 118
Report on Fees and Charges	Pages 119 - 170
Revenue Budget Monitoring 2016-17 as at 31 December 2016	Pages 171 - 198
Report on Financial Risks Analysis	Pages 199 - 212
Report on Reserves and Balances	Pages 213 - 232

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**ARGYLL AND BUTE COUNCIL**

**COUNCIL**

**CUSTOMER SERVICES**

**23 FEBRUARY 2017**

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**BUDGET CONSULTATION – FINDINGS REPORT**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 Argyll and Bute Council aims to work with, as well as for, the people of Argyll and Bute. We therefore held a consultation exercise seeking the views of our citizens on making savings and on the Council and communities working together.
- 1.2 The Council received more than 1,700 responses to the consultation.
- 1.3 This report outlines the feedback they provided for elected members' consideration.

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**ARGYLL AND BUTE COUNCIL**

**Council**

**CUSTOMER SERVICES**

**23 February 2016**

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**BUDGET CONSULTATION – FINDINGS REPORT**

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**2.0 INTRODUCTION**

2.1 This report summarises the feedback provided by local communities to the Council's budget planning consultation, for consideration by elected members. The Council received over 1700 responses to the consultation.

**3.0 DETAIL**

**Consultation approach**

3.1 The Council carries out budget consultation exercises to ensure that communities have the opportunity to engage with the Council in the process of setting the budget.

3.2 The consultation asked people to give their views on what matters most about the role and services of the Council, on making savings and on the Council and communities working together.

3.3 It was promoted in a variety of ways, from paid advertising in local papers, to social media and website links, and via email.

3.4 People could give views on-line, in printed copies available in libraries, Council Offices and through a mail shot as well as via our Citizen's Panel.

3.5 In addition the Third Sector Interface (TSI) worked face to face with people whose voices may not be heard as easily as the most active community voices. TSI reached single parents, young carers, people with disabilities, members of the travelling community, and encouraged young and older people to participate. The TSI gathered feedback from groups as well as individuals.

3.6 A summary of findings is presented below, based on answers from the four key channels of response: on-line, Citizens Panel, TSI and printed copies. The majority of responses came through the online channel, including those from the Citizen's Panel, the next highest response rate was from printed copies.

3.7 As the consultation asked what matters most, the summary highlights first choices to each question. The appendices provide more detail including an indication of additional choices.

### **Key Findings – services and the role of the Council**

3.8 Which of these general service categories do you most use? - education, social care services, economy, environment and customer support services, all of these or 'other'

- All groups said they most use economy, environment and customer support services.

3.9 In which of these general categories would you reduce funding?

- Economy, environment and customer support services (from 2 groups)
- Across all services
- Other. This includes for example reducing management and councillor costs.

3.10 What is most important in the role of the Council?

- Deliver the services I use (from two groups)
- Deliver the services I use/build economic prosperity
- Provide good customer service

3.11 Respondents were asked to choose the most important services from a list of more specific service areas, listed in Appendix 3:

- Education services for children (for three groups)
- Roads

3.12 From the same list of services, where would you reduce funding?

- Customer and information services (from two groups)
- Public transport
- Other. Examples given of 'other' include reducing councillor and staff costs.

3.13 What is most important for encouraging others to choose Argyll and Bute to grow up, live and work?

- Broadband/telecommunications (two groups)
- Job opportunities (two groups)

### **Key findings – transforming our work to make savings and raise income**

3.14 Do you use services/information that could be made available on-line?

- No (three groups)
- Yes. Examples given include payments and printed information.
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3.15 How could we help you work more with us on-line and save money for services?

- Provide information on what services are available on-line and where to find them (three groups)
- Explain how to use on-line services

3.16 Where do you get information on Council services?

- The Council website was the first choice for all groups.

3.17 Many people put forward ideas for how the Council can transform its work.

3.18 Some proposals reflected suggestions made to last year's consultation but were not feasible as they were outwith the remit of an individual local authority or contradicted a Council or national policy, for example closing small schools.

3.19 Many proposals are already being undertaken by the Council. Further detail is set out in Appendix 2.

### **Key findings – working together**

3.20 Are there areas of the Council's work in which you would like to get involved?

- The first choice of all groups was either 'none' or 'don't know'
- In three groups, more people indicated an area in which they would like to get involved, or said they did not know, than said no to being involved.

3.21 Would you like to join the Council's Citizens' Panel, and if not, why not?

- All three groups asked said no
- The key reason given was lack of time

### **Providing feedback for respondents**

3.22 In recognition of the time people have spent giving their views, and in response to requests received through previous consultations, feedback will be provided on how views given have contributed to decisions made.

3.23 This will be made available in different ways, as soon as possible after the budget-setting meeting of 23 February.

3.24 Information will be:

- published on our website and on social media
- emailed to Community Councils, our community planning partners, the Third Sector Interface, and via the Council's weekly news round up.

## **4.0 CONCLUSION**

- 4.1 Many people gave time and thought to this year's consultation. This report and its appendices set out the findings from this consultation for consideration by elected members.

## **5.0 IMPLICATIONS**

- 5.1 Policy: The consultation has been carried out in accordance with Council policy and will be used to inform future financial policy decisions.
- 5.2 Financial: Feedback from the consultation is set out in this report for elected members to consider in progressing the Planning our Future budget strategy.
- 5.3 Legal: None
- 5.4 HR: None
- 5.5 Equalities: The consultation is designed to reach a wide range of people in line with our duties under the Equality Act 2010.
- 5.6 Risk: None
- 5.7 Customer Service: Providing feedback on actions taken as a result of this consultation will highlight the value of citizens taking the time to respond.

### **Executive Director of Customer Services - Douglas Hendry**

#### **For further information contact:**

Jane Fowler, Head of Improvement and HR; 01546 604466

Jane Jarvie, Communications Manager, 01546 604323

#### **Policy Lead: Councillor Dick Walsh**

#### Attachments

Appendix 1: Responses to questions asked

Appendix 2: Suggestions for raising income or making savings

Appendix 3: Copy of the consultation questions

## Appendix 1: Responses to questions asked

Q.1: We use the following services most						
	First choice	Second	Third	Fourth	Fifth	First to third choices together
On-line	Economy environment and customer support services	Education	Social care	All of these services	Other (*)	Economy environment & customer support services
Citizens Panel		Education	Social Care	All of these services/other (*)		
TSI		All of these services	Education	Social care	----	All of these services
Printed		Education	Social care	Other (*)	All these services	Economy environment & customer support services

(\*) Comments explaining 'other' include leisure, libraries and roads.

Q.2: My first choice for reducing funding is...						
	First choice	Second	Third	Fourth	Fifth	First to third choices together
On-line	Economy environment & customer support services / Other (*)	---	Education	Social care	All of these services	Economy environment & customer support services
Citizens Panel	Other (*)	Economy environment & customer support	Education	Social Care	All services	
TSI	All of these services	Social care	Economy environment & customer support services	Education	-----	All of these services
Printed	Economy environment & customer support	Social care	Education	Other (*)	All services	Economy environment & customer support

'Other' includes for example: cut councillor/staff costs; reduce loan charges, use technology to reduce travel costs

Q.3: This matters most to me about the overall role of the Council						
	First choice	Second choice	Third	Fourth	Fifth	First to third choices together
On-line	Deliver the services I use	Build economic prosperity	Deliver wide range of services	Major employer	Good customer service	Deliver the services I use
Citizens Panel	Deliver the services I use/ economic prosperity	---	Wide range of services	Major employer	Good customer service	
TSI	Good customer service	Economic prosperity	Deliver services I use	Wide range of services	Major employer	Good customer service/economic prosperity
Printed	Deliver services I use	Wide range of services	Economic prosperity	Major employer	Good customer service	Deliver the services I use



<b>Q.4: These services are most important for the Council to deliver</b>						
	<b>First choice</b>	<b>Second Choice</b>	<b>Third Choice</b>	<b>Fourth Choice</b>	<b>Fifth Choice</b>	<b>First to third choices together</b>
On-line	Education for children	Care for vulnerable people	Environmental services	Roads	Public transport	Education for children
Citizens Panel	Education for children	Care for vulnerable people	Environmental services	Roads	Public transport	
TSI	Roads	Environmental services	Regulatory services	Education for children	Economic development/business support	Roads
Printed	Education for children	Care for vulnerable people	Environmental services	Roads	Economic development	Education for children
<b>Q.5: This is where I would reduce funding</b>						
	<b>First choice</b>	<b>Second</b>	<b>Third</b>	<b>Fourth</b>	<b>Fifth</b>	<b>First to third choices together</b>
On-line	Customer and info services	Cultural services	Sports & leisure	Other (*)	Regulatory services	Customer and information services
Citizens Panel	Other (*)	Job opportunities	Regulatory services	Sports & leisure	Economic development/business support services	Regulatory Services
TSI	Public transport	Sports & leisure	Cultural services	Education for adults	Care for vulnerable people	Sports & Leisure
Printed	Customer and information services	Sports & leisure	Cultural services	Education for adults	Regulatory services	
(*) Other. Main comments include reducing councillor/staff costs.						
<b>Q.6: This matters most for encouraging people to choose Argyll and Bute to grow up, live and work</b>						
	<b>First choice</b>	<b>Second</b>	<b>Third</b>	<b>Fourth</b>	<b>Fifth</b>	<b>First to third choices together</b>
On-line	Job opportunities	Housing	Support for young people	Broadband/telecoms	Good transport connections	Job opportunities
Citizens Panel	Broadband/telecoms	Housing	Support for young people	Good transport connections	Job opportunities	Good transport connections
TSI	Broadband/telecoms	Support for young people	Care for vulnerable people	Good transport connections	Housing	Support for young people
Printed	Job opportunities	Support for young people	Housing	Good transport connections	Broadband/Telecoms	Housing

<b>Q.7: Any other comments on the services of role of the Council in the Community?</b>				
Comments made include these themes:				
<ul style="list-style-type: none"> <li>• Cut staff / councillor costs</li> <li>• Focus on delivering essential services</li> <li>• Use money better</li> <li>• Invest in young people</li> <li>• Public transport should not be the council's role</li> <li>• Be partners not paternal</li> <li>• All services are vital so increase council tax</li> <li>• Keep people informed about planned changes to services</li> </ul>				
<b>Q.8a/b: Are there services you use or information you get from us face to face, by telephone or printed material (such as leaflets) that you think could be available instead on-line?</b>				
		Majority response	Suggestions from those who said yes	
On-line	No		<ul style="list-style-type: none"> <li>• Council tax leaflets, school leaflets, bills</li> <li>• Payments</li> <li>• Information services</li> <li>• Customer questionnaires</li> <li>• Use email instead of letters</li> </ul>	
Citizens Panel	Don't know			
TSI	No			
Printed	No			
<b>Q.9: This is how the Council could help me work more with the Council on-line and save money for services</b>				
	First choice	Second	Third	Fourth
On-line	Provide information on what services are available on-line, and where	Explain how to use services on-line	Make a computer or other device available for me to use	Other (*)
Citizens Panel			Other (*)	Make a computer or device available
TSI	Explain how to use services on-line	Provide information on what services are available on-line, and where		
Printed	Provide information on what services are available on-line, and where	Explain how to use services on-line	Make a computer or other device available	-----
<p>'Other' includes for example:</p> <ul style="list-style-type: none"> <li>• Better broadband</li> <li>• We need access points in communities</li> <li>• Better search facilities on the council website</li> <li>• On-line enquiries need to receive a prompt response</li> </ul>				

<b>Q.10: This is where I get information on council services</b>						
	<b>First choice</b>	<b>Second</b>	<b>Third</b>	<b>Fourth</b>	<b>Fifth</b>	<b>First to third choices together</b>
On-line	<b>Council website</b>	Word of mouth	Facebook	Local newspapers	Leaflets and posters	<b>Council website</b>
Citizens Panel		Local newspapers	Word of mouth	Email	Leaflets and posters	
TSI		Facebook	Local radio stations	Local newspapers	Twitter	
Printed		Local newspapers	Leaflets and posters	Word of mouth	Facebook	
<b>Q.11: Suggestions for raising income or making savings for Council services</b>						
	<p>Common themes in suggestions made are:</p> <ul style="list-style-type: none"> <li>• Council should make the decisions</li> <li>• Charge more for some car parks</li> <li>• Reduce councillor and staff costs</li> <li>• Introduce charges for services</li> <li>• Increase council tax</li> <li>• Sell, rent or make better use of buildings</li> <li>• Make more of local businesses, community groups and others to deliver services</li> </ul>					
<b>Q.12: These are the areas of the Council's work in which I would like to be involved.</b>						
	<b>FIRST CHOICE</b>	<b>Second</b>	<b>Third</b>	<b>Fourth</b>	<b>Fifth</b>	<b>Overall</b>
On-line	None	Don't know	Economy, environment and customer support services	Education services	Social care services	In all groups, except the TSI respondents, more people indicated an area in which they would like to get involved, or said they did not know, than said no to being involved
Citizens Panel	Don't know	None	Economy, environment and customer support services	Social care services	Education services	
TSI	None	Don't know	N/A	N/A	N/A	
Printed	None	Don't know	Non Response	Economy, environment & Customer Support Services	Education Services	
	<p>Examples given of where people would like to be involved include:</p> <ul style="list-style-type: none"> <li>• Roads / education / cleaning the environment / foreign language translation / PR or advertising / helping attract inward investment</li> </ul>					
<b>q.13: Would you like to be a member of our citizen's panel?</b>						
	<b>Majority response</b>		<b>Comments from those who said no</b>			
On-line	No		<ul style="list-style-type: none"> <li>• I'm too busy</li> <li>• I'm too old</li> <li>• Would it make a difference?</li> <li>• I'd rather engage occasionally</li> </ul>			
Citizens Panel	[Already a member]					
TSI	No					
Printed	No					

## Appendix 2: Suggestions for raising income or making savings

Please find below a list of recurring themes in ideas provided in response to the consultation

Proposal	Action
<b>Income</b>	
Chase debts/reduce benefit fraud	Argyll and Bute Council's Corporate Fraud Investigation Team recovered almost £80,000 in its first year and will continue its anti-fraud activities on a permanent basis.
Increase Council Tax	This would require a Council decision to be made to increase Council Tax rates.
Charge for services (eg piers and harbours)	We are reviewing the operation of our piers and harbours, which includes fees and charges. We recently carried out a consultation exercise to seek views on this and will consider its findings.
Be commercial eg provide services the public can buy	We are developing a range of commercial activities  For example we secured a contract with the MoD to provide the Building Standards verification services at Faslane and Coulport naval bases.
Make Oban a university town	This is an ambition we are working towards with our partners.
<b>Savings</b>	
Recycle more	We changed the refuse collection service in 2016, prioritising recycling, and have already seen an increase.
Close some small mainland schools that are near other schools	The Council works on a presumption against school closures in line with Scottish Government guidance
Reduce spend on Gaelic	Promoting Gaelic is funded by the Scottish Government
Stop using consultants	We only use consultants when we do not have the in-house expertise to deliver a project.
Encourage on-line services rather than face to face	We deliver many services on-line and have included a question in the consultation on how we can help people use more digital services.
Ask frontline workers where savings can be made	We are doing that via budget planning consultations

Reduce councillor and senior staff costs	<p>The Council complies with nationally agreed pay grades.</p> <p>The number of councillors is decided by the Local Government Boundary Commission for Scotland and Scottish Ministers.</p> <p>Councillors and employees of Argyll and Bute Council work for the second largest mainland area, and highest number of inhabited islands, of all of Scotland's local authority areas</p>
Increase home and remote working	Home and remote working is already happening.
Cut advertising costs	Councils have a duty to advertise certain information. We are looking into options for reducing costs where that is possible.
Reduce loan charges	The Council's Strategic Finance Service delivered £1 million of savings in loan charges in 2015-16
<b>Working together</b>	
Ask communities to see how communities can help you/empower communities to look after their community	A question is included in the consultation on whether there are areas of our in which people would like to be involved.
Encourage property owners to maintain their properties	Maintenance of buildings is the responsibility of the property owner.

**Appendix 3: Copy of the consultation questions**

**Section 1: The Role and Services of the Council**

**Q1. Which of these general service categories do you most use?**

**Q2: Where would you reduce funding?**

**(Please rank in order of importance)**

Education services

Economy, environment and customer support services

Social care services

All of the above

**Q3. What matters most to you about the overall role of the Council?**

**(Please rank in order of importance)**

We are a major employer in the area

We deliver a wide range of services

We deliver the services you use

We provide good customer service

We work to build economic prosperity for Argyll and Bute

**Q4. Which of these services is most important for the Council to deliver?**

**Q5 Where would you reduce funding? (Please rank in order of importance)**

Care for vulnerable people

Cultural services (eg libraries, museum)

Customer and information services (eg website, enquiries, advice services)

Economic development/business support services

Education for adults

Education for children

Environmental services (eg recycling, refuse, street cleaning, flooding protection)

Job opportunities

Public transport

Regulatory services (eg planning, trading standards, environmental health)

Roads

Sports and leisure

Other (please specify)

**Q6. Which of the following matter most for encouraging people to choose Argyll and Bute to grow up, live and work?** (Please rank in order of importance)

Broadband/telecommunications

Care for vulnerable people

Good transport connections

Housing

Job opportunities

Skilled workforce

Support for young people (education, leisure activities, career opportunities)

Don't know

Other (please specify)

**Q7. Any other comment on the services or role of the Council in the community?**

## Section 2: Transforming our work – to make savings and raise income

**Q8. Are there services you use or information you get from us face-to-face, by telephone or printed material (such as leaflets) that you think could be available instead on-line?**

No

Yes, please explain

**Q9. How could we help you work more with us on-line and save money for services?**

(Please rank in order of importance)

Provide information on what services are available on-line and where

Explain how to use services on-line

Make a computer or other device available for me to use

Other (please explain)

**Q10. Where do you get information on Council services?** (Please rank in order of importance)

Council website

Twitter

Facebook

Email

Word of mouth

Leaflets and posters

Local newspapers

Local radio stations

Other (please give details)

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**Q11. What suggestions do you have for raising income or making savings for services?**

### Section 3: Working together

**Q12. Are there areas of the Council's work which you would like to be involved in delivering?** (Please choose all options that apply)

Education services

Economy, environment and customer support services

Social care services

None

Don't know

Other

**Q13. Would you like to be a member of our Citizens Panel?**

Yes (please go to [www.argyll-bute.gov.uk/citizenspanel](http://www.argyll-bute.gov.uk/citizenspanel) to join)

No. (It would be helpful please to know why not)



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**ARGYLL AND BUTE COUNCIL**

**Council**

**Customer Services**

**23 February 2017**

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**Draft Service Plans 2017-20**

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**1.0 EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to present to Council the Draft Service Plans 2017-20. The Draft Service Plans for 2017-20 support the delivery of the Council's Corporate Plan and the Argyll and Bute Local Outcome Improvement Plan.
- 1.2 The Strategic Management Team agreed at their meeting on 19<sup>th</sup> September 2016 to proceed with three-year service plans with a one-year budget. The Draft Service Plans attached cover the 2017-20 period with budget allocation for 2017-18.



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**ARGYLL AND BUTE COUNCIL**

**Council**

**Customer Services**

**23 February 2017**

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**Draft Service Plans 2017-20**

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**2.0 INTRODUCTION**

2.1 Service plans are prepared annually and approved as part of the revenue budget. They set out the outcomes that each service will work to deliver over the period of the plan. The Strategic Management Team agreed at their meeting on 19th September 2016 to proceed with three-year service plans with a one-year budget. The Draft Service Plans attached cover the 2017-20 period with budget allocation for 2017-18.

**3.0 DETAIL**

3.1 Service Plans are a core part of the Council's Planning and Performance Management Framework (PPMF). The plans set out the outcomes that each service will work to deliver over the period of the plan. They include the resources, both revenue and personnel, that are available to deliver on these outcomes.

3.2 The PPMF is currently being reviewed. The service plans this year reflect the early stages of that review. The Strategic Management Team agreed at their meeting on 19th September 2016 to proceed with three-year service plans with a one-year budget. The Draft Service Plans attached cover the 2017-20 period with budget allocation for 2017-18.

3.3 Work was undertaken by HR&OD to improve the format, consistency and use of plain language in the service plans. These changes support high-level scrutiny and strategic focus by Elected Members and were presented for information and discussion to Elected Members at the Members' Seminar on 5th December 2016.

3.4 The change has resulted in the previous 63 Service Outcomes being replaced with 32 Business Outcomes; there has been a reduction in the number of success measures; the layout and appearance of the Plans has been improved by the use of Access rather than Excel; the language use is Plain English to enable better understanding; Service Plans are now 2-part with a strategic 'locked-down' top level and operational, flexible lower level.

3.5 The Draft Service Plans 2017-20 include both success measures that will deliver on the Council's Business Outcomes and key Improvements that each service has identified it will work towards. Both Success Measures and Improvements are directly aligned to Business Outcomes

- 3.6 Operational Risks will be aligned to the Challenges set out in the Draft Service Plans as identified by Services. The service-led Challenges will provide a more robust and appropriate source for the operational risks.
- 3.7 HR&OD supported Heads of Service through the service planning process and undertook a robust quality assurance exercise.
- 3.8 The Draft Service Plans will clearly identify how different services are contributing to the same Business Outcome along with the appropriate resources.
- 3.9 Business Outcome BO01 relates to services that are now delivered by the Health and Social Care Partnership, but with resource (financial and personnel) that is provided by the council. The HSCP governance arrangements allow for the IJB to approve their plans and to monitor performance. Performance reporting and scrutiny is also carried out by the Council's Performance Review and Scrutiny Committee. Two Business Outcomes, BO07 and BO08, do not have Success Measures aligned to them, but have Improvement Actions aligned to them. Two Business Outcomes focusing on Education – BO19 and BO20 - have been combined to remove reference to Primary and Secondary. This is in line with the holistic approach taken throughout the education system from pre-school to leavers' destinations.

#### **4.0 CONCLUSION**

- 4.1 The Draft Service Plans for 2017-20 are presented in a new format to support high-level scrutiny and strategic focus by Elected Members with a more consistent use of plain language throughout and aligned to the delivery of the Corporate Plan.

#### **5.0 IMPLICATIONS**

- 5.1 Policy – Complies with the Councils Planning and Performance Management Framework (PPMF)
- 5.2 Financial – Contains information on the services to be delivered with the revenue budget allocated to each Council service.
- 5.3 Legal - None
- 5.4 HR – Contains information on the services to be delivered with the HR resource allocated to each council service.
- 5.5 Equalities – All Service Plans comply with the Councils Equalities duties
- 5.6 Risk – Service Plans relate directly to operational risk
- 5.7 Customer Service – The format of the Draft Service Plans for 2017-20 was developed after taking into account customer feedback from previous years.

**Executive Director of Customer Services - Douglas Hendry**

6 February 2017

**For further information contact:** Jane Fowler, Head of IHR  
**Policy Lead for Customer Services:** Cllr Dick Walsh.

**APPENDICES**

Appendix 1 Business Outcomes

Appendix 2 Draft Service Plans 2017-20

<b>Business Outcomes_All</b>	
<b>BORef</b>	<b>Business Outcome</b>
BO01	The health of our people is protected through effective partnership working
BO02	Lifelong participation in sport and physical activity are increased
BO03	Prevention and support reduces homelessness
BO04	Benefits are paid promptly and accurately
BO05	Information and support are available for everyone
BO06	Quality culture, archives, libraries and museums are provided to promote wellbeing
BO07	Our communities benefit from the development of renewables
BO08	The third sector has increased capacity to support sustainable communities
BO09	Our assets are safe, efficient and fit for purpose
BO10	Quality of life is improved by managing risk
BO11	There is no place for discrimination and inequality
BO12	High standards of Public health and health protection are promoted
BO13	Our built environment is safe and improved
BO14	Our transport infrastructure is safe and fit for purpose
BO15	Argyll and Bute is open for business
BO16	We wholly embrace our Corporate Parenting responsibilities
BO17	The support needs of children and their families are met
BO18	Improved lifestyle choices are enabled
BO19	All children and young people are supported to realise their potential.
<b>BO20</b>	<b><i>No longer used – incorporated into BO19</i></b>
BO21	Our young people participate in post-16 learning, training or work
BO22	Adults are supported to realise their potential.
BO23	Economic growth is supported
BO24	Waste is disposed of sustainably
BO25	Access to and enjoyment of the natural and built environments is improved
BO26	People have a choice of suitable housing options
BO27	Infrastructure and assets are fit for purpose
BO28	Our processes and business procedures are efficient, cost effective and compliant
BO29	Health and safety is managed effectively
BO30	We engage with our customers, staff and partners
BO31	We have a culture of continuous improvement
BO32	Our workforce is supported to realise its potential
BO33	Information and support are available for our communities

**The principal purpose of the Service is to:**

Working together to support our communities to realise their potential by enhancing access to learning, leisure, culture and housing.

The Service employs 216 FTE

**The Service faces the following significant challenges:**

Implementation of the Leisure and Libraries Trust.

Sustainability of MacMillan Cancer Information and Support Service once MacMillan funding runs out in March 2018.

Increasing demands associated with implementation of new legislative requirements of the Community Empowerment (Scotland) Act and Community Justice (Scotland) Act.

Supporting adult jobseekers with mental health issues to improve their employability.

Supporting a programme of school sport competition.

Delivering the Strategic Housing Investment Plan (SHIP).

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO02	Lifelong participation in sport and physical activity are increased	£2,735,597
BO03	Prevention and support reduces homelessness	£1,968,038
BO06	Quality culture, archives, libraries and museums are provided to promote wellbeing	£1,756,361
BO15	Argyll and Bute is open for business	£118,439
BO22	Adults are supported to realise their potential	£601,869
BO26	People have a choice of suitable housing options	£709,102
BO33	Information and support are available for our communities	£540,516
	Central Management Costs	£184,553
		<b>£8,614,475</b>

# Community and Culture Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO02</b>	<b>Lifelong participation in sport and physical activity are increased</b>			
CC02_01	Number of visits to council gyms.	22,000 per quarter	Quarterly	Internal benchmark: 20,000
CC02_02	Number of visits to council pools.	70,000 per quarter	Quarterly	Internal benchmark: 68,000
CC02_03	Number of extracurricular sport opportunities for schools.	260 per term	Annual	247 Active Schools Scotland
CC02_04	Number of young people gaining Sports Leadership and Coaching Awards.	175 qualified senior pupils	Quarterly	150 Active Schools Scotland
<b>BO03</b>	<b>Prevention and support reduces homelessness</b>			
CC03_01	The percentage of clients leaving the Housing Support Service with a planned approach.	80%	Quarterly	Internal benchmark: 70
CC03_02	The percentage of positive homeless prevention interventions (prevent 1).	70%	Quarterly	LHS 70%
<b>BO06</b>	<b>Quality culture, archives, libraries and museums are provided to promote wellbeing</b>			
CC06_01	Number of visits to council owned and/or funded museums.	45,000 per quarter	Quarterly	Internal benchmark: 43,000
CC06_02	Number of times libraries are used by outside agencies.	120 per quarter	Quarterly	Internal benchmark: 100
CC06_03	Number of visits to libraries.	72,000 per quarter	FQ4 2017/18	Scottish national quartile benchmark: 85,000
CC06_04	Number of archive enquiries.	130 per quarter	Quarterly	Internal benchmark: 120
<b>BO15</b>	<b>Argyll and Bute is open for business</b>			
CC15_01	Maintain regular information updates and monitoring for the 6 SOA delivery plans.	6 per quarter	Quarterly	Internal benchmark: 6



	SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO22</b>	<b>Adults are supported to realise their potential</b>				
	CC22_01	Number of participants in activities that improve literacy and numeracy levels.	110 per quarter	Quarterly	Internal benchmark: 100
	CC22_02	Number of adults accessing Community Based Adult Learning.	325 per quarter	Quarterly	Internal benchmark: 300
<b>BO26</b>	<b>People have a choice of suitable housing options</b>				
	CC26_01	Number of new affordable homes completed per annum.	100	FQ4 2017/18	LHS 80
	CC26_02	Number of empty properties back in use per annum.	25 per annum	FQ4 2017/18	LHS 25
	CC26_03	Amount of income generated by Welfare Rights.	£2.5m per year	Quarterly	Internal benchmark: £2.3m
<b>BO33</b>	<b>Information and support are available for our communities</b>				
	CC33_01	Number of capacity building support sessions given to community groups.	360 per annum	Quarterly	Internal benchmark: 300

# Community and Culture Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO02</b>	<b>Lifelong participation in sport and physical activity are increased</b> Introduce new Scottish Swimming Framework across Leisure Service pools	October 2017	Other	Partnership agreement with Scottish swimming and the aquatics plan.
<b>BO05</b>	<b>Information and support are available for everyone</b> Develop, launch and promote an Argyll and Bute Community Action Plan toolkit	June 2017	Digital Action Plan	
<b>BO08</b>	<b>The third sector has increased capacity to support sustainable communities</b> Improve digital capacity of community groups, through digital training and promotion of digital tools for use by community groups.	March 2018	Digital Action Plan	
<b>BO22</b>	<b>Adults are supported to realise their potential</b> Increase the number and range of SQA basic accreditations achieved at Level 2 and 3	March 2018	Other	CLD Partnership Plan.
	Increase the number of adult learners who improve their financial capability through digital skills	March 2018	Other	Money Skills Argyll project.
<b>BO26</b>	<b>People have a choice of suitable housing options</b> Complete a review of the communication strategy for housing information and advice.	September 2017	Other	Local Housing Strategy
<b>BO30</b>	<b>We engage with our customers, staff and partners</b> Introduce improved opening hours within our libraries	June 2017	Other	Based on feedback from the opening hours survey.
<b>BO31</b>	<b>We have a culture of continuous improvement</b> Implement online booking capability for all suitable functions provided by Leisure Services	October 2017	Other	Leisure System project implementation plan.
<b>BO33</b>	<b>Information and support are available for our communities</b>			

Improvement Action

Completion date

Source of improvement

Source detail

Complete the marketing action plan for Leisure Services.

September 2018

Other

Short term marketing consultants assisting with project.

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**The principal purpose of the Service is to:**

Customer and Support Services provides a range of first line contact facilities for council customers through a network of customer service points in all the main towns, a telephony based service and the council's web site and carries out the registration of births, deaths and marriages. It is also responsible for collection of local taxes and administers housing benefit, discretionary housing payments, the council tax reduction scheme and the Scottish Welfare Fund. It also provides a range of services to internal council departments including provision of ICT, the Intranet Hub, creditor payments and the procurement and commissioning of goods and services.

The Service employs 207 FTE

**The Service faces the following significant challenges:**

Review how the Internet is accessed, a move to SWAN may allow a single hop to the Internet which has the potential to reduce demands for increased bandwidth and costs.

Maintain PSN accreditation and work towards achieving compliance for credit and debit card payments. Increase the adoption of IT service management framework, provide more customer responsive ICT services with more formal Service Level Agreements.

Implement the council tax reform changes. Ensure the counter fraud team is cost effective and present a business case to maintain it. Fully utilise the Discretionary Housing Payment and Scottish Welfare Fund monies but not overspend.

Encourage take-up of more efficient customer channels and provide a greater range of council services through the website through a single authentication and promoting digital first.

Continue to develop electronic ordering and improved management information that supports our commitment to Best Value as well as supporting local businesses to supply our goods and services. Continue to improve the Council's invoice payment performance.

Support health and social care integration by improving access to selected council applications. Also to commission services to meet the requirements of the locality plans.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO04	Benefits are paid promptly and accurately	£1,050,979
BO05	Information and support are available for everyone	£0
BO23	Economic growth is supported	£1,170,001
BO27	Infrastructure and assets are fit for purpose	£3,419,050
BO28	Our processes and business procedures are efficient, cost effective and compliant	£2,058,675
	Central Management Costs	£340,735
		<b>£8,039,440</b>

# Customer and Support Services Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO04</b>	<b>Benefits are paid promptly and accurately</b>			
CS04_01	All benefit claims are processed promptly.	Changes in circumstances within average of 6 days	Quarterly	Scottish avg. 2015/2016: 7 days
CS04_02	All benefit claims are processed promptly.	New claims within average 21 days	Quarterly	Scottish avg. 2015/2016: 23 days
CS04_03	All benefit claims are processed accurately.	Year to date accuracy rate of minimum 94%	Quarterly	Scottish avg. Accuracy rate 2015/16 is 94%
CS04_04	Scottish Welfare Fund claims processed promptly.	99% of Crisis Grants within 1 day	Quarterly	Scottish avg. 2014/15 CG: 94% within 2 days
CS04_05	The annual spend of the Scottish Welfare Fund programme is maximised.	Minimum of 97.5% of annual funding	FQ1: 20% FQ2: 45% FQ3: 70% FQ4: 97.5%	Scottish avg. 2014/2015 is 95%
CS04_06	Distribute as much of the Discretionary Housing Payment (DHP) fund as possible to the most in need.	Minimum of 95% of annual funding	Spent and Committed FQ1: 45% FQ2: 80% FQ3: 90% FQ4: 97.5%	97% of Scottish local authorities spent 100% of DHP funding in 2015/2016; source SG statistics
CS04_07	Scottish Welfare Fund claims processed promptly.	90% of Community Care Grants within 15 days	Quarterly	Scottish avg. 2014/15 CCG: 82% within 15 days
<b>BO05</b>	<b>Information and support are available for everyone</b>			
CS05_01	Our anti-poverty strategy is developed and approved.	30 June 2017	Quarterly	No external benchmark.

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO23</b>	<b>Economic growth is supported</b>			
CS23_01	Increase the percentage of local suppliers that bid for business through the procurement portal.	30% by 31 March 2018	Quarterly	Past Performance: 31% in 15/16
CS23_02	Increase the percentage of all Small Medium Enterprises (SMEs) that win council contracts.	85%	Quarterly	Past Performance: 83% in 15/16
CS23_03	Increase the percentage of suppliers that are paid within 30 days.	Minimum of 94.5%	Quarterly	93.8% for 2015/16 Scottish Avg. 90.9%
CS23_04	Increase the total amount of Non-Domestic Rates (NDR) relief awarded.	£8.8m	Quarterly	No external benchmark. £8.7m awarded Sept 2016
CS23_05	The Net cost of Non-Domestic Rates (NDR) discretionary relief remains within budget.	£158K per annum	Quarterly	No External Benchmark
CS23_06	Increase the number of tangible community benefits that are delivered through the contracts we award.	50% of all contracts > £100k for services > £500k for works	Quarterly	Past Performance - 15/16: 9 contracts tendered had CBCs 5 contracts completed delivered community benefits 5 active contracts have CBCs in use

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO27</b>	<b>Infrastructure and assets are fit for purpose</b>			
CS27_01	Clear direction from the Integrated Joint Board will enable the provision of shared network services at sites co-located with the NHS for appropriate IJB staff.	Provide shared network services at co-located sites with NHS.	31 March 2018	No external benchmark
CS27_02	During specified core time (which is linked to the service requirements) the unscheduled application down-time will be minimised.	<0.8%	Monthly	SOCITM Benchmarking - Less than 1% unscheduled application downtime during specified core time.
CS27_03	During specified core time (which is linked to the service requirements) the unscheduled infrastructure down-time will be minimised.	<1%	Monthly	SOCITM Benchmarking - Less than 1% unscheduled downtime during specified core time.
CS27_04	Our IT applications and databases are within one version of current, this maintains the vendors support and allows the use of new applications facilities.	85%	Monthly	No external benchmark.
CS27_05	Maintain the average time to resolve ICT incidents.	< 5 hours	Quarterly	No direct external benchmark - SOCITM uses more complex time bandings depending on type of incident.
CS27_06	Seasonal upgrades completed on time as requested by our users.	100%	Quarterly	No external benchmark.
CS27_07	Maintain our high average success score achieved for our IT projects.	> 82%	Quarterly	SOCITM KPI 3 (80%)
CS27_08	Maintain the annual scheduled replacement of our PCs, laptops and MACs.	500 Corporate and 850 Education devices each year. 113 Monthly.	Monthly (cumulative)	No external benchmark
CS27_09	IT capital programme projects are delivered on time and within budget.	100%	Monthly	No external benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
CS28_01	Maintain the high level of Non-Domestic Rates (NDR) collection.	97.5% Cumulatively including year end accruals.	March 2018	Scottish average 97.08% 2014/15
CS28_02	Increase the percentage of successfully routed self-service calls.	78%	Monthly	Sept 2016: 79.9%
CS28_03	Increase percentage of purchase transactions done through systems and therefore efficiently	FQ1: 47% FQ2: 50% FQ3: 53% FQ4: 55%	Quarterly	2015/16: 40.7% FQ2 2016/17: 44.9%
CS28_04	Our key or high risk contracts are actively managed to ensure quality of services is being provided.	Top 100 contracts	Quarterly	As at Sept 16: 123
CS28_05	Increase the percentage of all Council spend that is either under a contract or a Service Level Agreement (SLA).	90%	Quarterly	Avg. contracted spend 2015/16: 88.6%
CS28_06	Improve the percentage of customers who are satisfied or very satisfied with the service received.	Face to face: 90% Telephony: 90% Email/webforms: 90%	Annual	Customer satisfaction survey February 2016: Face to face: 99% Telephony: 96% Emails: 79% (Sept 2015 has insufficient data to measure)
CS28_07	Maintain the level of website visitors that find the information they are looking for easily.	73%	Quarterly	At end Sept 2016:77% 2016/17 FQ1: 71% FQ2: 75%
CS28_08	Maintain the level of website visitors that had a successful visit.	77%	Quarterly	At end Sept 2016:77% 2016/17 FQ1: 71% FQ2: 75%
CS28_09	Improve the percentage of employees that are satisfied with the content of our Intranet - The Hub.	90%	Annual	Currently 90% satisfaction rate
CS28_10	Our Website regains a 4-Star Better Connected score.	4 star Better Connected score	Annual	3 star 2015/16



SM Code	Outcome success measures	Target	Timescale	Benchmark
CS28_11	Increase the total number of all online transactions.	FQ1: 50K FQ2: 55k FQ3: 60k FQ4: 65k	Quarterly	To end Sept 2016: 126K
CS28_12	Maintain the high level of Council Tax collection.	96.3% Cumulatively including year end accruals.	March 2018	Scottish average 95.62% 2014/15
CS28_13	Reduce the percentage of face-to-face Customer Service Centre (CSC) contacts as a total of all customer interactions.	13% per annum	Quarterly	At end of Sept 2016: Avg. of 13.2%
CS28_14	Improved our annual score in the new Procurement Commercial Improvement Programme assessment.	75%	June 2018 (Next assessment)	June 2016: 70%
CS28_15	Reduce the average length of answered calls.	< 3.50 decimal minutes	Monthly	Sept 2016: 3.47 decimal minutes
CS28_16	Reduced the number of 'calls abandoned' rate.	< 7.5%	Monthly	Sept 2016: 6.0%
CS28_17	Increase the percentage of calls that are dealt with at the first point of contact by the Customer Service Centres (CSC).	Planning: 65% Social Work: 60% Regulatory: 75% General Enq.: 63% All other: 91%	Monthly	Stats as at Sept 2016 Planning:63.8% Social Work: 55.6% Regulatory:75.4% General Enq:59.7% All other:92% (variable 1st half year)
CS28_18	Increased the demand for civil marriages in Argyll & Bute.	475 per annum	Monthly (cumulative)	460 civil marriages and 11 civil partnerships for 2015.  423 to Sept 2016
CS28_19	Maintain the low error rate of our Births, Marriages and Deaths registration service.	1.7%	Quarterly	Scottish average: 1.7% 2014  ABC current error rate: 1.8%
CS28_20	Maintain the detection of incorrect Council Tax claims.	£17,250 per quarter	Quarterly	No external benchmark
CS28_21	All 5 bank reconciliations are completed within 2 weeks of month end and have no unreconciled balances.	100%	Monthly	No external benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
CS28_22	Total debt older than 3 months will remain below target.	< £900K	31 March 2018	£862k as at March 2016
CS28_23	Increase the percentage of Council Tax paid by Direct Debit.	78%	Monthly	Sept 2016: 78.1%
CS28_24	Maintain the current cost of collecting Council Tax per chargeable dwelling.	£7.25 per chargeable dwelling	March 2018	Performance at £7.22 per chargeable dwelling in 2015/16 - CIPFA Directors of Finance Stats
CS28_25	Reduce the percentage of Agent handled telephone calls as a total of all customer interactions.	22% per annum	Quarterly	At end of Sept 2016: Avg. of 23.6%

# Customer and Support Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO04</b>	<b>Benefits are paid promptly and accurately</b>			
	All under-occupancy Discretionary Housing Payments for social rented sector are rolled over at year end by 30 June 2017.	June 2017	Other	
	Staff productivity improved such that service choices staff savings implemented without adverse impact on performance statistics.	June 2017	Other	
<b>BO27</b>	<b>Infrastructure and assets are fit for purpose</b>			
	90% of IT Capital spend budget committed by 31 December 2017.	December 2017		
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
	Ensure Digital Action Plan is completed.	March 2018	Customer Service Action Plan	
	Customer Service Action Plan completed.	March 2018	Customer Service Action Plan	
	Retain Customer Service Excellence accreditation once achieved in March 2017.	March 2018	Customer Service Action Plan	
	Review "No PO no payment trial" in education and report to SMT with proposal to fully implement this across all services which will support the system spend work.	March 2018	Annual Performance Review	
	Ensure system spend continues to increase during 2017-18 to enable a further review of purchase to pay processes.	March 2018	Annual Performance Review	
	Progress improvement plan in order to obtain higher PCIP score at next assessment in June 2018.	June 2017	Other	

Improvement Action	Completion date	Source of improvement	Source detail
Implement council tax reform changes.	April 2017	Other	Legislative requirement / amended council policy
Regain SOCITM 4 star Better Connected rating (only achieved 3 stars in 2015-16).	June 2017	Annual Performance Review	

**The principal purpose of the Service is to:**

To work in partnership to attract external investment that delivers key physical and digital infrastructure enhancements to grow our economy, to improve local skills, create high quality jobs and build sustainable communities that will attract new visitors, residents and businesses.

The Service employs 68 FTE

**The Service faces the following significant challenges:**

To ensure that the area's economic assets and our limited resources are allocated efficiently and effectively with regard to Argyll's economic development priorities, opportunities and growth ambitions.

Bringing forward transformational change. Recent publications on transport and digital connectivity show the scale of change required which demands resources beyond the scope of the council and the wider Argyll economy or our Community Planning Partners.

The result of the EU referendum has the potential to have far reaching implications for the Argyll economy given we are a net benefactor of EU funding, our need for free movement of labour and access to the single market.

Ensuring we have a sufficiently trained workforce to work with key sectors such as tourism, digital services, construction and fish processing particularly given the currency depreciation following the EU ref.

A continued reduction in capital budgets that are necessary to attract external capital and revenue funding streams into Argyll & Bute.

To better communicate the many economic opportunities, successes and positive economic outcomes we have in Argyll & Bute.

To inspire, inform, connect and guide communities to realise their full economic potential.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO15	Argyll and Bute is open for business	£2,116,568
BO22	Adults are supported to realise their potential	£318,401
BO23	Economic growth is supported	£951,120
BO27	Infrastructure and assets are fit for purpose	£85,437
	Central Management Costs	£273,649
		<b>£3,745,175</b>

# Economic Development Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO15</b>	<b>Argyll and Bute is open for business</b>			
ET15_01	Increase the percentage of Argyll and Bute premises covered by the digital network.	84% coverage of Argyll and Bute premises.	Quarterly FQ4 2017/18	SLAED Local authorities Rural Family group
ET15_02	Increase the percentage of air passengers carried at Oban airport	5% uplift from 2016 baseline.	Quarterly FQ4 2017/18	Comparison with comparable rural HIAL airports
ET15_03	Increase the percentage of social media followers.	20% from 2016 baseline	Quarterly	SLAED Local authorities Rural Family group

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO22</b>	<b>Adults are supported to realise their potential</b>			
ET22_01	Number of new business start-ups supported	100 per annum	Quarterly FQ4 2017/18	Data provided as part of the Business Gateway National Quality Assurance monitoring programme. Reports are issued via the National Unit.
ET22_02	Number of existing businesses supported (comprises of workshop attendees and /or advisory support).	200 per annum.	Quarterly FQ4 2017/18	Data provided as part of the Business Gateway National Quality Assurance monitoring programme. Reports are issued via the National Unit.
ET22_03	12 month survival rate of new businesses	77%	Quarterly FQ4 2017/18	Data provided as part of the Business Gateway National Quality Assurance monitoring programme. Reports are issued via the National Unit.
ET22_04	Customer satisfaction levels of new business start-ups and existing businesses supported.	85%	Quarterly FQ4 2017/18	Data provided as part of the Business Gateway National Quality Assurance monitoring programme. Reports are issued via the National Unit.

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO23</b>	<b>Economic growth is supported</b>			
ET23_01	Identification of training, employment and key growth opportunities in the forestry industry in Argyll and Bute that increases the value of the sector.	1 additional biomass to electricity facility.	FQ4 2017/18	SLAED Local authorities Rural Family group
ET23_02	Argyll and Bute's tourism sector has access to a workforce of highly skilled customer service professionals.	25% of businesses with world host training accreditation	Quarterly FQ4 2017/18	VisitScotland Regions comparison
ET23_03	Identification of training, employment and key growth opportunities in the forestry industry in Argyll and Bute that increases the value of the sector.	8 new apprentices	FQ4 2017/18	SLAED Local authorities Rural Family group
ET23_04	Deliver the Local Growth Accelerator Programme to support our entrepreneurs.	65% of committed spend.	FQ4 2017/18	Business Gateway service(s) in other areas
ET23_05	External funding supports sustainable rural economic growth and regeneration across Argyll and Bute through programmes such as LEADER, ERDF, Interreg and the European Maritime and Fisheries Fund (EMFF).	£4 million projected levered investment by March 2018.	Quarterly FQ4 2017/18	SLAED Local authorities Rural Family group
ET23_06	Increase the number of food and drink sector business' associated with Food from Argyll Brand.	7 additional businesses joining Food from Argyll Brand.	FQ4 2017/18	SLAED Local Authorities Rural Family Group
<b>BO27</b>	<b>Infrastructure and assets are fit for purpose</b>			
ET27_01	Identification and prioritisation of the key actions and infrastructure investments considered necessary to sustain economic growth in Argyll and Bute.	Completion of Single Investment Plan (SIP) and submission to UK and Scottish Governments.	FQ2 2017/18	N/A
ET27_02	Completion of 2 CHORD capital projects.	2 capital projects completed.	FQ4 2017/18	Not applicable.
ET27_03	Coverage of 4G mobile phone technology across Argyll and Bute.	80% of geographical area.	FQ4 2017/18	SLAED Local authorities Rural Family group



# Economic Development and Strategic Transportation Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO07</b>	<b>Our communities benefit from the development of renewables</b>			
	Renewal of Renewable Energy Action Plan utilising apps technology to reach a wider audience	April 2017	Annual Performance Review	Need to refresh information and policy direction on the renewable sector which is rapidly changing.
<b>BO15</b>	<b>Argyll and Bute is open for business</b>			
	Establishment of a Argyll Business Portal to raise the profile of Argyll and Bute as place to live, invest, learn and visit.	June 2018	Public Service Improvement Framework or other self-assessment	Feedback from studies indicate that there is a lack of awareness of where to find information on how to invest in Argyll and Bute and get access to common questions on job availability, access to housing, economic opportunities and quality of life issues. The creation of a dedicated web site to hold this information on a one stop site would greatly assist this and mirrors work that is done in other areas of the country facing similar population issues.
<b>BO30</b>	<b>We engage with our customers, staff and partners</b>			
	Creation of regular magazines to highlight EDST achievements to a wider audience including customers and staff	April 2017	Customer Service Action Plan	

### The principal purpose of the Service is to:

Education Services is responsible for the delivery of all aspects of Education. The Service provides Early Learning and Child Care, Primary Education, Secondary Education, Education Psychological Services, 16+ Learning Choices and Youth Services.

The Service employs 1463 FTE

### The Service faces the following significant challenges:

Implementation of a number of legislative and policy changes.

Implementing Service Choices whilst providing an effective service.

Prepare for the delivery of the increase in the number of hours of pre-5 provision.

Improving attainment and achievement of all children and young people whilst closing the attainment gap and responding to national challenges e.g. National Improvement Framework

Responding to challenges around recruitment and retention of teaching staff.

Implementing a digital strategy that provides technology to improve learning and teaching.

### The difference the Service makes:

The Service contributes to the following Business Outcomes:

BO16	We wholly embrace our Corporate Parenting responsibilities	£8,451,842
BO17	The support needs of children and their families are met	£6,196,980
BO18	Improved lifestyle choices are enabled	£0
BO19	All children and young people are supported to realise their potential	£52,086,539
BO21	Our young people participate in post-16 learning, training or work	£655,305
BO30	We engage with our customers, staff and partners	£20,860
BO31	We have a culture of continuous improvement	£4,191,992
BO32	Our workforce is supported to realise its potential	£17,364
	Central Management Costs	£0
		<b>£71,620,882</b>

# Education Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO16</b>	<b>We wholly embrace our Corporate Parenting responsibilities</b>			
ED16_01	Provide a Looked After Children - Annual Performance Report to the Corporate Parenting Board.	Completion and presentation of Report	FQ4 annually	No benchmark
ED16_02	Increase the number of looked after young people participating on the 2017 Summer Internship Programme.	10 looked after young people participate on the programme.	FQ2 2017/18	7 looked after young people completed the Summer Internship Programme in 2016
ED16_03	Increase positive destinations for looked after children in Argyll and Bute.	80% 84%	FQ1 2017/18 FQ1 2018/19	76% - FQ4 2016

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO17</b>	<b>The support needs of children and their families are met</b>			
ED17_01	Meet statutory timescales when opening co-ordinated support plans.	100%	Quarterly	No benchmark
ED17_02	Appropriate Flexible Learning Plans are in place for all young people following a flexible timetable across establishments.	100%	FQ1 2017/18	No benchmark
ED17_03	Develop a Parental Involvement Strategy to improve engagement and support with families and parents.	Approved	FQ2 2017/18	No benchmark
ED17_04	Deliver 1140 hours of early years child care by 2020.	(a) Complete scoping exercise for Early Learning and Childcare (ELC). (b) Implement Pilot programme (pending Scottish Government agreement). (c) Evaluate Trial. (d) Implement ELC models.	(a) FQ1 2017/18  (b) FQ1 2018/19  (c) FQ2 2018/19 (d) FQ1 2020/21	No benchmark
ED17_05	Train school staff on the SEEMiS Wellbeing Application.	Training on wellbeing module completed by 70 Head Teachers and 40 Guidance Teachers (12 multiagency Named Person/Lead Professional training sessions to be delivered)	FQ1 2017/18	No benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO18</b>	<b>Improved lifestyle choices are enabled</b>			
ED18_01	Increase the number of staff that are trained and delivering the PATHS (Promoting Alternative Thinking Strategies) programme as identified.	100%	FQ1 2017/18 FQ3 2017/18	No benchmark
ED18_02	To increase the skill and confidence in effectively identifying and responding to mental health issues, bespoke intervention training will be delivered to all secondary establishments by Educational Psychology Team.	100%	FQ3 2017/18	No Benchmark
ED18_03	Young people have the opportunities to learn how to keep themselves safe online and how to report abuse through the delivery of internet safety sessions to S1s.	1 session in each secondary school	FQ3 2017/18	No benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO19</b>	<b>All children and young people are supported to realise their potential</b>			
ED19_01	Annual audit of curriculum models across all secondary establishments with follow up support and challenge as required.	100%	FQ1 2017/18	Current Audit of Curriculum Maps
ED19_02	As part of Argyll and Bute's Children, audit existing parenting provision and resources for each point on the parenting pathway from pre-birth to school leaver age.	Complete	FQ1 2017/18	No benchmark
ED19_03	As part of Argyll and Bute's Children, develop and implement a parenting strategy to support parenting from pre-birth to school leaving age.	Develop complete Implement Complete	FQ3 2017/18 FQ1 2018/19	No benchmark No benchmark
ED19_04	Multi-agency guidance reviewed and implemented, leading to increased numbers of children having effective transitions from primary to secondary to post school.	Complete	FQ3 2017/18	No benchmark
ED19_05	Increase the number of Duke of Edinburgh (D of E) participants from the most deprived SIMD (Scottish Index of Multiple Deprivation) areas in Argyll and Bute	8%	FQ4 2018/18	4%
ED19_06	Achievement of the strategic priorities set out in the National Improvement Framework (NIF).	Production and publication of Local Authority Annual Plan	FQ1 2018/19	No benchmark
ED19_07	Include a curriculum discussion in quality improvement visits and school reviews.	100%	FQ1 2017/18	Current Audit of Curriculum Maps School Improvement Plans
ED19_08	The opportunity children and young people to experience relevant and wider achievement within the curriculum is offered in all establishments	100%	FQ2 2017/18	Current Audit of Curriculum Maps
ED19_09	As part of Argyll and Bute's Children, identify key stages with in a parenting pathway from pre-birth to school leaving age.	Complete	FQ1 2017/18	No benchmark
ED19_10	All educational establishments routinely use click and go pastoral notes to record significant events/incidents.	100%	FQ4 2018/19	No benchmark
ED19_11	Improve outcomes in performance within national qualifications at SCQF 5 (National 5).	79%	FQ2 2017/18	National data
ED19_12	Improve outcomes in performance within national qualifications at SCQF 7 (Advanced Higher).	82%	FQ2 2017/18	National data

SM Code	Outcome success measures	Target	Timescale	Benchmark
ED19_13	Improve outcomes in completion rates and performance within college courses.	10% increase on 2016 baseline	FQ2 2017/18	College data
ED19_14	Hold authority wide capacity building courses for young people to encourage involvement in local and national decision making.	3 per annum	FQ4 2018/19	No benchmark
ED19_15	Increase the number of Youth Achievement and Dynamic Youth Awards achieved.	10% increase on 2016 baseline	FQ4 2018/19	Youth Achievement Awards: 26 Dynamic Youth Awards: 56
ED19_16	All educational establishments routinely use click and go to monitor and track young people's progress.	100%	FQ4 2018/19	No benchmark
ED19_17	Increase the percentage of school leavers attaining vocational qualifications at SCQF level 5 and above.	17%	FQ2 2017/18	10.6%
ED19_18	All Early Learning and Childcare (ELC) settings to share developmental milestone progress for all children entering primary education.	100%	FQ1 2018/19	No benchmark
ED19_19	Improved reliability and consistency of teacher professional judgement in line with national expectations in order to raise attainment.	100% Deliver 2 quality assurance events. >=75%	FQ2 2017/18 FQ4 2018/19	Current national data
ED19_20	Local Youth Forums attend at least one Community Planning Partnership (CPP) Area Planning Group meeting per annum	>=1	FQ4 2018/19	No benchmark
<b>BO21</b>	<b>Our young people participate in post-16 learning, training or work</b>			
ED21_01	Increase the number of young people on Activity Agreements (AA) progressing into positive destinations.	>=70%	FQ2 2017/18 FQ4 2018/19	69%
ED21_02	Reduce the number of young people recorded as unconfirmed on the Participation Measure for Argyll and Bute.	10% reduction	FQ3 2017/18	2016: 100 young people registered as unconfirmed
<b>BO30</b>	<b>We engage with our customers, staff and partners</b>			
ED30_01	All secondary establishments have a minimum of 3 DYW (Developing Young Workforce) partnership agreements for school-employer collaboration in supporting knowledge and understanding of world-of-work and applicable skills.	100%	FQ2 2017/18	No benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO31</b>	<b>We have a culture of continuous improvement</b>			
ED31_01	Revise and implement a comprehensive programme of educational establishment reviews (early years, primary, secondary, youth services and education services) ensuring effective support and challenge to deliver continuous improvement.	Revision of current programme. Implement a minimum of 3 reviews within an academic year.	FQ1 2017/18 (Programme in place) FQ4 2017/18 onwards: 3 per year	No benchmark
ED31_02	Undertake a programme of Quality Improvement visits to each establishment to monitor the quality and impact of interventions on outcomes for Children and Young People.	Minimum of 3 visits per establishment	Each Academic Year	3
<b>BO32</b>	<b>Our workforce is supported to realise its potential</b>			
ED32_01	Support probationer teachers working within Argyll & Bute.	6 probationer support days 100% probationers complete.	FQ1 2017/18 FQ1 2017/18	Current probationer completion rate.
ED32_02	All PRDs (Professional Review and Development) are undertaken for education staff.	100%	FQ4 2018/19	100%
ED32_03	Produce a prospectus that details all leadership courses and modules offered by Argyll and Bute Council and Partners. Secure accreditation for Argyll and Bute Middle Leadership Programme.	Complete	FQ1 2017/18 FQ4 2018/19	No benchmark
ED32_04	Audit and analyse the continuing professional development (CPD) needs of all primary and secondary teaching staff in relation to the NIF (National Improvement Framework). Plan and implement CPD programme as identified in the needs audit.	Audit and analysis complete. Implementation complete.	FQ1 2017/18 FQ2 2017/18	No benchmark
ED32_05	Increase the number of staff accessing Teacher Leadership (100%), Middle Leadership (50%) and maintain number participating in Into Headship programme.	2016/17: 3 teachers 2016/17: 23 teachers middle leaders 2016/17: 12 Into headship	FQ4 2018/19	2016/17: 3 teachers 2016/17: 23 teachers middle leaders 2016/17: 12 into headship
ED32_06	Improve the quality of leadership at all levels through a programme of Continuing Professional Development (CPD) in leadership development.	Teacher Action Research programme implemented.	FQ4 2018/19	No benchmark



# Education Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO19</b>	<b>All children and young people are supported to realise their potential</b> Additional Improvement Actions may arise from the INEA (Inspection of Education Authority) Inspection report due by March 2017.		Audit or inspection key recommendation	
	Develop an effective system that, where possible, allows information to be shared on progress within developmental milestones for children prior to starting entitled Early Learning and Childcare Centres (ELC).	FQ1 2018	Other	The Early Year Team recognises this as an area of improvement based upon feedback from Family engagement by team members and engagement with Early Learning and Childcare Centres (ELC).
<b>BO30</b>	<b>We engage with our customers, staff and partners</b> Consult with stakeholders to establish their views on the quality of education provision and learning experiences. Undertake a minimum of 3 surveys on the quality of education provision and learning experiences.	FQ1 2017 FQ4 2018	Other	The Education Management Team recognises the need to include the views of parents, children, young people and community partners in a structured way in their self-evaluation process to inform planning for the future.
<b>BO32</b>	<b>Our workforce is supported to realise its potential</b> Analyse information from 20 Teacher Professional Updates ensuring a high quality of CPD (continuing professional development) that impacts on learners.	FQ2 2017	Other	The learning and Achievement Team recognises the need to collect data on the impact of CPD (continuing professional development) for both teachers and learners to inform delivery.

**The principal purpose of the Service is to:**

Facility Services provides a range of support to all other Council Services through teams which manage assets, catering, cleaners, light vehicle fleet, school transport, property design and improvement, property maintenance and energy consumption. The service has responsibility for the Council's Corporate Asset Management processes together with the design and delivery of property related capital projects. In addition, Facility Services manages and supports public transport contracts and community transport initiatives.

The Service employs 344 FTE

**The Service faces the following significant challenges:**

Ensuring the delivery of Property Maintenance, School Transport and Catering and Cleaning Services to statutory standards while operating within the context of reducing budgets.

To identify opportunities for efficiency and asset sharing by reviewing the vehicle fleets of both the Council and NHS.

The reduction in Capital Funding will impact on the sustainability of the Property Design Team in its current form.

The delivery of the Council's Legionella Management Plan will be impacted if funding and resources are restricted.

Managers continue to address both short term and long term absence, although allocating sufficient time to ensure this is done can be difficult due to operational demands.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO09	Our assets are safe, efficient and fit for purpose	£11,479,563
BO18	Improved lifestyle choices are enabled	£376,368
	Central Management Costs	£430,024
		<b>£12,285,955</b>

# Facility Services Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO09</b>	<b>Our assets are safe, efficient and fit for purpose</b>			
FS09_01	All statutory tests, inspections and remedial maintenance for Council Properties are carried out.	100%	FQ4	No external benchmarking is available. Benchmarking will be against last year's performance: 100%
FS09_02	Best value is achieved by ensuring the total mileage incurred by pool cars deployed for staff business use increases each year. (No. of Pool Cars).	>188,000 miles	Quarterly	No external benchmarking is available. Benchmarking will be against last year's performance: 188,000 miles (FY 15/16).
FS09_03	Deliver the Council's property related carbon reduction target.	Carbon reduction target of 1,149 tonnes CO2	FQ4 2017/18	No external benchmark. Benchmark will be previous years data.
FS09_04	Legionella Management - Create and implement a structured Council wide training programme for key staff	100%	FQ4 2017/18	No external benchmarking is available. Target is to create/complete training programme by end of FQ4 2017/2018.
FS09_05	Legionella Management - Remediation of all high/medium risks that have been identified in water quality risk	100%	FQ2 2019/20	No external benchmarking is available. Target is to address medium/high risk recommendations from water quality risk assessments by end of FQ2 2019/2020 on a risk based approach.

SM Code	Outcome success measures	Target	Timescale	Benchmark
FS09_06	Our customer satisfaction reports show improved cleaning standards that are rated good or above within Council buildings.	≥ 90%	Quarterly	85% (APSE benchmarking average customer response rate 2015/16).
FS09_07	Our school transport is regularly inspected.	48 Inspections.	FQ4 2017/18	No external benchmarking is available. Benchmarking will be against last year's performance: 48.
FS09_08	The average age of the light vehicle fleet is maintained at below 5 years.	<5.	Quarterly	No external benchmarking is available. Benchmarking will be against last year's performance: 3.5 years (FY 15/16).
FS09_09	The average subsidy per passenger accessing council funded public transport is maintained, taking into account the seasonal passenger fluctuation.	£1.78	FQ4 2017/18	No external benchmarking is available. Performance will be measured against the rolling annual average.
FS09_10	The Council's Property Capital Plan and Building Maintenance Protocol ensures that operational buildings are maintained to a satisfactory condition.	Maintain 80% of operational buildings included in the LGBF/Core Facts return in a satisfactory condition (B rated or above)	FQ2	Scottish average LGBF return rate 81%
FS09_11	The Council's Property Capital Plan and Building Maintenance Protocol ensures that operational buildings are suitable for their current use.	Maintain 65% of operational buildings included in the LGBF/Core Facts return to be suitable for their current use. (B rated or above)	FQ2	Scottish average LGBF return rate 78%

SM Code	Outcome success measures	Target	Timescale	Benchmark
FS09_12	The Council's Property Capital Plan is delivered on time (for projects managed by Property Services)	92.8%	FQ4 2017/18	No external benchmark. Benchmarking will be previous year's performance: 92.8%
<b>BO18</b>	<b>Improved lifestyle choices are enabled</b>			
FS18_01	Achieve acceptable nutrition levels for all measureable vitamins and minerals by providing two Primary menu changes per year that comply with Schools (Health Promotion and Nutrition)(Scotland) Act 2007.	2 per annum	FQ1 and FQ3	100%. Provision of nutritionally balanced meals is benchmarked by APSE annually.
FS18_02	Quality meals are provided to all pupils, within managed cost margins.	Minimise quarterly food cost variance of +/-5%.	Quarterly	No external benchmark. Benchmarking will be previous year's performance: 2.44%.
FS18_03	The uptake of free school meals provided to eligible primary pupils is maintained and, where appropriate, increased to maximise the number of pupils benefitting from a nutritional lunch.	86%	Annual	86% (Scottish average uptake 2015/16 APSE benchmarking data).
FS18_04	The uptake of free school meals provided to eligible secondary pupils is maintained and, where appropriate, increased to maximise the number of pupils benefitting from a nutritional lunch.	65%	Annual	55% (Scottish average uptake 2015/16 APSE benchmarking data).
FS18_05	The uptake of paid school meals is maintained and where appropriate, increased to maximise the number of primary pupils benefitting from a nutritional lunch.	51%	Annual	42% (Scottish average uptake 2015/16 APSE benchmarking data).
FS18_06	The uptake of paid school meals is maintained and where appropriate, increased to maximise the number of secondary pupils benefitting from a nutritional lunch.	40%	Annual	38%(Scottish average uptake 2015/16 APSE benchmarking data).

# Facility Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO09</b>	<b>Our assets are safe, efficient and fit for purpose</b>			
	Carry out a review/refresh Legionella Management Plan Action Plan on an annual basis.	FQ3	Other	
<b>BO18</b>	<b>Improved lifestyle choices are enabled</b>			
	Implement catering-specific management software in all kitchens.	TBC	DAP	
	Carry out a programme of pupil focus groups to ensure that their views are incorporated in menu development. Measure the effectiveness of this twice annually.	FQ1 and FQ3	CS	

**The principal purpose of the Service is to:**

Governance and Law administers the core services within which the governance arrangements of the Council and Community Planning Partnership are undertaken. It includes a range of internal and external support services including support for the Council, other Departments, Council Committees, Community Councils, the Children's Panel and Elected Members and delivers legal services that include litigation, licensing and conveyancing. The service is responsible for delivering all elections, the Civil Contingencies function and information compliance duties such as Freedom of Information, Data Protection, corporate complaints and records management.

The Service employs 47 FTE

**The Service faces the following significant challenges:**

Transition to the new council in 2017: increased focus on training and development requirement and meeting new governance arrangements when these are yet to be determined.

New governance arrangements associated with new ways of working: changes in Education; leisure trusts; continuing development of the IJB; digital transformation

Implementation of the Community Empowerment Act (2016)

Dealing with the implications of new legislation: named persons; changes to planning legislation; changes to data protection; revised system for Social Work complaints via Scottish Public Service Ombudsman ; implementation of Public Records (Scotland) Act

Review of scheme for community councils.

Elections: organising and running of elections; revised election franchise to include 16-17 year olds (numbers; awareness; understanding)

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO10	Quality of life is improved by managing risk	£146,096
BO17	The support needs of children and their families are met	£33,698
BO23	Economic growth is supported	-£118,641
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,659,085
	Central Management Costs	£199,339
		<b>£1,919,577</b>

## Business outcomes

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO10</b>	<b>Quality of life is improved by managing risk</b>			
GL10_01	Number of Anti-social Behaviour cases resolved within agreed timescale of 13 weeks.	80%	Quarterly	New measure
GL10_02	Percentage of Community Councils who have, or are in the process of having, a Community Resilience Plan in place	80%	Annual survey	Previous year's data
<b>BO17</b>	<b>The support needs of children and their families are met</b>			
GL17_01	Percentage of Children's Panel members /Area Support team that are satisfied with the Council support.	75%	Quarterly	Previous year's data
GL17_02	Number of fully trained and serving Children's Panel members.	40-50	Quarterly	
<b>BO23</b>	<b>Economic growth is supported</b>			
GL23_01	The percentage of taxi license applications, and applications for civic government licenses where there are objections or representation are processed within 50 working days.	95%	Quarterly	Previous year's data
GL23_02	The percentage of Personal liquor licenses with no objections that are determined within 32 working days.	95%	Quarterly	
GL23_03	The percentage of extended hours liquor license applications that are determined within 32 working days.	100%	Quarterly	Previous year's data
GL23_04	The percentage of occasional liquor license applications that are determined within 32 working days.	100%	Quarterly	Previous year's data
GL23_05	The percentage of applications for new Civic Government Licenses with no objections or representations that are determined within 32 working days (except Taxi licences).	100%	Quarterly	Previous year's data



SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
GL28_01	Percentage of responses made within the timescales for subject access requests under the Data Protection Act.	100%	Quarterly	Previous year's data
GL28_02	Percentage of draft minutes published and action mandates issued within a week.	96%	Quarterly	Previous year's data
GL28_03	Percentage of elected members with a development plan.	75% of those who sign up	Year 1	Previous year's data
GL28_04	Percentage of Members very satisfied or satisfied with member services support.	90%	Annual	Previous year's data
GL28_05	Percentage of Members satisfied with new Casebook facility for managing constituency workload.	Year 1: 60% Year 2: 70% Year 3: 80%	Annual	New measure
GL28_06	The performance standards set by the Electoral Commission are met.	100%	Quarterly	Past Performance: 100%
GL28_07	Percentage of Community Councils who feel supported by the service.	75%	Quarterly	Previous year's data
GL28_08	Percentage of responses made within the timescales for Freedom of Information requests.	100%	Quarterly	Previous years' data
GL28_09	Percentage of complaints resolved by frontline (Stage 1) resolution.	75%	Quarterly	Previous year's data
GL28_10	The percentage of substantive responses for all urgent requests for legal advice that are made within one working day.	100%	Quarterly	Previous year's data
GL28_11	The percentage of responses for non-urgent requests for legal advice that are made within 20 working days - provided there is no extension agreement in place.	100%	Quarterly	Previous year's data

SM Code	Outcome success measures	Target	Timescale	Benchmark
GL28_12	All property transactions (conveyances, leases, securities, discharges) are completed by agreed date	100%	Quarterly	Previous year's data
GL28_13	Section 75 Planning agreements are registered within 4 months from receipt of titles	100%	Quarterly	Previous year's data
GL28_14	Percentage of Community Councils who have membership levels of at least 70%.	75%	Quarterly	Previous year's data

# Governance and Law Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO10</b>	<b>Quality of life is improved by managing risk</b> Arrange Community and Business Resilience events in local communities	September 2017	Other	
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b> Move towards a paperless Committee process.	September 2017	Other	Requirement to ensure procedures are efficient and cost-effective in light of budgetary constraints
<b>BO31</b>	<b>We have a culture of continuous improvement</b> Implementation of the Halarose Election management system	September 2017	Other	
	Retain the Customer Service Excellence Award and annually review thereafter.	June 2017 and annually	Customer Service Action Plan	Governance and Law are the first full service of the Council to achieve the Customer Service Excellence Award and will continue to put customer service at the heart of our service planning and delivery to ensure retention of the award in future years.

**The principal purpose of the Service is to:**

As a team of professionals and support staff we drive improvement through change and support business objectives in the interest of the people we employ and the people we serve. Areas of activity relate to: human resources, payroll, organisational development, performance and improvement, health and safety; corporate communications.

The Service employs 73 FTE

**The Service faces the following significant challenges:**

Managing the implications of the Living Wage and the erosion of pay differentials.

Adapting to meet the changing needs of our customers in an uncertain environment, and managing the expectations of the services we can deliver within the available resources.

Managing and maintaining an up-to-date knowledge of potential changes to legislation associated with Brexit, and their likely impact on our organisation.

Reducing resource against an increasing demand for services we provide.

Managing the challenges presented through Health and Social Care integration.

Providing communications support as Services implement changes.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO05	Information and support are available for everyone	£0
BO11	There is no place for discrimination and inequality	£0
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,164,515
BO29	Health and safety is managed effectively	£287,355
BO30	We engage with our customers, staff and partners	£246,853
BO31	We have a culture of continuous improvement	£818,593
BO32	Our workforce is supported to realise its potential	£576,738
	Central Management Costs	£131,799
		<b>£3,225,853</b>

# Improvement and HR Success Measures

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO05</b>	<b>Information and support are available for everyone</b>			
IHR05_01	Maintain the number of positive press releases that are issued.	300	Per annum	2015/16: 301
IHR05_02	Support Services to simplify and improve their performance data through improvement meetings.	8	Per annum	No benchmark
IHR05_03	Issue Gaelic press releases to promote the language	2	Monthly	2
<b>BO11</b>	<b>There is no place for discrimination and inequality</b>			
IHR11_01	Publish an Equalities Mainstreaming report.	Published	FQ1 2017 FQ1 2019	No benchmark
IHR11_02	Equalities training is available to all employees.	100%	Quarterly	No benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
IHR28_01	All vacancy adverts are processed within 5 working days of receiving the request.	100%	Quarterly	100%
IHR28_02	All HR contracts are issued within 5 working days of receipt of the Successful Candidate Form.	100%	Quarterly	98%
IHR28_03	Increase the initial telephone contacts received via Netcall to the HR Advice Line.	TBC - FQ1 - FQ2 - FQ3 - FQ4	Monthly	Establish current volume as benchmark
IHR28_04	Increase the initial email contacts received into the HR Advice Enquires inbox.	TBC - FQ1 - FQ2 - FQ3 - FQ4	Monthly	Establish current volume as benchmark
IHR28_05	Undertake a Voluntary Redundancy trawl of the workforce.	Complete	FQ2 2017/18	New measure
IHR28_06	Implement the 3rd Edition Job Evaluation Scheme.	Complete	FQ1 2017/18	New measure
IHR28_07	Workforce plans are in place that reflect the future needs of the organisation.	Complete	FQ4 2017/18	New measure
IHR28_08	Maintain the 'Cost per Employee' of the HR service in line with CIPFA benchmark.	£339	Quarterly	Council current figure £349 Average from CIPFA benchmarking group £339
<b>BO29</b>	<b>Health and safety is managed effectively</b>			
IHR29_01	Health and safety competence assessments for contractors are carried out within 10 working days.	100%	Quarterly	100%
IHR29_02	Percentage of accidents and incidents assessed and where applicable an investigation is initiated within 1 working day.	100%	Quarterly	100%
IHR29_03	Number of competent persons who can manage specific health and safety hazards.	660	FQ4 2018	No benchmark
IHR29_04	Number of fire risk assessments carried out.	26	FQ4 2018	28 (Benchmark higher than target; target reduced in light of action already taken.)

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO30</b>	<b>We engage with our customers, staff and partners</b>			
IHR30_01	Hold regular structured Trade Union engagement meetings (including Health and Safety).	12	Per annum	New measure
IHR30_02	Increase the response rates to our employee surveys.	40%	FQ3 2018	Benchmark to follow after 2016 results published
IHR30_03	Increase Facebook followers.	10% over 2017/18	FQ4 2018	2016/17 Total
IHR30_04	Increase Twitter followers.	10% over 2017/18	FQ4 2018	2016/17 Total
IHR30_05	Communication enquiries are dealt with promptly and within deadlines.	90%	Quarterly	No benchmark
<b>BO31</b>	<b>We have a culture of continuous improvement</b>			
IHR31_01	Review HROD(Organisational Development) policies each year.	2	Per annum	New measure
IHR31_02	A Self-assessment framework and programme is agreed.	Complete	FQ1 2017	No benchmark
IHR31_03	Review our Corporate Values based on feedback from the employee survey, Chief Officers Group and Chief Officers and Senior Officers.	Corporate values reviewed and approved	FQ1 2017/18	New measure
IHR31_04	Review our Behaviours Framework to align with the Corporate Values.	Complete	FQ4 2017/18	New measure

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO32</b>	<b>Our workforce is supported to realise its potential</b>			
IHR32_01	Percentage of all learners satisfied with content of E-learning courses.	85%	Quarterly	New measure
IHR32_02	Maintain high satisfaction levels of all Corporate courses delivered.	85%	Quarterly	Current satisfaction levels: 85%
IHR32_03	Undertake an annual Learning Needs Analysis to ensure the future skill needs of the organisation can be met.	Complete	May 2017 May 2018 May 2019	No benchmark
IHR32_04	Actions in the Grow Our Own work plan are implemented on time.	Complete	FQ4 2017/18	New measure
IHR32_05	Achieve accreditation as an Investor in Young People as part of the Grow Our Own (Our work-based development programme).	Complete	FQ4 2017/18	New measure
IHR32_06	Review the PRD (Performance Review and Development) process to reflect the new Planning and Performance Management Framework, Corporate Values and Behaviours Framework.	Complete	FQ4 2017/18	New measure
IHR32_07	Perceived increase in confidence of ability of delegates to use learning from Argyll and Bute Manager [Series of three surveys: start; part of evaluation of modules; after completion of programme].	Managers have 10% increased confidence from baseline	Survey June 18 (completion survey)	Baseline survey: Jan 2017
IHR32_08	Increase the percentage of current managers who have completed Argyll and Bute Manager training programme.	20%	FQ3 2017	Current figure: 14%



# Improvement and HR Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
	Reconfigure pay and grading model to accommodate Living Wage.	March 2019	Other	Legislative change.
	Implement and develop changes associated with the redesign of the Planning and Performance Management Framework (PPMF)	March 2018	Other	Service redesign; customer engagement.
	HROD service redesign: develop and implement a cost effective and value adding HROD service model.	March 2018	Other	Service Choices: service redesign.
	Pilot an investigation service provided by HROD team for disciplinary matters. This replaces an investigating officer being appointed within Services.	March 2018	Other	Business Case.
<b>BO31</b>	<b>We have a culture of continuous improvement</b>			
	Identify best practice in using social media to support the digital first strategy and agenda.	March 2018	Digital Action Plan	
	Develop a programme of increased automation of HROD transactions.	September 2017	Other	Service Choices service redesign; customer engagement.

**The principal purpose of the Service is to:**

Planning and Regulatory Services is an outward looking service which seeks to harness development opportunities, support businesses, protect the public and improve the economic, social and environmental wellbeing of the area by ensuring that development takes place in a sustainable manner.

The Service employs 107 FTE

**The Service faces the following significant challenges:**

To continue to demonstrate that customer care is embedded within our service delivery arrangements e.g. Building Standards retention and Planning and Regulatory attainment of Customer Services Excellence.

Responding to national and strategic review of Trading Standards.

Responding to and implementation of White Paper and Planning Bill in 2017 (which will deliver on Scottish Ministers recent (May 2016) independent review of Planning).

Implementation of Regulatory Reform Act and associated 'penalty clause' related to Planning Performance Framework.

Review of advice services in Argyll and Bute.

Retention of Building Standards verification function due for review by Scottish Government in May 2017.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO01	The health of our people is protected through effective partnership working	£0
BO05	Information and support are available for everyone	£511,864
BO12	High standards of Public health and health protection are promoted	£1,211,293
BO13	Our built environment is safe and improved	£124,321
BO15	Argyll and Bute is open for business	£366,451
BO23	Economic growth is supported	£333,110
BO25	Access to and enjoyment of the natural and built environments is improved	£91,477
BO27	Infrastructure and assets are fit for purpose	£90,057
	Central Management Costs	£290,857
		<b>£3,019,430</b>

# Planning and Protective Services Success Measure

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO01</b>	<b>The health of our people is protected through effective partnership working</b>			
PR01_01	Protecting health through the delivery of the formally approved Joint Health Protection Plan with NHS Highland, Highland Council and Argyll and Bute Council.	40% of plan achieved by 31/3/2018	Quarterly	No
<b>BO05</b>	<b>Information and support are available for everyone</b>			
PR05_01	Provide consumer advice and to undertake formal interventions as appropriate within 14 days from receipt of enquiry.	80%	Quarterly	Yes, nationally and through benchmarking club
PR05_02	The percentage of clients satisfied that they are better able to deal with their financial problems following our support and intervention.	90%	Quarterly	No
<b>BO12</b>	<b>High standards of Public health and health protection are promoted</b>			
PR12_01	Increase the percentage of broadly compliant food businesses as a result of our enforcement interventions.	90%	Quarterly	Yes, nationally and through benchmarking club
PR12_02	Respond to public health incidents which have an immediate impact on public health within 20 working days.	80%	Quarterly	Yes, nationally and through benchmarking club

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO13</b>	<b>Our built environment is safe and improved</b>			
PR13_01	Respond to Building warrant applications within 20 days.	80%	Annually	Clyde Valley Benchmarking group
PR13_02	Respond to Completion Certificate applications within 10 days.	80%	Annually	Clyde Valley Benchmarking group
PR13_03	Produce and submit a Balanced Scorecard (Business Plan). (Building Standards)	Annual Balanced Scorecard submitted	Annually	Annual review with other 31 LA's.
PR13_04	The percentage of our service users who are happy with our service. (Building Standards)	84%	Quarterly	G4S audit CSE benchmarking group CSE (Cross section of Local Authorities, Private sector and 3rd sector)
PR13_05	Produce and submit a Continuous Improvement Plan.	Quarterly performance reports accepted by the Building Standards Division of the Scottish Government.	Quarterly	

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO15</b>	<b>Argyll and Bute is open for business</b>			
PR15_01	Update and Improve our Conservation Area Appraisal Coverage.	Produce 2 Conservation Area Appraisals / annum	Annually	Explore performance measure / benchmark with other Local authorities with view to measure by end of 2016 (Suggest % of CAs with Appraisals??)
PR15_02	Maintaining a Local Development Plan less than 5 years old.	On track with Development Plan Scheme	Annually	Large Rural Authorities Benchmark Club: percentage of population coverage by Local Development Plan (100%); LDP scheme on track
PR15_03	Maintain an effective five year supply of housing land demonstrated annually in a housing land audit.	On Track	Annually	Large Rural Authorities Benchmark Club / NPPF.

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO23</b>	<b>Economic growth is supported</b>			
PR23_01	Define the opportunities in the maritime industry sector of Argyll and Bute, and explore the feasibility of locally delivered training, apprenticeships and skills development for the marine industry in Argyll and Bute	Establish Working Group	FQ1 2017	N/A
PR23_02	Determine 'All Planning Applications' quicker than the National Average.	10 Weeks	Quarterly	National Performance Statistics (Annual) + Heads of Planning Scotland (HoPS) Benchmarking Group
PR23_03	Pre-application enquiries processed within 20 working days.	75%	Quarterly	Heads of Planning Scotland (HoPS) Benchmarking Group
PR23_04	Create a public sector asset register to develop economic growth.	Create register	2018	N/A
PR23_05	Register and neighbour notify applications within 5 days.	90%	Quarterly	Heads of Planning Scotland (HoPS) Benchmarking Group
PR23_06	Achieve an above national average level of application approval rates.	Above 95%	Quarterly	National Performance Statistics (Annual)
<b>BO25</b>	<b>Access to and enjoyment of the natural and built environments is improved</b>			
PR25_01	Increase visitor numbers to the Argyll and Bute Core Path network by promoting awareness and knowledge of footpath routes.	Create new links to online footpath guides for 30 Core Paths per annum	Annually	Explore with other access authorities (suggest % of Core Footpaths with online guide)
<b>BO27</b>	<b>Infrastructure and assets are fit for purpose</b>			
PR27_01	Develop an intervention programme to enable the necessary infrastructure be fit for purpose to deliver sites within the Local Development Plan.	Update LDP Action Programme bi-annually demonstrating progress	Bi-annually	Large Rural Authorities Benchmark Club

# Planning and Regulatory Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO12</b>	<b>High standards of Public health and health protection are promoted</b> Development and implementation of an integrated system for delivery of successful and safe events across Argyll and Bute.	30th September 2017	Public Service Improvement Framework or other self-assessment	The improvement seeks to develop an integrated approach to event safety within the Council and implement the Safety Advisory Group model as advocated by COSLA.
	Implementation and delivery of Food Safety Improvement Plan.	2019	Annual Performance Review	This improvement plan seeks to address gaps in the food safety service against the Framework standards: to prepare the Council for external audit; and to make changes to meet the new Code of Practice and other emerging food safety issues. The plan was agreed by PPSL Committee on the 21st September 2016.
<b>BO13</b>	<b>Our built environment is safe and improved</b> Trial the building standards surveyor mobile working solution derived by Idox for building standards site inspection works.	March 2017	Employee suggestion	This improvement seeks to ensure a faster and more customer focused on site service delivery
<b>BO15</b>	<b>Argyll and Bute is open for business</b> Delivery and adaption of new signage strategy for Argyll and Bute.	April 2017	Annual Performance Review	Planning, Protective Services and Licencing Committee.
	Trial the Place Standard Tool to conduct public consultation.	FQ2 2017	Employee suggestion	The Place Standard Tool has been devised by Scottish Government in 2016 and is the Government preferred mechanism for future LDP consultation activity.

BO23	Improvement Action	Completion date	Source of improvement	Source detail
<b>Economic growth is supported</b>	Review Enforcement Charter and provision of Planning Enforcement Service following team re-structure.	July 2017	Annual Performance Review	Planning, Protective Services and Licencing Committee
	The development of a protocol and process for involving Members in providing early key advice for major development.	July 2017	Annual Performance Review	Planning, Protective Services and Licencing Committee



**The principal purpose of the Service is to:**

To ensure that Argyll and Bute's roads and marine infrastructure enables the safe and convenient movement of people and goods across a geographically diverse area. The service also maintains the physical appearance of Argyll and Bute by managing open spaces, cemeteries, street cleaning, refuse collection and waste management.

The Service employs 501 FTE

**The Service faces the following significant challenges:**

Fulfilling our statutory duties which include burying the dead, maintaining a safe road network, collecting and disposing of waste and providing lifeline ferry services to island communities with reducing budgets.

Delivery of a revised waste strategy that is affordable and compliant. At this moment we are planning for future services without knowing the full detail of future legislation.

Revising fees and charges for our piers and harbours to ensure that both asset repairs and significant improvements e.g. Craignure circa £15-30M.

Delivering the Council's financial contributions to national programmes such as Local Flood Risk Management Plan and Timber Transport. Delivering cashable savings through collaboration/joint working with other authorities, agencies and stakeholders.

Recruitment and retention of workforce as a result of reducing budgets and financial uncertainty both at a local, national and European level.

Managing expectations in terms of requests from members of the public for service delivery with a reducing workforce and service specification.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO14	Our transport infrastructure is safe and fit for purpose	£6,837,366
BO24	Waste is disposed of sustainably	£11,657,046
BO25	Access to and enjoyment of the natural and built environments is improved	£3,773,584
BO27	Infrastructure and assets are fit for purpose	-£2,223,418
	Central Management Costs	£290,250
		<b>£20,334,828</b>

# Success Measures Unique Identifier

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO14</b>	<b>Our transport infrastructure is safe and fit for purpose</b>			
RA14_01	Number of improvement projects completed to programme, specification and budget.	90%	Report once per year FQ4	Local measure
RA14_02	Number of bridges where time between inspections exceeds two years.	Maximum of 45 at any one time	Report once per year FQ4	Local measure
RA14_03	Road Condition Index (RCI) - the percentage of roads which are in need of maintenance (red plus amber)	Less than 54.4% (smaller %age is better)	Report once per year FQ4	2014/16: 54.4% 2013/15: 55.6% 2011/13: 57.7% 2010/12: 58.9%
RA14_04	Reduce energy consumption as a result of installation of energy efficient LED street lights.	35% reduction in energy consumption by end 2018	December 2018 completion. Quarterly update reports.	No - Local measure
RA14_05	Percentage of street lighting repairs completed within 10 days.	75%	Report twice per year FQ2; FQ4	No - Local measure
RA14_06	Percentage of planned works carried out against reactive works.	75%	Report twice per year FQ2; FQ4	72.82% APSE Performance Network
<b>BO24</b>	<b>Waste is disposed of sustainably</b>			
RA24_01	Achieve reduction in waste to landfill	21,500	Report once per year FQ4	21,382(outturn 10/11)
RA24_02	Percentage of waste recycled, composted and recovered.	40%	Report twice per year FQ2; FQ4	42% SEPA published average LA
<b>BO25</b>	<b>Access to and enjoyment of the natural and built environments is improved</b>			
RA25_01	Number of Traffic Regulation Orders implemented	TBC	FQ2 2017/18	Local measure
RA25_02	Percentage of overall street cleanliness - measured against Keep Scotland Beautiful national criteria.	74%	Report twice per year FQ2; FQ4	67% LEAMS (Keep Scotland Beautiful)

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO27</b>	<b>Infrastructure and assets are fit for purpose</b>			
RA27_01	Percentage of down time of vehicles within Roads and Amenity Services.	% to be developed	Report twice per year FQ2; FQ4	Local measure
RA27_02	Percentage of LV MOT pass first time.	82%	Report twice per year FQ2; FQ4	79% VOSA National benchmark
RA27_03	Percentage of LGV MOT pass first time.	95%	Report once per year FQ4	No Local measure

# Roads and Amenties Services Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO09</b>	<b>Our assets are safe, efficient and fit for purpose</b> Improved data collection procedures and standard operating procedures for WDM (roads asset management system).	December 2017	Other	Measured against developing programme
<b>BO24</b>	<b>Waste is disposed of sustainably</b> Monitoring of existing landfill sites to ensure compliance with environmental requirements including SEPA.		Audit or inspection key recommendation	
	Develop Waste Management Strategy to determine methods of waste disposal in line with a 25 year financial plan already in place.	September 2018	Annual Performance Review	
<b>BO27</b>	<b>Infrastructure and assets are fit for purpose</b> Development of a detailed Asset Management Plan for the Council's 41 piers and harbours. To include large scale maintenance works and also improvements required to accommodate future ships.	December 2017	Other	
	LED street light replacement project to reduce the amount of energy consumed across the 14000 street lights the Council has responsibility for.....	December 2018 (2 year programme)	Other	
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b> Review of how the Council procures, utilises and disposes of its road vehicle fleet.		Other	
<b>BO31</b>	<b>We have a culture of continuous improvement</b>			

Improvement Action	Completion date	Source of improvement	Source detail
Implement Environmental Land Management (ELM) system.	April 2018	Other	
Develop open data for publishing from WDM for example Capital Plan, reported defects and cyclic maintenance.	July 2018	Digital Action Plan	

**The principal purpose of the Service is to:**

The service purpose is to maintain high standards of financial management and control whilst contributing to corporate management and leadership and supporting officers and members in an effective and responsive manner. It does this through provision of strategic financial advice, provision of accounting and budgeting services, treasury management, risk management, internal audit and assurance. The Head of Strategic Finance is the Council's Chief Financial Officer (Section 95 Officer).

The Service employs 42 FTE

**The Service faces the following significant challenges:**

Ensuring medium to longer term financial planning supports Council priorities in a sustainable manner. This is in a climate of one year settlements.

Managing the Council's Treasury Management function to ensure that we safeguard the Council's money and get the best possible return. This is particularly challenging due to the unknowns around the wider economic operating environment.

Ensuring service delivery is aligned to stakeholders needs within the available resources.

Ensuring audit coverage provides appropriate assurance in respect of governance, risk and control.

**The difference the Service makes:**

The Service contributes to the following Business Outcomes:

BO05	Information and support are available for everyone	£0
BO28	Our processes and business procedures are efficient, cost effective and compliant	£1,660,133
	Central Management Costs	£0
		<b>£1,660,133</b>

# Strategic Finance Success Measure

SM Code	Outcome success measures	Target	Timescale	Benchmark
<b>BO05</b>	<b>Information and support are available for everyone</b>			
SF05_01	The Big Lottery Fund project delivers on the agreed outcomes and within budget.	Targets TBC once funding level agreed	Quarterly	No benchmark
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
SF28_01	Production of Unaudited Accounts	Complete	30 June	30 June
SF28_02	Production of Audited Accounts	Complete	30 September	30 September
SF28_03	Annual Efficiency Statement Produced	Complete	30 June	August
SF28_04	Budget outlook reviewed and updated	Complete	Quarterly	No Benchmark
SF28_05	Revenue and capital monitoring reports prepared.	15 days after period closedown	Monthly	17 days after period closedown
SF28_06	Comprehensive financial monitoring pack prepared	15 days after period closedown	Bi-monthly	17 days after period closedown
SF28_07	Distribution of routine reports to budget holders	4 days after period closedown	Monthly	4 days after period closedown
SF28_08	Participate in formal annual benchmarking for Accountancy Services, Treasury, Risk and Audit.	Completed	30 October	30 October
SF28_09	Return on investment of surplus funds at least equal to 7 day money market LIBID rate	Equal to or greater than 7 day money market LIBID rate	Monthly	7 day money market LIBID rate
SF28_10	Review treasury management practice (TMP) statements	100% reviewed	31 March	100% reviewed
SF28_11	Investment Strategy produced	Approved by Council	28 February	Approved Annually
SF28_12	Treasury Management Report produced	Completed	30 June	Produced Annually
SF28_13	Risk management policy, strategy and guidance manual reviewed	100% reviewed	31 March	No benchmark

SM Code	Outcome success measures	Target	Timescale	Benchmark
SF28_14	Annual Risk Assurance Statements completed by Services	Completed	30 April	No benchmark
SF28_15	Risks Management Overview Report approved	Approved by Audit Committee	31 December	No benchmark
SF28_16	Review of Strategic Risk Register	Complete	Bi-Annual February and August	No benchmark
SF28_17	Percentage of audits completed in audit plan	100%	Quarterly	100%
SF28_18	Percentage of audit recommendations accepted by management	100%	Quarterly	100%
SF28_19	Planned number of days Continuous Monitoring Programme complete	100% complete	Quarterly	100%
SF28_20	Effective participation in National Fraud Initiative - data completion	100% complete	31 March Annually	100%
SF28_21	Medium to Longer Term Financial Plan reviewed and updated	Complete	Half-yearly	No benchmark



# Strategic Finance Service Improvements

	Improvement Action	Completion date	Source of improvement	Source detail
<b>BO28</b>	<b>Our processes and business procedures are efficient, cost effective and compliant</b>			
	Development of a Medium to Longer Term Financial Plan	30 June 2017	Audit or inspection key recommendation	
	Replacement of financial reporting tool which will no longer be supported from June 2017.	30 June 2017	Annual Performance Review	
	Embedding revised operational risks approach	30 September 2017	Other	Following revision of service plans
	Post implementation review of comprehensive financial monitoring pack	30 September 2017	Other	Ongoing service improvements
	Review budget preparation methodology	30 September 2017	Audit or inspection key recommendation	
	Assess a methodology for carrying out effective budget challenge	30 September 2017	Audit or inspection key recommendation	
	Review revenue budget monitoring risk matrix	30 June 2017	Other	Service Choices/Efficiency Improvements
	Review improvements to capital monitoring	30 September 2017	Other	Service Choices/Efficiency Improvements



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**ARGYLL AND BUTE COUNCIL****COUNCIL****STRATEGIC FINANCE****23 FEBRUARY 2017**

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**REVENUE BUDGET OVERVIEW 2017-18 to 2019-20**

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**1. EXECUTIVE SUMMARY**

- 1.1 This report summarises the position with regard to the key issues surrounding the revenue budget estimates and setting of council tax for 2017-18. It also provides indicative budget estimates for 2018-19 and 2019-20.
- 1.2 The draft Scottish Budget for 2017-18 was announced by the Cabinet Secretary for Finance and the Constitution on 15 December 2016. The budget information was provided for one year only and is subject to Parliamentary approval and details were included within Finance Circular 9-2016.
- 1.3 There were some further updates advised to Councils on 17 January 2017 in respect of Strategic Waste Fund and former Hostels grant allocation and the figures within this report reflect these updates. Further on 2 February 2017, Derek MacKay confirmed that as part of an agreement with the Scottish Green party to support the passage of the budget bill, Scotland's local authorities would benefit from an additional £130m revenue funding and an additional £30m capital funding and this additional funding would be included within the Local Government Finance Order. The allocation for Argyll and Bute is £2.361m revenue and £0.733m capital. It is assumed that this additional funding will be baselined into the 2017-18 allocation.
- 1.4 The funding for 2017-18, net of ring-fenced grants is £189.774m. Included within the funding is a distribution in respect of the Council Tax Reduction Scheme (CTRS) programme and administration. For 2017-18 it was agreed that 10% of the funding would be held back and distributed to authorities in December 2017 in order to ensure that the distribution reflects the changes to the Council Tax band multiplier. The reduction between 2016-17 and 2017-18 amounts to £0.623m and it is assumed that this amount will be distributed later this year. The total funding, including this 10% hold-back would therefore be £190.397m. The change in funding, excluding ring fenced grants, between 2016-17 and 2017-18 is a reduction of £6.305m or 3.2%.
- 1.5 The Council Tax income for 2016-17 was agreed as £41.314m and this is the starting position for 2017-18. The proposed changes to the Council tax income are noted below:
- An estimate of Council Tax growth at 0.5% resulting in estimated additional income of £0.207m.
  - End the Council Tax discount on second homes from April 2017 which will raise an additional £0.380m.

- End to the Council Tax freeze and replace with a 3% increase which will raise an additional £1.239m.
- Change to the Council Tax bands E, F G and H as directed by the Scottish Government which raises an additional £2.306m.
- Reflect saving option CSS02h agreed as part of the budget in February 2016 applying landlord penalties where applicable and increasing Council Tax income by £0.030m.

1.6 The budget for 2016-17 has been rolled forward into 2017-18 and the main changes to the 2017-18 budget are summarised below:

- Base budget adjustments resulting in a reduction to the base of £1.819. The main adjustments are in relation to a reduction in loans charges, removal of one-off cost pressure for Broadband Pathfinder project agreed last year, adding back unitary charge budget used in 2016-17 as a one-off saving, increase to the Health and Social Care Partnership in relation to the Scottish Living Wage and financial settlement adjustments.
- Employee cost increases amounting to £2.187m relating to pay inflation, pay increments, the estimated cost of auto enrolling all existing employees into the superannuation scheme from 1 October 2017 and a downward adjustment to the employee base.
- Allowance for unavoidable/inescapable non-pay inflation of £0.643m.
- Cost and demand pressures amounting to £2.064m which includes £1.527m pressures relating to Integration Services with the remaining £0.537 for Council services.
- Additional Income of £0.313m from applying a standard 3% increase to most fees and charges and additional income from introducing a new charge for Adult Education courses.
- Service Choices savings agreed at Council last February and adjusted to reflect the delay/shortfall on the Catering and Cleaning saving and the Leisure Trust saving. Net savings amount to £2.522m.
- Management Operational savings agreed at Council last February amounting to £0.101m.
- Efficiency Savings as reported to Council on 24 November 2016 amounting to £1.377m deliverable in 2017-18.

1.7 Local authorities have been advised that they are able to adjust their allocations to Integration Authorities in 2017-18 by up to their share of £80m below the level of budget agreed with their Integration Authority for 2016-17 (as adjusted where agreed for any one-off items of expenditure which should not feature in the baseline). Argyll and Bute's share of the £80m has been confirmed as £1.450m. The adjustment to the allocation implies that any cost increases (inflation and pressures) for Integration Services will require to be met from their overall allocation of funding within the Health and Social Care Partnership and these total £2.137m for 2017-18.

1.8 If Members agreed to all the changes noted within this report, this would produce a balanced budget for 2017-18 with a surplus of £2.580m.

1.9 There continues to be a challenging economic position and the council expects to face further significant financial changes in the coming years with continuing growth in demand for services alongside a climate of funding reductions. The council has recognised the need to develop a medium to longer term financial strategy which will be underpinned by a set of principles that support the longer term financial sustainability of the council. These principles are summarised as follows:

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

1.10 The indicative budget for 2018-19 and 2019-20 outlines that the budget gap in 2018-19 is £3.519m rising to £9.300m in 2019-20. This gap is in essence the savings target for the following two years. The approach to meeting the savings target will be inclusive of efficiencies, transformational change and also service reductions and detailed proposals will be developed, using the financial strategy principles, and brought back to Members at a future budget setting meeting.

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**ARGYLL AND BUTE COUNCIL****COUNCIL****STRATEGIC FINANCE****23 FEBRUARY 2017**

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**REVENUE BUDGET OVERVIEW 2017-18 to 2019-20**

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**2. INTRODUCTION**

- 2.1 This report summarises the position with regard to the key issues surrounding the revenue budget estimates and setting of council tax for 2017-18. It also provides indicative budget estimates for 2018-19 and 2019-20.
- 2.2 The draft Scottish Budget for 2017-18 was announced by the Cabinet Secretary for Finance and the Constitution on 15 December 2016. The budget information was provided for one year only and is subject to Parliamentary approval.
- 2.3 Regular reports on the budget outlook 2017-18 to 2019-20 have been presented to Members throughout the year. Reports were presented to the Policy and Resources Committee on 18 August 2016, 27 October 2016, 15 December 2016 and further report/updates at the Members Seminars held on 16 January 2017 and 30 January 2017.

**3. DETAIL****3.1 Funding****3.1.1 Finance Settlement**

- 3.1.1.1 The draft Scottish Budget for 2017-18 was announced by Derek MacKay, the Cabinet Secretary for Finance and the Constitution, on 15 December 2016. The budget information was provided for one year only.
- 3.1.1.2 The Local Government Finance Circular 9-2016 provides detail of the provisional total revenue and capital funding allocations for 2017-18. The provisional total funding allocations form the basis for the annual consultation between the Scottish Government and COSLA ahead of the Local Government Finance (Scotland) Order 2017 being presented to the Scottish Parliament in late February 2017. There were some further updates advised to Councils on 17 January 2017 in respect of Strategic Waste Fund and former Hostels grant allocation and the figures within this report reflect these updates.
- 3.1.1.3 The Circular outlines that the Scottish Government will work in partnership with local government to implement the budget and the joint priorities in return for the full funding package which includes the following measures:

- An additional £120 million for schools to support closing the attainment gap, which will benefit every local authority area, provision for which has been earmarked from the national budget and not from any adjustment to the local government finance settlement. This funding is to be provided directly to Head Teachers for prescribed additional activities and may not be used for substitution.
- The additional income estimated at £111 million as a result of the Council Tax reforms (relating to Bands E-H) that will be available in full to be spent in the local authority area it was collected.
- Local authorities will be required to maintain the overall pupil:teacher ratio at 2016-17 levels as reported in the Summary of School Statistics published on 13 December 2016, and secure places for all probationers who require one under the teacher induction scheme. This is supported by a continued funding package of £88 million, made up of £51 million to maintain teacher numbers and £37 million to support the teacher induction scheme.
- The additional £250 million support for health and social care provided by the NHS through the Integration Fund in 2016-17 will be base-lined from 2017-18 and in addition, this will be increased by a further £107 million to meet the full year costs of the joint aspiration to deliver the Living Wage for social care workers, sleepovers and sustainability (£100m) and removal of social care charges for those in receipt of war pensions and pre-implementation work in respect of the new carers legislation pressures (£7m). The allocation in respect of sustainability is recognising that Integration Authorities are likely to have to pick up the 25% cost that was originally expected that commissioned providers would meet.
- To reflect this additional support to Health and Social Care Partnerships, local authorities will be able to adjust their allocations to Integration Authorities in 2017-18 by up to their share of £80 million below the level of budget agreed with their Integration Authority for 2016-17 (as adjusted where agreed for any one-off items of expenditure which should not feature in the baseline). Taken together these measures will enable Integration Authorities to ensure the collective overall level of funding for social care is maintained at £8 billion; and
- The flexibility to increase Council Tax by up to 3% which could generate an additional £70 million.

3.1.1.4 These measures set out in the settlement offer must be viewed as a package and the Council Leader was advised by way of a letter from the Cabinet Secretary for Finance and the Constitution that for those authorities not agreeing the offer a revised, and inevitably less favourable, offer will be made.

3.1.1.5 On 2 February 2017, Derek MacKay confirmed that as part of an agreement with the Scottish Green party to support the passage of the budget bill, Scotland's local authorities would benefit from an additional £130m revenue funding and an additional £30m capital funding and this additional funding would be included within the Local Government Finance Order. The allocation for Argyll and Bute is £2.361m revenue and £0.733m capital. It is assumed that this additional funding will be baselined into the 2017-18 allocation, however, at the time of writing, COSLA are seeking clarity from the Government on this issue.

### 3.1.2 Scottish Government Funding for Argyll and Bute Council

3.1.2.1 The funding for 2017-18, net of ring-fenced grants is £189.774m. Included within the funding is a distribution in respect of the Council Tax Reduction Scheme (CTRS) programme and administration. For 2017-18 it was agreed that 10% of the funding would be held back and distributed to authorities in December 2017 in order to ensure that the distribution reflects the changes to the Council Tax band multiplier. The reduction between 2016-17 and 2017-18 amounts to £0.623m and it is assumed that this amount will be distributed later this year. The total funding, including this 10% hold-back would therefore be £190.397m.

3.1.2.2 The change in funding, including ring fenced grants, between 2016-17 and 2017-18 is a reduction of £4.674m or 2.4%. The change in funding, excluding ring fenced grants, between 2016-17 and 2017-18 is a reduction of £6.305m or 3.2%.

3.1.2.3 The funding, excluding ring fenced grants, for 2016-17 noted within the February 2016 budget pack was £196.176m. Since this time, there have been a number of funding announcements from the Scottish Government which increased the funding by a further £0.526m to £196.702m. The table below represents the changes between 2016-17 and 2017-18.

	<b>£000</b>
Funding Budget 2016-17 February 2016	196,176
Change to floor calculation	(68)
Funding for Discretionary Housing Payments	54
Extension of Free School Meals	17
Sensory Impairment Strategy	5
Council Tax Reduction Data Extract & Admin	37
Reimbursement of Flood Support Grants	27
1+2 Languages	75
Teacher Induction Scheme	378
Rounding Adjustment	1
<b>Updated Funding 2016-17 (FC9-2016)</b>	<b>196,702</b>
Updating of Indicators (this relates to the updating of the various funding indicators used to determine overall grant – they are updated based on a range of factors, but mainly population)	(1,992)
Adjustment associated with the £350m all Scotland	(6,356)



cut to funding	
Indicators Removed/Monies Reduced/Monies not distributed yet	(694)
New Indicators/Additional Monies	68
Other changes	308
<b>Funding 2017-18 (FC9-2016) plus 10% hold back CTRS</b>	<b>188,036</b>
Additional Revenue Funding announced 2 February 2017	2,361
<b>Total Funding</b>	<b>190,397</b>

3.1.2.4 In reflecting on the estimated reduction to funding for 2018-19 and 2019-20 and with indications that future years are not likely to be any better, it would be prudent to allow for a 4% reduction to funding within the indicative budgets for 2018-19 and 2019-20. The reduction in funding in 2016-17 was 4% and although the reduction in funding for 2017-18 is now 3.2% following the additional announcement on 2 February 2017, it was previously 4.4% and there has been no confirmation to date that the additional funding will be baselined. There has also to be a review of the floor mechanism in 2017 and this review could have implications for us as we are currently one of the authorities that benefits from the floor mechanism. A 4% reduction to funding would represent a reasonable middle range estimate.

### 3.1.3 Council Tax

3.1.3.1 The Council Tax income for 2016-17 was agreed as £41.314m and this is the starting position for 2017-18.

3.1.3.2 The budgetary outlook report presented to the Policy and Resources Committee on 15 December 2016 advised that the Council tax growth assumption has been reviewed and a realistic assumption would be a growth rate of 0.5% and this assumption remains the same. This would yield an additional £0.207m.

3.1.3.3 The Scottish Government have introduced legislation to allow Councils to end the Council Tax discount on second homes from April 2017. The discount currently available to Councils ranges from between 10% to 50% and our Council has applied a 10% discount. The additional income from the 10% to 50% discount is retained locally and must be spent for the provision of new-build affordable social housing to meet locally determined priorities and this income is transferred to our Strategic Housing Fund. Removing the 10% discount could raise an additional £0.380m in Council Tax income which could be retained by the Council. This proposal was agreed by the Policy and Resources Committee on 27 October 2016 and ratified by Council on 24 November 2016.

3.1.3.4 On 2 March 2016, the First Minister announced that from April 2017 the Council Tax freeze was to be replaced with discretion for local authorities to increase Council Tax by a maximum of 3% per year which could

generate up to £70m for council services across the country. This has been confirmed as part of the draft Scottish Budget for 2017-18. An additional 3% would generate additional income of £1.239m and this has been built into the budget figures for Members consideration/approval.

- 3.1.3.5 The Scottish Government, as part of Council Tax reform, has directed the raising of Council Tax for Council Tax bands E, F, G and H in 2017-18. The additional income estimated to be £111m Scotland wide will now be available in full to be spent at the discretion of Councils in the local authority area it was collected. It is expected that this will raise £2.306m additional income in 2017-18 after adjusting for Council Tax Reduction and also an assumed payment factor.
- 3.1.3.6 As part of the Service Choices savings agreed at the budget meeting in February 2016, there was an option in respect of applying landlord penalties where applicable to help council tax collection (Saving Ref: CSS02h). This saving option increases by £0.030m between 2016-17 and 2017-18 and will be achieved by an increase in Council Tax collected and this has been reflected in the total Council Tax estimate.
- 3.1.3.7 In terms of the indicative budget for 2018-19 and 2019-20, the assumption for growth remains at 0.5% and for Council Tax increase 3%.
- 3.1.3.8 The estimated council tax income for over the next three years is noted in the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Council tax base 2016-17	41,314	41,314	41,314
Growth at 0.5% each year	207	434	669
Removal of discount on second homes	380	380	380
3% Council Tax Increase	1,239	2,602	4,013
Council Tax Multiplier	2,306	2,306	2,306
Service Choices Saving CSS02h	30	30	30
<b>Total Council Tax Income</b>	<b>45,476</b>	<b>47,066</b>	<b>48,712</b>

### 3.1.4 Total Funding

- 3.1.4.1 The table below summarises the total estimated funding over the next three years.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Scottish Government funding	190,397	182,781	175,470
Council Tax income	45,476	47,066	48,712
<b>Total Funding</b>	<b>235,873</b>	<b>229,847</b>	<b>224,182</b>

## 3.2 Base Budget

- 3.2.1 As with previous years the base budget for 2017-18 is the current year's approved budget adjusted as follows:
- for any one-off items included within 2016-17 that aren't carried forward into 2017-18;
  - for any previously agreed items for future years; and
  - for any funding adjustments since the 2016-17 budget was agreed.
- 3.2.2 The split of the base budget across services and other central commitments will be based on a snapshot of the copy budget for 2016-17 as this is the most up to date budget provision reflecting any coding improvements and virements up until this time.
- 3.2.3 The base budget for 2016-17 was £238.118m. The changes to the base budget are noted in the following paragraphs.
- 3.2.4 Remove £0.580m budget in relation to a one-off cost pressure for Broadband pathfinder in relation to set up and transition costs funded from the General Fund in 2016-17.
- 3.2.5 Add back in £0.500m unitary charge budget that was not required during 2016-17 and was a one-off saving in that year.
- 3.2.6 The base budget for Loans Charges can be reduced by £1.000m per annum over the next three years. This is due to the impact of borrowing in respect of pre-1997 capital expenditure having been repaid which reduced repayments on the Councils debt.
- 3.2.7 The loans charges position has been reviewed. A recurring reduction of £0.250m can be removed from this budget in addition to a one-off reduction of £0.500m for 2017-18 only. The ongoing reduction is as a result of the reduction to interest rates and the one-off reduction is due to at this time, we are using surplus cash on deposit instead of borrowing.
- 3.2.8 Although the majority of the funding from the Scottish Government is not ring fenced, there are individual elements of money that are provided with the expectation that they are used to deliver service. There are a number of areas where there is an increase in funding and where the base budget will need to be increased to match the funding increase:

<b>Service</b>	<b>Increase £000</b>
The Health (Tobacco, Nicotine etc. and Care) (Scotland) Act 2016 introduces a number of new restrictions on the sale, purchase, advertising and promotion of tobacco and NVPs from 1 April 2017. Funding of £0.040m (for a period of three years) has been distributed to Argyll and Bute and this is	40

to ensure that the authority can employ one additional enforcement officer to undertake the new duties.	
Free School Lunches extension	29
Social Welfare Fund increase to funding as a result of updating of the indicators in relation to this.	24
Continuing Care – increase to funding in respect of the new provisions requiring Social Work to continue to provide accommodation for Looked after and Accommodated Children born after 1 April 1999 from their 16th birthday until they reach 21.	6
Changed Eligibility for Aftercare – increase to funding in respect of the extension to the age for Looked After and Accommodated Children to receive Throughcare and Aftercare support to age 26.	4
<b>Total Increases</b>	<b>103</b>

- 3.2.9 Funding of £0.054m towards discretionary housing payments was paid in 2016-17 and included within the base budget. The funding has not been distributed for 2017-18 yet and as a result the amount can be removed from the base budget until confirmation is received as to what the 2017-18 allocation is.
- 3.2.10 Funding for GIRFEC is not continuing into 2017-18 and the detailed distribution confirms this. There is currently £0.148m within the Council's base budget relating to GIRFEC that has no recurring expenditure commitment and can be removed.
- 3.2.11 In respect of implementing the Scottish Living Wage for adult care workers, a detailed costing and negotiation exercise has taken place which involved Council staff from both Procurement and Strategic Finance. The outcome is that the actual cost of implementing the Living Wage was £0.110m greater than the original estimate of £1.3m and following a request from the Integrated Joint Board via the Chief Officer of the Argyll and Bute Health and Social Care Partnership, Council agreed at its meeting on 26 January 2017, to increase the Social Work base budget for 2016-17 by £0.110m.
- 3.2.12 The revised base budget over the next three years is summarised in the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Base Budget 2016-17	238,118	238,118	238,118
Remove Broadband Pathfinder	(580)	(580)	(580)
Add Unitary Charge Budget	500	500	500

Loans Charges Profile	(1,000)	(2,000)	(3,000)
Loans Charges saving	(750)	(250)	(250)
Additional SG Funding	103	103	103
Discretionary Housing Payments not distributed	(54)	(54)	(54)
GIRFEC	(148)	(148)	(148)
Scottish Living Wage IJB shortfall 2016-17	110	110	110
<b>Revised Base Budget</b>	<b>236,299</b>	<b>235,799</b>	<b>234,799</b>

### 3.3 Employee Costs

- 3.3.1 Strategic Finance have populated salary templates with details of the staff establishment for 2017-18 and where necessary liaised with budget holders to confirm their staff. The templates calculate the next year's pay bill, including superannuation and national insurance contributions. The cost of the employees from the template is compared to the previous year and reasons for differences explained.
- 3.3.2 In terms of the level of employee budgets for 2017-18, the expectation would be that the budget would reflect the 2016-17 budget plus any increase due to incremental progression, inflation and any other unavoidable employee cost increases less previously approved employee budget savings. For 2017-18 there is an overall saving on the departmental base of £0.480m. The main reason for this reduction is in relation to a year on year decrease in school roll related teacher entitlements. The Council require to maintain the pupil/teacher ratio level in line with the 2015 census return to the Scottish Government and there remains sufficient budget provision to do so. There are other small fluctuations related to employee turnover. No assumptions have been made for the changes to the employee base for future years.
- 3.3.3 Negotiations are still ongoing in respect of the pay award. The budget outlook was originally based on a pay award of between 1% and 1.5%. The latest information suggests a pay award with a mix of flat rate increase for lower paid staff and a percentage based increase for all other staff. The negotiations remain confidential at this stage, however, based on the latest negotiation position at the time of writing, the pay award for 2017-18 has been calculated as £1.682m, this includes the Living Wage increase. Looking forward, a 1% pay award has been added into the indicative budget which is a similar position to many other authorities.
- 3.3.4 The cost of employee increments for 2017-18 equates to £0.780m. Every year it is assumed that most employees will be on the top of the scale and therefore there should be no further incremental cost, however, there is still a turnover on the employee base and as a result, staff may leave who are on the top point of the grade, with a new/transferred employee commencing on the bottom point of the grade. This gives rise to an incremental cost which can be partly offset by a decrease to the employee base. For 2018-19 and 2019-20 the cost of employee increments has

been estimated at £0.350m.

- 3.3.5 Auto enrolment will require the Council to automatically enrol all staff into the pension scheme from 1 October 2017. This is underway for new staff and a small number of other qualifying existing staff, however the majority of existing staff who are not members of the pension scheme do not need to be auto enrolled until 1 October 2017. Since the staging date in May 2013, there has been a steady increase in the number of employees enrolled into the pension scheme. Since May 2013 approximately 90% of staff auto enrolled into the scheme have remained in the scheme – a large proportion of the staff auto enrolled into the scheme are new staff. For local authorities who didn't defer auto enrolment for existing staff, the auto enrolment retentions (i.e those staying in once enrolled) has generally been quite high, typically around 60%. A budget has been provided in 2017-18 amounting to £0.205m assuming that 60% of staff remain in the scheme. There is a risk that more staff could choose to remain in the scheme and this has been noted within the financial risks report. The full year effect of this assumption has been reflected in 2018-19 and 2019-20.
- 3.3.6 The changes to the employee budgets estimated over the next three years is summarised in the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Change to employee base	(480)	(480)	(480)
Pay Award estimate	1,682	2,950	4,425
Increments	780	1,130	1,480
Auto Enrolment	205	410	410
<b>Total Employee Increases</b>	<b>2,187</b>	<b>4,010</b>	<b>5,835</b>

- 3.3.7 The employee cost increases split across Council Services and Integration Services is noted within the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Council services	1,693	3,212	4,704
Integration services	494	798	1,131
<b>Total Employee Increases</b>	<b>2,187</b>	<b>4,010</b>	<b>5,835</b>

### 3.4 Non-Pay Inflation

- 3.4.1 The position remains that only unavoidable/inescapable inflation has been included for 2016-17, this is with a view to only including a provision in the budget for an inflationary increase where it is absolutely required. The inflationary increases for 2017-18 are noted as follows:

	£000	£000
<b>Council Services:</b>		
Utilities increase for heating oils and solid fuel	146	
Utilities increase for water	19	
Community Pool Subsidies	18	
Events and Festivals Service Level Agreements	2	
Pre-Primary Partner Provider Uplift	42	
Catering Purchases	75	
School and Public Transport Contract Fuel Update	50	
Landfill Tax	63	
Waste PPP Contract	112	
<b>Total Inflation for Council Services</b>		<b>527</b>
<b>Integration Services:</b>		
NHS Staffing Recharges	40	
OT Equipment	5	
Catering Purchases	17	
Children and Families - care home services National Living Wage	32	
Children and Families – care at home services National Living Wage	16	
Adoption and Fostering Allowances	6	
<b>Total Inflation Integration Services</b>		<b>116</b>
<b>Grand Total</b>		<b>643</b>

3.4.2 The unavoidable/inescapable inflation included within the budget between 2012-13 and 2014-15 was around £2m each year. This was reviewed for the 2015-16 budget and the inflation was reduced to around £1m, with no obvious effect on services. This was further reviewed as part of the 2016-17 budget and only inflation that was absolutely necessary was included and the budget was reduced to £0.505m. The inflation for 2017-18 is £0.643m as noted above. Inflation is expected to rise over the next year and an estimate of an additional £0.750m has been built into the 2018-19 and 2019-20 budget.

3.4.3 The overall additional budget requirement for non-pay inflation estimated over the next three years is summarised in the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Council services	527	1,130	1,733
Integration services	116	263	410
<b>Total Non-pay inflation</b>	<b>643</b>	<b>1,393</b>	<b>2,143</b>

3.4.4 Inflation estimates that are linked to the additional £107m Scotland wide funding provided to Integration Authorities via Health have not been included within the budget as the additional funding is intended to meet

these pressures.

### 3.5 Cost and Demand Pressures

3.5.1 Services have worked on the basis of having to contain any cost and demand pressures within current resources wherever this is possible. There are, however, a number of unavoidable cost and demand pressures and these are noted within the table below. Also included within the table are adjustments to previously agreed cost and demand pressures. Further detail is provided within Appendix 1.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
<b><i>Local Cost and Demand Pressures:</i></b>			
Insurance Contract	88	88	88
Broadband Pathfinder	10	20	30
Revenue Impact for new schools	(659)	814	1,163
Catering and Cleaning Management post (funding for 2017-18 only)	56	0	0
Local Plan Enquiry	0	0	90
Island Recyclate	49	49	49
Commercial Refuse Income shortfall	40	40	40
Waste PPP Contract Tonnage Banding	159	159	159
Waste PPP Financial Model	0	254	560
Removal of previously agreed Education painting cost pressure (agreed for 4 years, final year 2017-18)	0	(150)	(150)
Removal of funding for Argyll and Islands Tourism Co-operative (agreed for 3 years, final year 2016-17). Decision to be taken by Members as to whether to provide for this again as part of the budget.	(50)	(50)	(50)
Reduction to previously agreed cost pressure in relation to building warrant fees	(50)	(50)	(50)
Integration Services – Adult Care Growth	600	1,200	1,800
Integration Services – Young Adults Growth	300	600	900
<b><i>National Cost and Demand Pressures:</i></b>			
Apprenticeship Levy – Council Services	558	558	558



Apprenticeship Levy – Integration Services	131	131	131
NDR Revaluation	50	50	50
HB Admin Grant	55	130	205
Payment Card Industry Compliance	34	34	34
Enterprise Licence Agreement	157	157	157
Landfill Tax Tonnage Increase	40	40	40
Sleepovers Adult Care Commissioned (to National Living Wage) – Integration Services	380	380	380
Sleepovers Children’s Services (to Living Wage) – Integration Services	116	116	116
<b>Scottish Government Cost and Demand Pressures:</b>			
Carer’s Act Implications – Integration Services	0	400	400
<b>Total Cost and Demand Pressures</b>	<b>2,064</b>	<b>4,970</b>	<b>6,700</b>

3.5.2 The cost and demand pressures split across Council Services and Integration Services is noted within the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Council Services	537	2,143	2,973
Integration Services	1,527	2,827	3,727
<b>Total Cost and Demand Pressures</b>	<b>2,064</b>	<b>4,970</b>	<b>6,700</b>

3.5.3 Cost and demand pressures that are linked to the additional £107m Scotland wide funding provided to Integration Authorities via Health have not been included within the budget as the additional funding is intended to meet these pressures.

### 3.6 Income

3.6.1 There is a separate report included in the budget pack which relates to fees and charges together with the detailed schedule of charges for 2017-18.

3.6.2 The general increase to fees and charges is proposed at 3% for 2017-18. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17. There are some exceptions to the general increase and these are outlined within the report. The increase would equate to additional income of £0.309m in 2017-18.

3.6.3 In terms of the indicative budget for 2018-19 and 2019-20, a further 3%

increase to fees and charges has been assumed each year.

3.6.4 Leisure based non-vocational adult education courses have been developed as part of the Council's Transformation Working Group. This has been developed to increase the income generation of the Council from existing resources. The fee for a 20hr block course is proposed at £110 plus vat. It is forecasted that the net income in 2017-18 will be circa £0.004m.

3.6.5 Under new ESA10 arrangements there was an opportunity for the Council to invest in the sub debt of its own HUB project and the Council exercised this right on 24 March 2016 and invested £491,691 which was funded from the General Fund. The sub debt is expected to attract a rate of interest around 10% to 10.5% per annum on its investment over the 25 year period. It is anticipated that the Council will receive interest payments of around £0.050m per annum from 2019-20 when the schools are fully operational.

3.6.6 The table below summarises the income increases.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Fees and Charges	309	618	927
New Fee – Adult Education courses	4	4	4
Investment in HUB Project	0	0	50
<b>Total Additional Income</b>	<b>313</b>	<b>622</b>	<b>981</b>

### 3.7 Service Choices Savings

3.7.1 At the Council meeting on 11 February 2016, Members were asked to make a decision on all Service Choices policy options that were subject to public consultation irrespective of whether the saving was due to be delivered in 2016-17, 2017-18 or beyond. This was to assist in planning beyond 2016-17 and to allow for preparation time particularly in areas where significant redesign of services to deliver longer term savings was proposed. The increase in savings between 2016-17 and 2017-18 amounts to £3.022m rising to £4.536m in 2018-19.

3.7.2 One of the savings options in respect of applying landlord penalties where applicable to help council tax collection (Saving Ref: CSS02h) has already been reflected within the funding section – see paragraph 3.1.3.6.

3.7.3 The savings options included longer term redesign options for catering and cleaning and the service have engaged the services of FMS Consultancy who are experienced consultants in this field. A thorough review has been carried out and summary points from the review are noted below:

- No easy wins in terms of generating extra revenues or reducing catering and cleaning costs.

- Number of specific factors/constraints affecting Argyll and Bute.
- Opportunities for income generation.
- Current cleaning standards at the lower end of acceptable.
- Financial targets of around 17% may be available in two phases.
- Savings Phase 1 by March 2018 circa £331k then Phase 2 to 2021 circa £446k.

3.7.4 There is an impact on the original estimated savings and the changes up to 2019-20, noted by Policy and Resources Committee on 27 October 2016 and Council on 24 November 2016 are summarised in the table below.

	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>
FS01A-C - Long term redesign of catering service.	0	560	560
FS01D - Build up and develop catering service for events and functions.	40	40	40
FS02A-B - Long term redesign of cleaning service.	0	255	255
<b>Total Original Estimate of Savings:</b>	<b>40</b>	<b>855</b>	<b>855</b>
Revised Estimate of Savings	0	331	331
<b>Shortfall / Delayed Saving</b>	<b>40</b>	<b>524</b>	<b>524</b>

3.7.5 A Full Business Case (FBC) for the Leisure Trust option has now been prepared by Ernst and Young. The business case suggest full year NDR and VAT savings of £0.636m offset by recurring costs of £0.095m resulting in a net saving of £0.541m full year. There is also a delay of 6 months for the saving, with the saving estimated to be realised from October 2017. This position was noted by the Policy and Resources Committee on 27 October 2016 and Council on 24 November 2016 and is summarised in the table below.

	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>
Original Saving	700	700	700
Revised Saving Estimate	270	541	541
<b>Shortfall / Delayed Saving</b>	<b>430</b>	<b>159</b>	<b>159</b>

3.7.6 The table below summarises the Service Choices savings adjusted for the shortfall noted above.

	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>
Savings approved February 2016	3,022	4,536	4,536
CSS02h – already reflected within funding	(30)	(30)	(30)

Shortfall/Delay Catering and Cleaning Saving	(40)	(524)	(524)
Shortfall/Delay Leisure Trust Saving	(430)	(159)	(159)
<b>Revised Service Choices Savings</b>	<b>2,522</b>	<b>3,823</b>	<b>3,823</b>

### 3.8 Management/Operational Savings Agreed February 2016

3.8.1 As part of identifying Service Choices savings for 2016-17 and beyond, a number of management/operational savings were agreed to be taken forward. These were profiled across 2016-17 to 2018-19. The increases across 2017-18 to 2019-20 are noted within the table below.

	<b>2017-18 £000</b>	<b>2018-19 £000</b>	<b>2019-20 £000</b>
CSS01g – One off savings in Customer Services Centre and registration	51	0	0
CSS04e - Introduce Oracle support and maintenance from a third party supplier at Nov 2016 renewal	20	0	0
CSS04f - Move to Office 365 for corporate access	30	30	30
<b>Increase to Management/Operational Savings</b>	<b>101</b>	<b>30</b>	<b>30</b>

### 3.9 Efficiency Savings

3.9.1 One of the options to assist in balancing the budget was the setting of an efficiency savings target for 2017-18. Savings were reported to Council on 24 November 2016 and amount to a full year saving of £1.403m with £1.377m deliverable in 2017-18. Further detail is included within Appendix 2.

3.9.2 The Council agreed to create an Innovation Fund of £0.100m in 2015. This fund was to provide support to services in developing business cases in regard to innovative ideas that are considered to be feasible for development as projects to deliver innovation, income generation, efficiencies and wider benefit to the communities of Argyll and Bute and growth in the economy and population. One of the proposals that is progressing is in relation to a print management solution for the Council and it is estimated savings of around £0.140m could be achieved from 2018-19 onwards.

### 3.10 Health and Social Care Partnership

3.10.1 Local authorities have been advised that they are able to adjust their allocations to Integration Authorities in 2017-18 by up to their share of

£80m below the level of budget agreed with their Integration Authority for 2016-17 (as adjusted where agreed for any one-off items of expenditure which should not feature in the baseline). Argyll and Bute's share of the £80m has been confirmed as £1.450m. It has been assumed that a similar reduction can take place in both 2018-19 and 2019-20.

- 3.10.2 The adjustment to the allocation as noted in the paragraph above implies that any cost increases (inflation and pressures) for Integration Services will require to be met from their overall allocation of funding within the Health and Social Care Partnership. There are a number of cost increases relating to Integration Services noted within this report that can be removed and they are summarised within the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Employee Cost Increases	494	798	1,131
Non-Pay Inflation	116	263	410
Cost and Demand Pressures	1,527	2,827	3,727
<b>Total Cost Increases for Integration Services</b>	<b>2,137</b>	<b>3,888</b>	<b>5,268</b>

- 3.10.3 The table below summarises the minimum allocation for the Health and Social Care Partnership (HSCP) over the next three years.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Allocation to HSCP Previous Year	55,553	54,223	52,773
Additional £0.110m to meet shortfall of half year Scottish Living Wage costs in 2016-17	110	0	0
Increases to base budget as a result of settlement increases	10	0	0
Adjustment to reflect Argyll and Bute Share of £80m	(1,450)	(1,450)	(1,450)
<b>Estimated Minimum Allocation to HSCP</b>	<b>54,223</b>	<b>52,773</b>	<b>51,323</b>

### 3.11 Updated Financial Position 2017-18 to 2019-20

- 3.11.1 The updated financial position, taking into consideration all the factors noted above, is summarised within the table below.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Base Budget	236,299	235,799	234,799
Employee Costs Increases	2,187	4,010	5,835
Non-Pay Inflation	643	1,393	2,143
Cost and Demand Pressures	2,064	4,970	6,700
Additional Income	(313)	(622)	(981)
Service Choices Savings	(2,522)	(3,823)	(3,823)
Management/Operational Savings	(101)	(30)	(30)
Efficiency Savings	(1,377)	(1,403)	(1,403)
Innovation Fund Saving	0	(140)	(140)
Integration Services Cost and Demand Pressures	(2,137)	(3,888)	(5,268)
Adjustment to HSCP Allocation	(1,450)	(2,900)	(4,350)
<b>Estimated Net Expenditure</b>	<b>233,293</b>	<b>233,366</b>	<b>233,482</b>
<b>Funding</b>	<b>235,873</b>	<b>229,847</b>	<b>224,182</b>
<b>Budget Surplus / (Gap) Cumulative</b>	<b>2,580</b>	<b>(3,519)</b>	<b>(9,300)</b>
<b>Budget Surplus / (Gap) Year on Year</b>	<b>2,580</b>	<b>(6,099)</b>	<b>(5,781)</b>

3.11.2 The table above demonstrates that if Members agreed to all the changes/proposals noted within this report, this would produce a balanced budget for 2017-18 with a surplus of £2.580m. Appendix 3 provides a summary of the draft budget for 2017-18 at service level.

3.11.3 There is a significant budget surplus forecast in 2017-18 mainly due to the additional funding announced by the Scottish Government very late in the budget process on 2 February 2017. From the table in paragraph 3.11.1 above, the funding gap in 2018-19 is forecast to be £3.519m. If the forecast surplus in 2017-18 is used in a recurring way, this would increase the estimated net expenditure for future years and the savings for 2018-19 would increase to £6.099m being the movement between 2017-18 and 2018-19. If Members choose to use the forecast 2017-18 surplus for one-off purposes, then the forecast saving requirement in 2018-19 would be £3.519m, assuming that the additional funding announced on 2 February 2017 is baselined.

### **3.12 Developing a Medium to Longer Term Financial Strategy**

3.12.1 There continues to be a challenging economic position and the council expects to face further significant financial changes in the coming years with continuing growth in demand for services alongside a climate of funding reductions. The indicative budgets for 2018-19 and 2019-20 estimate a budget gap of £9.300m by 2019-20 and it is anticipated that a significant scale of saving is likely to continue over the medium to longer term.

3.12.2 In reviewing the financial outlook for local government, Audit Scotland has highlighted that the challenges to be faced by all local authorities means that the current approach for planning is unsustainable and longer term financial strategies (covering five to ten years) should be developed and link spending to councils strategic priorities. It is acknowledged by the Accounts Commission that the successive one year financial settlement to local government has been unhelpful and presents challenges for updating medium term financial plans and ensuring longer term strategies are in place.

3.12.3 The council has recognised the need to develop a medium to longer term financial strategy. The purpose of the medium to longer term financial strategy will be to set out a plan to demonstrate how the council will respond to the demands and pressures whilst ensuring that there is a sustainable council that meets the needs of its communities and one that can take advantage of opportunities that arise.

3.12.4 A broad review of local authority financial strategies in Scotland and elsewhere in the UK failed to identify a robust model of longer term financial planning that would effectively address the concerns expressed by Audit Scotland around the sustainability of local government finances. In general terms what has been described elsewhere as medium term financial strategies comprise the regular budget outlook reports that have been presented to the Policy and Resources Committee. This section sets out a number of core principles that will be followed in developing the strategy.

3.12.5 The medium to longer term financial strategy will be underpinned by a set of principles that support the longer term financial sustainability of the council. These principles are summarised as follows, with further detail on each principle included within Appendix 4:

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

### **3.13 Balancing 2018-19 and 2019-20 Budget**

3.13.1 The indicative budget as summarised in paragraph 3.11.1 outlines that the

budget gap in 2018-19 is £3.519m rising to £9.300m in 2019-20. This gap is in essence the savings target for the following two years. The approach to meeting the savings target will be inclusive of efficiencies, transformational change and also service reductions.

3.13.2 Detailed proposals will be developed, using the principles as outlined in the previous section and will be brought back to Members at a future budget setting meeting.

3.13.3 The table below summarises the three year budget position, taking into consideration the high level savings target for 2018-19.

	<b>Draft 2017-18 £000</b>	<b>Indicative 2018-19 £000</b>	<b>Indicative 2019-20 £000</b>
Estimated Net Expenditure	233,293	233,366	233,482
Savings Target	0	(3,519)	(9,300)
<b>Revised Estimated Net Expenditure</b>	<b>233,293</b>	<b>229,847</b>	<b>224,182</b>
<b>Funding</b>	<b>235,873</b>	<b>229,847</b>	<b>224,182</b>
<b>Budget Surplus / (Gap)</b>	<b>2,580</b>	<b>0</b>	<b>0</b>

#### 4. CONCLUSION

4.1 This report summarises the position with regard to the key issues surrounding the revenue budget and setting of council tax for 2017-18. It also provides indicative budget estimates for 2018-19 and 2019-20.

4.2 If Members agree to the expenditure as outlined in the current base commitments, employee adjustment, non-pay inflation and cost and demand pressures, agree to the 3% inflationary increase for fees and charges, note the service choices and efficiency savings already agreed, agree the funding reduction to the Health and Social Care Partnership and agree the changes/increases to Council Tax, then this would produce a balanced budget with a surplus of £2.580m.

4.3 The continued challenges facing Local Government mean that there is more than ever a need to have a medium to longer term financial strategy in place to demonstrate how the Council will respond to future demand and pressures. There are a number of core principles and the strategy will build on these principles and will set out a high level programme of actions that are required.

#### 5. IMPLICATIONS

5.1 Policy – There are policy implications associated with the Service Choices savings options agreed in February 2016 which impact 2017-18 and beyond. Section 3.12 sets out the principles that will underpin the council's medium to longer term financial strategy.

5.2 Financial – The report outlines the budget position over 2017-18 to 2019-



20.

- 5.3 Legal – Any legal implications have and will be considered when developing the savings options.
- 5.4 HR – Any HR implications have and will be considered when developing savings options.
- 5.5 Equalities – Equality Impact Assessments have been carried out where appropriate for savings options already agreed. Equality Impact Assessments will be a key consideration in developing future savings proposals.
- 5.6 Risk – There is a separate report assessing financial risks and there is also an overall assessment of risk included within the separate report on Reserves and Balances.
- 5.7 Customer Service – There may be some customer service implications arising from the Service Choices savings agreed in February 2016. Future customer service implications will be considered when developing savings options.

**Kirsty Flanagan**  
**Head of Strategic Finance**  
**6 February 2017**

**Policy Lead for Strategic Finance: Councillor Dick Walsh**

**APPENDICES:**

- Appendix 1 – Cost and Demand Pressures 2017-18 to 2019-20
- Appendix 2 – Efficiency Savings for 2017-18 to 2019-20
- Appendix 3 – Service Summary of Budget Position
- Appendix 4 – Medium to Longer Term Financial Strategy Principles

**Appendix 1  
Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
Local	Council Wide	Council Wide	Insurance Contract. Increase required to ensure the costs of the current contract can be contained within budget. The contract was to be renewed in October 2016, however due to no compliant bidders submitting tenders the current contract has been extended. There will be a tender re-submitted to cover 2017-18 to 2019-20, cannot quantify the financial impact of the re-tendering exercise and whether this will increase or reduce the cost.	88	88	88
Local	Customer Services	Customer and Support Services	Broadband Pathfinder Inflationary Increase	10	20	30
Local	Customer Services	Executive Director	Profile of the annual service payment (previously referred to as unitary charge) in respect of the new schools. As the financial close was completed later than anticipated, the first year's pressure is a negative figure as the previously estimated pressure is not required for 2017-18.	(659)	814	1,163
Local	Customer Services	Facility Services	Catering and Cleaning - additional management post approved as part of the longer term re-design of catering and cleaning services, as per business case. Savings to offset costs of additional post will not be delivered until 2018-19 onwards.	56	0	0
Local	Development and Infrastructure	Planning and Regulatory Services	Local Plan Enquiry	0	0	90

**Appendix 1**  
**Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
Local	Development and Infrastructure Services	Roads and Amenity	The current process for the transferring of recyclate from the islands is no longer operated via a tendered contract. The cost pressure is based on the number of loads anticipated to be taken off the island and each load is priced separately. This cost pressure may reduce once a longer term solution is found.	49	49	49
Local	Development and Infrastructure Services	Roads and Amenity	Commercial Refuse income is monitored through a departmental database which is able to forecast the level of income that will be achieved within a financial year. Based on the customer base at the December 2016 there is an anticipated shortfall. As a result of the geographic spread of this income fixed costs cannot usually be cut to match this shortfall.	40	40	40
Local	Development and Infrastructure Services	Roads and Amenity	Banding increases for landfill tax. Difficult to predict. Based on 2016-17 there is a reduction in the overall tonnage going to landfill which results in a higher tonnage charge banding. If trend continues, then this cost centre will be required.	159	159	159
Local	Development and Infrastructure Services	Roads and Amenity	This cost pressure relates to the Waste PPP Financial model that was developed that forecast costs till 2039/40. There will be a total cost pressure over the period of £9.2m. This reflects the additional cost within the two financial years profiled.	0	254	560
Local	Community Services	Education	Education Painting - end of four year programme	0	(150)	(150)
Local	Development and Infrastructure	Economic Development	Argyll and the Isles Tourism Cooperative - end of agreed three year matched funding.	(50)	(50)	(50)

**Appendix 1  
Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
Local	Development and Infrastructure	Planning and Regulatory Services	Reduction to Building Warrant Fees reflecting development levels.	(50)	(50)	(50)
Local	Integration Services		Historically, the Council has included a demand pressure for increasing demand for services for older people based on 3% of the total budget for homecare and purchased residential care. This percentage is based on demographic projection.	600	1,200	1,800
Local	Integration Services		Between 2012-13 and 2015-16, the spend on supported living services for disabled younger adults (adults aged 18 to 64) increased by 12%, equivalent to approximately £1.000m. Assuming that inflation accounts for around 3% of this, the remaining 9% averaged across the three financial years suggests an annual increase of 3%, equivalent to £0.300m. The key reasons for this increase is that older disabled people are living longer and they require more complex support as they age and their carers, typically elderly parents, are no longer able to support their disabled children as they themselves become frailer with age. Added to this, is new demand from young people transferring from children's services whose costs historically would have been offset by attrition amongst the older service users; as the attrition has reduced, the financial impact on the service is compounded as it is squeezed from both ends of the age spectrum.	300	600	900

**Appendix 1  
Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
National	Council Wide	Council Wide	From April 2017 an apprenticeship levy is being applied to larger employers with a paybill in excess of £3m. The levy will be set at 0.5% of an employer's paybill. COSLA were seeking exemption from this levy for local authorities in Scotland but is now become known that local government will not be exempt, therefore, the best case scenario needs to reflect the 0.5% levy also.	689	689	689
National	Council Wide	Council Wide	The next NDR revaluation is due to take place in 2017. The last revaluation gave rise to a cost pressure of £0.175m as the value of public sector assets went up more than assets generally. Finance Circular 6/2016 published on 6 July 2016 advises of a downward change to the decapitalisation rates for the 2017 revaluation. Whilst this could be seen as positive we have been advised that although some property values may reduce schools may go up by more than average as large tranches of the commercial market have seen large slumps in rental values which are reflected in much reduced values for these subjects. In addition the values of schools and other subjects valued with reference to construction costs contain a significant element of site value and it is quite possible that increases in land values, could, at least partly, offset any reduction arising from decapitalisation rate changes. It is therefore very difficult to predict what might be required.	50	50	50
National	Customer Services	Customer and Support Services	Universal Credit - HB Admin Grant	55	130	205

**Appendix 1  
Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
National	Customer Services	Customer and Support Services	Compliance with the Payment Card Industry Data Security Standards (PCI DSS) is mandatory for all organisations which accept payments from customers using payment cards such as Visa, Mastercard etc. The Council is currently not PCI DSS compliant and there is risk of a data breach which would have both a financial and reputational impact. If the Council does not address PCI DSS compliance, there is a significant risk that we would not be permitted to collect electronic card payments in future except through our internet payment facility. There is an upfront capital cost for implementing the new software required and an ongoing revenue cost of £0.034 per annum which would increase in line with inflation. The capital cost can be accommodated from within the ICT Capital Programme.	34	34	34
National	Customer Services	Customer and Support Services	Enterprise Licence agreement. This is a like for like replacement of the current MS licensing, the current cost is £200k and the replacement will cost £357k. The service are investigating alternatives but this is becoming more and more complex and they are not in a position to say that costs will be contained. It is also possible that these prices will go up because of the fall in sterling against the dollar.	157	157	157

**Appendix 1**  
**Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
National	Development and Infrastructure Services	Roads and Amenity	On Islay, Mull & Tiree the increased tonnages of waste going to landfill equate to an increase in the level of landfill tax that requires to be paid. This is based on activity for the first 2 quarters in 2016/17 and the the remaining 2 quarters are estimates based on the corresponding period in 2015/16.	40	40	40
National	Integration Services	Adult Care	Due to a combination of the European Working Time Directive and the National Living Wage requirements, care providers commissioned by the HSCP are required to pay their staff at least an average of £7.20 per hour for each hours they work, including those when they are asleep during a sleepover shift (previously paid by an allowance). This cost pressure reflects 50% of the full year cost of implementing new cost rates with local providers which will enable them to meet their statutory requirements. The HSCP is working to meet the other half of the cost through a review and redesign of existing sleepover services.	380	380	380

**Appendix 1**  
**Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
National	Integration Services	Children and Families	Due to a combination of the European Working Time Directive and the National Living Wage requirements, the HSCP is having to change how it uses sleepovers to deliver overnight services/supervision in it's children's houses and education hostels. New overnight arrangements and rotas will be required to ensure that staff have appropriate breaks between shifts and that they are paid at least the Living Wage for the hours they are classed as working during the night. This cost pressure represents the balance of the estimated costs of introducing new staffing arrangements in the 5 affected units.	116	116	116



**Appendix 1**  
**Cost and Demand Pressures**

Category	Department	Service	Cost/Demand Pressure	Best Case		
				2017-18 £000	2018-19 £000	2019-20 £000
Scottish Government	Integration Services	Social Work (Adult Care and Children and Families)	Carers Act: The Carers Act, commencing on 1 April 2018, will introduce new statutory duties in relation to the assessment and provision of support to unpaid and young carers and the people they care for. Although most of the new duties have been decided, discussion is ongoing in relation to the charging of looked after people for replacement care, that is the care provided to replace the input which an absent unpaid carer would normally provide. Although the Scottish Government has advised that sufficient funding will be provided to deliver the new statutory duties, the availability of free replacement care is highly likely to increase demand for support, leading to significant pressure on Social Work budgets. An early assessment of the potential implications for Argyll and Bute of the new Act, assuming that replacement care is provided free, suggests a potential demand pressure of £0.400m from 2018-19.	0	400	400

**Appendix 2**  
**Efficiency Savings for 2017-18, as reported to Council on 24 November 2016**

Ref	Department	Service	Description of Option	Impact on Service Delivery	Risks	Implementation Date of Saving	2017-18 Part Year		Full Year Saving	
							Budget Reduction (Part Year) £000	FTE Reduction	Budget Reduction (Full Year) £000	FTE Reduction
CEU01	Chief Executive's Unit	Strategic Finance	Reduction to staff establishment which will be achieved by further automation of processes as well as prioritising workload and extending response times.	Support provided by Strategic Finance will be prioritised and in some instances there could be extended response times. In terms of staff impact, one member of staff will be made redundant and some of the workload will require to be absorbed by the remaining staff.	Further dilution of the financial support which increases the risk on ensuring that the Council's finances are managed effectively. There is no risk in terms of equalities.	Due to lead in time for redundancy, saving will be delivered from 1 June 2016.	28	1.0	32	1.0
CUST01	Customer Services	Executive Director	Increase to Departmental Vacancy Savings Target - The department have consistently over-achieved in recovering vacancy savings in previous financial years.	An increased target will be more challenging to achieve, particularly with a reduced baseline employee budget with the removal of posts through Service Choices. Department may need to take action to achieve savings if they are not on track during the year, this may include a longer delay to recruiting to vacant posts.	Risk that increased target will not be achieved on a recurring basis. Mitigating actions can be put into place to monitor the position on a monthly basis and take management action to bring this back into line.	1st April 2017	200	0.0	200	0.0
CUST02	Customer Services	Facility Services	Catering and Cleaning External Contracts - Cost pressures were approved a number of years ago for external catering and cleaning contracts. There was an expectation at the time that these contracts would not be renewed, resulting in the loss of income. This has not yet happened.	No impact on current service delivery.	If external contracts are lost in the future there will be a cost pressure, which Facility Services would require to fund. It is unlikely that the service will lose these contracts as there is limited capacity with other service providers in the area.	1st April 2017	60	0.0	60	0.0
CUST03	Customer Services	Across Department	Utility costs - departmental share of efficiency savings. There is a corporate approach adopted for the monitoring and management of utility costs across the Council. There have been significant price reductions in energy costs, in particular for gas and heating oils. The total saving to be removed from this £4.1m budget in 2017-18 is £400k across the Council.	None.	Exposure to risk of energy cost price fluctuations, reduced budget will lead to requirement to review budget annually for inflation and commodity price variations. This has been mitigated by a conservative estimate of savings being removed from the budget with an allowance for the anticipated cost changes in 2017-18.	1st April 2017	76	0.0	76	0.0
CUST04	Customer Services	Customer and Support Services	Housing Benefit Overpayment Recoveries - The Council receives a reduced subsidy in respect of Housing Benefit over-payments from the DWP. In addition we recover c 70% of these overpayments from individuals. We have been one of the first authorities to bring in direct earnings arremstments, a new recovery route recently brought in by DWP.This good level of recoveries gives a sound basis for projecting additional income in 2017-18 of £70k.	None, Housing Benefit over payments are managed in terms of the corporate debt recovery process. There has been additional income from HB overpayment recoveries but this hasn't been included in the budget.	Risk if levels of recoveries drop and don't meet the level of saving. This can be monitored during the year.	1st April 2017	70	0.0	70	0.0
CUST05	Customer Services	Facility Services	School and Public Transport - savings from procurement of services and inflationary uplifts on contracts.	None based on the current level of demand and commitment against the budget.	Significant risk in relation to accommodating any increase in service provision in line with demand or cost increases. This may be an increase in cost as a result of requirements from the Education Service to provide statutory pupil transport, the price risk when routes are put out for tender and the sensitivity of contracts to fuel price changes. The removal of this saving will result in a higher risk of cost pressures in this service areas in the future.	1st April 2017	100	0.0	100	0.0

Efficiency Savings for 2017-18, as reported to Council on 24 November 2016

Ref	Department	Service	Description of Option	Impact on Service Delivery	Risks	Implementation Date of Saving	2017-18 Part Year		Full Year Saving	
							Budget Reduction (Part Year) £000	FTE Reduction	Budget Reduction (Full Year) £000	FTE Reduction
CUST06	Customer Services	Customer and Support Services	Housing Benefit Administration Subsidy - the service were expecting a significant reduction in the level of Housing Benefit admin subsidy due to posts that were to transfer to the DWP. This reduction was not as high as expected.	None.	None.	1st April 2017	37	0.0	37	0.0
CUST07	Customer Services	Improvement and HR	Salary sacrifice scheme - national insurance savings from the childcare voucher salary sacrifice scheme are currently held in an account to fund childcare vouchers for employees on statutory leave, for example maternity leave. This saving represents a top slice of the NI savings.	None.	Risk of non-recurring saving if the number of employees receiving childcare vouchers reduces significantly, saving is a conservative estimate based on current level of uptake, which has been consistent for a period of time.	1st April 2017	12	0.0	12	0.0
CUST08	Customer Services	Improvement and HR	Reduction to Corporate Training Budget - saving represents a 15% reduction to the budget available for the delivery of the corporate training plan.	Reduced capacity to deliver corporate training plan aligned to employee requirements as identified through PRDs.	Corporate training plan would require to be reduced in line with this reduction in available budget, risk of not delivering training requested by employees. This risk can be mitigated by the prioritisation of the training plan and the available budget earmarked for the delivery of training, some of which will be utilised to shift training to online delivery.	1st April 2017	16	0.0	16	0.0
CS01	Community Services	Across Department	Utility costs - departmental share of efficiency savings. There is a corporate approach adopted for the monitoring and management of utility costs across the Council. There have been significant price reductions in energy costs, in particular for gas and heating oils. The total saving to be removed from this £4.1m budget in 2017-18 is £400k across the Council.	None	Exposure to risk of energy cost price fluctuations, reduced budget will lead to requirement to review budget annually for inflation and commodity price variations. This has been mitigated by a conservative estimate of savings being removed from the budget with an allowance for the anticipated cost changes in 2017-18.	01/04/2017	229	0.0	229	0.0
CS02	Community Services	Community and Culture	Review of management structure.	The staffing establishment would reduce by circa 2 management posts with no significant impact on the delivery of front line services.	There would be a reduction in management capacity and a knowledge gap loss.	Due to lead in time for redundancy, saving will be delivered from 1 June 2017.	107	2.0	128	2.0
DIS01	Development and Infrastructure	Across Department	Utility costs - departmental share of efficiency savings. There is a corporate approach adopted for the monitoring and management of utility costs across the Council. There have been significant price reductions in energy costs, in particular for gas and heating oils. The total saving to be removed from this £4.1m budget in 2017-18 is £400k across the Council.	None.	Exposure to risk of energy cost price fluctuations, reduced budget will lead to requirement to review budget annually for inflation and commodity price variations. This has been mitigated by a conservative estimate of savings being removed from the budget with an allowance for the anticipated cost changes in 2017-18.	1st April 2017	41	0.00	41	0.00
DIS02	Development and Infrastructure	Across Department	Increase to Departmental Vacancy Savings Target - The department have consistently over-achieved in recovering vacancy savings in previous financial years.	An increased target will be more challenging to achieve, particularly with a reduced baseline employee budget with the removal of posts through Service Choices. Department may need to take action to achieve savings if they are not on track during the year, this may include a longer delay to recruiting to vacant posts.	Risk that target will not be achieved on a recurring basis due to reduced contributions. Mitigating actions can be put into place to monitor the position on a monthly basis and take management action to bring this back into line.	1st April 2017	49	0.00	49	0.00

Efficiency Savings for 2017-18, as reported to Council on 24 November 2016

Ref	Department	Service	Description of Option	Impact on Service Delivery	Risks	Implementation Date of Saving	2017-18 Part Year		Full Year Saving	
							Budget Reduction (Part Year) £000	FTE Reduction	Budget Reduction (Full Year) £000	FTE Reduction
DIS03	Development and Infrastructure	Roads and Amenity Services	Vacant post - there are a number of posts that have remained vacant for a number of years. These post have contributed to vacancy savings.	Will reduce the contribution to vacancy savings and make the vacancy savings more challenging. Department may need to take action to achieve savings if they are not on track during the year, this may include a longer delay to recruiting to vacant posts.	Risk that increased target will not be achieved on a recurring basis. Mitigating actions can be put into place to monitor the position on a monthly basis and take management action to bring this <u>back into line</u> .	1st April 2017	84	2.50	84	2.50
DIS04	Development and Infrastructure	Marine Services	Increase income from additional berthing, car and passenger dues since the introduction of RET	None	That the number of additional berthings, car and passenger dues drop.	1st April 2017	200	0.00	200	0.00
DIS05	Development and Infrastructure	Regulatory Services	Reduce the environmental health budget for scientific services budget by remodelling and reducing our sampling programme	Will reduce our monitoring ability but still retain access to the services of GSS to support the statutory work of environmental health	That we do not meet the savings target, in the event of unplanned outbreaks which require significant monitoring and analysis.	This saving can be delivered from April 2017	15	0.00	15	0.00
DIS06	Development and Infrastructure	Regulatory Services	Realise savings by releasing underspend in the tobacco control budget which funds the age-related sales activities and tobacco enforcement work.	This funds the age-related sales activities and tobacco enforcement work undertaken by the service which is targeted at protecting children and part of the national strategy to reduce smoking. There is a current underspend in this budget and savings can be provided as this work is integrated into the operational work.	This work will require to be fully integrated into the work of the operational team and will replace other project related work. There will be a reduction in our capacity to undertake preventative project work.	This saving can be delivered from April 2017	4	0.00	4	0.00
DIS07	Development and Infrastructure	Regulatory Services	Reduction in trading standards budget for calibration and test services	We have negotiated a service at a cost below the current budget	Potential that costs will rise in future	This saving can be delivered from April 2017	2	0.00	2	0.00
DIS08	Development and Infrastructure	Development Policy	Projected surplus building warrant fees due to additional rolling contract work with Babcocks International to provide building standard service ay Faslane and Coulport. This was previously delivered by private sector.	None.	That projected fee income does not match projection.	1st April 2017	13	0.00	13	0.00
DIS09	Development and Infrastructure	Projects and Renewables	To cease annual payment to Lower Clyde Greenspace/Inverclyde Council, towards Officer salary costs	Given that we have recently recruited H&L Project Officer, any elements of work previously covered through Lower Clyde Greenspace partnership working can be <u>picked up by the new H&amp;L Officer</u>	Low	1st April 2017	11	0.00	11	0.00
DIS10	Development and Infrastructure	Airports- Glenforsa	Removal of third party payments budget.	None - the operation of Glenforsa has been leased out and is no longer anything to do with the Council (operationally).	The operator of Glenforsa does not renew his lease (5 year term). The income	1st April 2017	2	0.0	2	0.00
OTH01	Other	Elected Members	A further reduction to the Elected Members budget over and above the savings removed as part of the 2016-17 budget. Based on a review of account codes, there are some areas of underspend within allowances, travel and superannuation where the budget could be <u>reduced</u> .	None.	Actual expenditure cannot be contained within budget.	01-Apr-17	22	0.0	22	0.0
							1,377	5.5	1,403	5.5

APPENDIX 3  
SERVICE SUMMARY OF BUDGET POSITION 2017-18

Department	Service	2016-17 Base Budget £000	Base Budget Adjustments £000	Updated Base Budget £000	Employee Budget Changes £000	Non-Pay Inflation - Inescapable 2016-17 £000	Cost and Demand Pressures £000	Increase in Fees and Charges £000	Service Choices Policy Savings £000	Management/Operational Savings Agreed Feb 2016-17 £000	2% Efficiency Savings £000	HSCP Inflation and Cost Pressures £000	Adjustment to HSCP Allocation £000	2017-18 Budget £000
<b>Council Departments:</b>														
Chief Executive's Unit	Chief Executive	286	0	286	8	0	0	0	0	0	0	0	0	294
Chief Executive's Unit	Strategic Finance	1,774	0	1,774	34	0	0	0	(119)	0	(28)	0	0	1,661
Community Services	Director of Community Services	146	0	146	5	0	0	0	0	0	0	0	0	151
Community Services	Community and Culture	8,998	3	9,001	174	20	0	(57)	(417)	0	(107)	0	0	8,614
Community Services	Education	71,837	(131)	71,706	580	41	0	(4)	(703)	0	0	0	0	71,620
Customer Services	Director of Customer Services	13,345	500	13,845	7	0	(659)	0	0	0	(200)	0	0	12,993
Customer Services	Customer and Support Services	8,544	(610)	7,934	135	0	256	(1)	(77)	(101)	(107)	0	0	8,039
Customer Services	Facility Services	12,172	31	12,203	179	125	56	(1)	(117)	0	(160)	0	0	12,285
Customer Services	Governance and Law	2,178	0	2,178	43	0	0	0	(302)	0	0	0	0	1,919
Customer Services	Improvement & Strategic HR	3,248	0	3,248	46	0	0	0	(40)	0	(28)	0	0	3,226
Development and Infrastructure Services	Director of Development & Infrastructure Services	1,268	0	1,268	21	0	0	0	(63)	0	(49)	0	0	1,177
Development and Infrastructure Services	Economic Development	3,776	(6)	3,770	39	0	(50)	0	0	0	(14)	0	0	3,745
Development and Infrastructure Services	Planning and Regulatory Services	3,102	40	3,142	65	0	(50)	(3)	(101)	0	(34)	0	0	3,019
Development and Infrastructure Services	Roads and Amenity Services	21,585	(877)	20,708	142	175	288	(246)	(454)	0	(285)	0	0	20,328
<b>Health and Social Care Partnership:</b>														
Integration Services	Chief Officer	(2,334)	120	(2,214)	2	116	1,527	0	(8)	0	0	(2,138)	(1,450)	(4,165)
Integration Services	Adult Care	43,961	17	43,978	319	0	0	(2)	0	0	0	0	0	44,295
Integration Services	Children & Families	13,513	(6)	13,507	174	0	0	0	0	0	0	0	0	13,681
Integration Services	Head of Strategic Planning and Performance	414	0	414	1	0	0	0	0	0	0	0	0	415
<b>Non Departmental:</b>														
Joint Boards	Joint Boards	1,374	0	1,374	0	0	0	0	0	0	0	0	0	1,374
Other Operating Income & Expenditure	Sundry Services	1,110	0	1,110	205	165	558	0	(125)	0	(346)	0	0	1,567
Other Operating Income & Expenditure	Unfunded Pensions	1,799	0	1,799	0	0	0	0	0	0	0	0	0	1,799
Other Operating Income & Expenditure	Elected Members	1,104	0	1,104	9	0	0	0	0	0	(22)	0	0	1,091
<b>Non Controllable Costs:</b>														
Insurances		1,031	0	1,031	0	0	88	0	0	0	0	0	0	1,119
Capital Charges (loans charges)		19,281	(901)	18,380	0	0	0	0	0	0	0	0	0	18,380
Revenue Contribution to Capital		0	0	0	0	0	0	0	0	0	0	0	0	0
Non Domestic Rates		4,608	0	4,608	0	0	50	0	0	0	0	0	0	4,658
Rounding Adjustment		(2)	1	(1)	(1)	1		1	4		3	1		8
<b>TOTAL</b>		<b>238,118</b>	<b>(1,819)</b>	<b>236,299</b>	<b>2,187</b>	<b>643</b>	<b>2,064</b>	<b>(313)</b>	<b>(2,522)</b>	<b>(101)</b>	<b>(1,377)</b>	<b>(2,137)</b>	<b>(1,450)</b>	<b>233,293</b>
<b>Funding:</b>														
Scottish Government Funding														190,397
Council Tax Income														45,476
General Fund Reserves														0
<b>OVERALL FUNDING SURPLUS / (GAP)</b>														<b>2,580</b>

## APPENDIX 4

### Principles of Medium to Longer term Finance Strategy

#### 1. Resources aligned with the Local Outcome Improvement Plan (LOIP)

- In shaping the council of the future, consideration needs to be given to how the available resources are deployed to reflect the priorities for the council and wider Community Planning Partnership as set out within the LOIP.
- Priority would be to statutory services over non-statutory services, taking into cognisance changes that are still able to be effected to statutory services.
- Balancing the resources directed towards promoting economic growth versus managing decline.

#### 2. Direct provision versus commissioned services (make or buy)

- Living wage has reduced the differentials for many areas of service however lower unit costs may be found for some services on the market.
- Consideration would need to be given to the location of any commissioned services as any move that would result in the loss of jobs within Argyll and Bute would impact on the council's overarching priority.

#### 3. Digital transformation

- Consideration will be given to the extent to which the council develops itself as a digital organisation for customer contact and service transactions. The council has already achieved significant efficiencies from its digital transformation work however more is achievable if the council has the appetite to change how it interacts with customers.
- As a separate strand, consideration would need to be given to the control of access points to the council. Will we need face to face customer services centres as they currently are constructed? Could customer service enquiries be taken at other forms of customer contact such as libraries?
- Creating directed customer contact (similar to other large companies) ensuring we are dealing with customers in the most efficient and effective way.
- Internal channel shift could present opportunities for internal/back office efficiency savings.

#### 4. Shared services

- There are currently a number of shared collaborations but due to geographic barriers, few fully shared services.
- Links to the make or buy principle noted above and whether potential efficiencies can be traded off against changes in the direct control by the council acting within a shared governance arrangement for fully shared services.

#### 5. Commercial activities (via trading accounts)

- The council has traditionally not developed commercial activities beyond those required for previously compulsory competitive tendering (CCT) services, leisure and halls where there is an element of private/ social sector

competition or in small scale offerings.

- The council does however have capacity to offer a broader range of commercial services, some of which potentially would bring it into a competitive market.
- Move towards advance payment for services requested would bring certainty around income received. This currently is the case for some services but the principle should be explored across other services.
- Care will need to be exercised that we do not risk private businesses by offering services in direct competition however there may be considerable middle ground where no market provider exists.
- There may be innovative ideas that could be brought forward by service managers in the council if given a clear appetite for the development of a commercial offer by the council.

#### **6. Arm's Length External Organisations (ALEOs)**

- The most recent progress in this area has been the work carried out on the development of the Leisure and Cultural Trust in Argyll and Bute. There are other ALEO options (which may link with the principle on shared services above), that may be worthy of consideration.
- Joint ventures with private or social sector companies would also be considered under this principle.

#### **7. Commercial sponsorship**

- Sponsorship has tended to be relatively small scale or event based and whilst it is unlikely it would be able to fund major areas of service, identifying areas where commercial sponsors and the council can agree an "exchange of benefits" may provide new income. Commercial sponsorship is not philanthropic giving but a clear exchange where the sponsor gets defined benefits in return for their payment.
- Obvious examples relate to advertising (signs/vehicles/ naming rights etc) or association (a company being associated with a council activity) but more innovative opportunities may exist.

#### **8. Investment opportunities**

- Consideration of what risk appetite there is for investing for income and how the approach could serve to meet other council priorities in relation to business development and growth (businesses unable to access start-up capital etc)
- Will require specialist advice and a review of the Treasury Management Strategy.
- Income from investment and commercial activity should be captured centrally and utilised in the most financial advantageous way.

#### **9. Volunteering for core services**

- A number of councils have supported the development of volunteer contributions to the delivery of core services. Volunteers receive proper training and ongoing supervision however their contributions to those areas of service which otherwise would not be deliverable would be significant.
- The approach is not about additional funding to voluntary bodies acting as businesses but about genuine unpaid volunteer input to services.

- This approach would need the support of Trade Unions and the voluntary sector to take forward. It is not the replacement of paid employees with volunteers as the services or the level of service would not be able to be delivered without volunteer support.

#### **10. Fully centralised procurement**

- Apart from a number of national contracts negotiated by Scotland Excel or authority wide contracts set up by the Commissioning and Procurement team, purchasing is generally delegated to budget managers and their teams. Evidence from other authorities suggest further procurement and purchasing savings could be made from a fully centralised service that would maximise the level of on contract purchasing and put some challenge into purchasing activity.
- Improving control of budgeting decisions and monitoring through improving the systems for commitment accounting and purchase to pay processes.

#### **11. Engaging Trade Unions in full partnership**

- Trade unions have a vital role in representing the interests of their members but are also vital in helping the organisation recognise the need for and journey of change. Change programmes designed in partnership with trade union colleagues are better planned, better communicated and ultimately more fit for purpose and better implemented.

#### **12. Shared and improved asset utilisation**

- Explore further shared asset utilisation with partners, which includes vehicle utilisation. The council is currently working with the Scottish Futures Trust and Community Planning Partners on the Smarter Places Initiative and pilot projects to deliver these outcomes. The principle of extending this work may deliver benefits to all parties involved.
- Consider greater flexibility in working hours/ potential shift arrangements to use our property assets to a greater extent and reduce the property holdings required in certain areas.
- Property Maintenance services to partner agencies.
- Shared IT systems and services with partner agencies.

#### **13. Management structure**

- Further consideration of the layers of management in the council to ensure we have a flat structure with delegated decision making and appropriate spans of control.
- Management posts reflect the new changing organisation.
- Support services are right sized to support the organisation.

#### **14. Work patterns and shift arrangements**

- Move away from the traditional 9-5 hours, tailored working arrangements to deliver services when they are needed (there is linkage with asset utilisation above).



**REVENUE BUDGET 2017-18**  
**FEES AND CHARGES**

---

**1 EXECUTIVE SUMMARY**

- 1.1 This report provides Members with information in relation to fees and charges for 2017-18.
- 1.2 The Council raises fees and charges for a number of services it delivers and a review of the level of fees and charges is carried out each year.
- 1.3 The general increase to fees and charges is proposed at 3% for 2017-18. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17. The increase would equate to additional income of £0.309m.
- 1.4 There are some exceptions to the general increase and these are outlined within the report, in paragraph 3.3.1. There are also charges where no inflationary increase has been applied, noted in paragraph 3.4 and charges where the rate is set by others, noted in paragraph 3.5. All fees and charges are included within the attached schedule of charges.
- 1.5 As part of Service Choice savings options agreed in 2016-17, there is one new fee being introduced in 2017-18 which relates to pre-planning advice for major and locally significant planning applications. It is forecasted that £0.010m will be generated in 2017-18 and this has been accounted for as part of the Service Choices savings.
- 1.6 To increase income generation, the Council's Transformation Working Group has worked with the Community and Culture service to develop a leisure based non-vocational adult education course. The forecasted net income to be generated in 2017-18 is circa £0.004m. This is in addition to the proposed inflationary increase of £0.309m.

**REVENUE BUDGET 2017-18**  
**FEES AND CHARGES**

**2. INTRODUCTION**

2.1 This report provides Members with information in relation to fees and charges for 2017-18.

**3. DETAIL**

3.1 The Council raises fees and charges for a number of services it delivers and a review of the level of fees and charges is carried out each year. The appendix to this report contains the full list of fees and charges for each service and the following paragraphs summarise the main changes.

**3.2 Standard Inflationary Increase**

3.2.1 The general increase to fees and charges is proposed at 3% for 2017-18. This was the increase applied each year between 2013-14 and 2015-16, with a 6% increase applied in 2016-17. In some cases fees and charges are rounded up or down and that gives a variation from the simple 3%. For some smaller charges, the rounding effect may mean that the charge remains the same.

**3.3 Fee Changes**

3.3.1 There are a few exceptions to the standard increases and these are noted below.

Description	% Increase	Reason for Increase
Harbour Fees	5%	An additional 2% has been added to fund asset improvement and sustainability within the piers and harbours.
Non-Residential sleepover care service	58%	Updated to reflect the requirement to pay carers at least the National Living Wage rate of £7.50 per hour plus on costs.
Renumbering of a street for new properties	7%-167%	The fee is based on a stepped structure with the unit cost reducing depending on requests in each application, therefore the % rate of increase at each step will vary. The fee was introduced in 2016-17 as part of Service Choices and the service has reassessed the fee level after the first year, finding that Argyll and Bute Council was charging a

		considerably lower fee for this service compared to the Highland Council. Therefore it is proposed that the fee be increased in 2017/18.
Renaming of a street for new properties	17%	The fee was introduced in 2016-17 as part of Service Choices and the service has reassessed the fee level after the first year, finding that the fee can be increased at the stated level and still be competitive.
Synthetic All Weather pitches	11%-29%	The fees and charges for Synthetic All Weather Pitches were subject to a separate report approved by Council on 12th February 2015.

### 3.3.2 New fees being proposed for 2017-18 are noted below.

- As part of the Service Choices savings options approved in 2016-17 the fees for pre-planning advice for major and locally significant planning applications are to be introduced in 2017-18, the fees set are £833.33 and £666.67 plus vat respectively per application. It is forecasted that £0.010m will be generated in 2017-18 and this has been accounted for as part of the Service Choices savings.
- Leisure based non-vocational adult education courses have been developed as part of the Council's Transformation Working Group. This has been developed to increase the income generation of the Council from existing resources. The fee for a 20hr block course is proposed at £110 plus vat. It is forecasted that the net income in 2017-18 will be circa £0.004m.

## 3.4 No Inflationary Increase

### 3.4.1 There are a number of fees where no inflationary increase has been applied, as follows:

- Schools Meals Income – consistent with previous year.
- Community Alarms as the current charge represents the unit cost for the service.
- Homeless Temporary Accommodation – only the service charge is subject to inflation.
- Helensburgh and Lomond Civic Centre Hire charges for rooms and halls – A review of the fees and charges is being undertaken by the Transformation Working Group.
- Car Parking Charges – Fees were increased from £0.80ph to £1.00ph in 2016/17 as part of a review carried out for Service Choices. Fees are also rounded to the nearest 10p and therefore a 3% increase wouldn't give an increase unless charges were rounded up to the nearest 10p.
- Blue Badges has not been inflated as currently charging the maximum allowed.
- Community Based Care Services – increasing charges would not generate additional income as these charges are means tested and capped at specified levels.

- Customer Services Licences – Fees set for 3 years as of June 2015.

### **3.5 Charges Set by Others**

- 3.5.1 There are also a number of fees where the charges are advised by others and therefore at present have not been inflated:
- Registrars Fees as these are set by the Registrar General and the last fees were set in January 2011.
  - Removal of abandoned car – this charge is set by legislation.
  - Approved Rate for Residential/Nursing Care – rate not advised by COSLA yet.
  - Roads Inspection charges as these are set by Roads Authority and Utility Committee (Scotland).
  - Penalty Charges notices as these are set by the Scottish Government.

## **4. CONCLUSION**

- 4.1 The proposed inflationary increase to fees and charges results in £0.309m of increased income. The introduction of leisure based non-vocational adult education courses will also generate an additional £0.004m of fee income.
- 4.2 The introduction of new fees as a result of Service Choice savings options will generate £0.010m in 2017-18 and this has been accounted for as part of the Service Choices savings.

## **5. IMPLICATIONS**

- 5.1 Policy – Outlines the proposed increases to fees and charges for 2017-18.
- 5.2 Financial - Outlines the increased income as a result of changes to fees and charges.
- 5.3 Legal – None.
- 5.4 HR – None.
- 5.5 Equalities – Mainly inflationary increases therefore limited equalities impact.
- 5.6 Risk – Minimal risk.
- 5.7 Customer Service - Minimal risk in respect of the inflationary increases.

**Policy Lead for Strategic Finance: Councillor Dick Walsh**

**Kirsty Flanagan  
Head of Strategic Finance  
31 January 2017**

### **APPENDICES:**

Appendix 1 – Schedule of Fees and Charges

## Fees and Charges for 2017-18

## INDEX

	Page
<b>Community Services</b>	
Social Work	1-2
Leisure	
Swimming Pools	3
Sports Facilities	4
Halls	5-6
Other Community Services	7-8
<b>Customer Services</b>	
All Customer Services	9-11
<b>Development &amp; Infrastructure Service</b>	
Planning & Regulatory Services	
Local Plans & Printing	12
Regulatory Services	13-15
Planning Services	16
Building Standards	17
Waste Management	
Waste Collection	18
Commercial Refuse	19
Recycling Charges	20
Skips	21
Householder Scrap Car Removal and Disposal Service	22
Waste Disposal	23
StreetScene	
Public Conveniences	24
Pest Control	25
Dog Fees	26
Playing Fields	27
Outdoor Recreation	28
Fairs	29
Floral Decorations	30
Burial Charges	31
Crematorium Charges	32
Ferries, Piers & Harbours	
Ferry Fares	33-34
Piers and Harbours - Rates - Goods, Passengers & Vehicles	35
Piers and Harbours - Rates - Miscellaneous	36
Piers and Harbours - Rates - Vessels	37-39
Airfields	40-42
Network Management	43-44
Parking	45-46
<b>Council Wide Charges</b>	47

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>SOCIAL WORK</b>												
Local Authority Residential Care Provision (Community Care) Weekly Charge		1,172.50	Zero Rated	0.00	1,172.50	1,207.65	Outwith the Scope	0.00	1,207.65	35.15	3%	
Residential Service - Respite - Pension Age (weekly charge)		185.50	Zero Rated	0.00	185.50	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Subject to annual benefit uplift, details of which are not available from DWP yet.
Residential Service - Respite - Working Age 25+ (weekly charge)		109.15	Zero Rated	0.00	109.15	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Subject to annual benefit uplift, details of which are not available from DWP yet.
Residential Service - Respite - Working Age 18 -24 (weekly charge)		93.95	Zero Rated	0.00	93.95	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Subject to annual benefit uplift, details of which are not available from DWP yet.
Approved Weekly Rates for Private Providers - Residential Care - Elderly rate, as per COSLA Agreement		558.77	Zero Rated	0.00	524.67	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Await outcome of discussions between COSLA and care home providers. Subject to National Care Home Contract.
Approved Weekly Rates for Private Providers - Residential Care - Enhanced Residential Rate (specific criteria)		600.85	Zero Rated	0.00	600.85	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Await outcome of discussions between COSLA and care home providers. Subject to National Care Home Contract.
Approved Weekly Rates for Private Providers - Nursing Care - Elderly rate as per COSLA Agreement		648.92	Zero Rated	0.00	609.31	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Await outcome of discussions between COSLA and care home providers. Subject to National Care Home Contract.
Non - Residential Services - Meals on wheels - per meal		5.20	Zero Rated	0.00	5.20	5.35	Outwith the Scope	0.00	5.35	0.15	3%	
Non - Residential Services - Lunch Clubs - per meal		4.05	Zero Rated	0.00	4.05	4.15	Outwith the Scope	0.00	4.15	0.10	2%	
Non - Residential Services - Community Alarms - per week		5.00	Zero Rated	0.00	5.00	5.00	Outwith the Scope	0.00	5.00	0.00	0%	No increase as current charge reflects the estimated 2016/17 unit cost of service.
Non - Residential Services - Home Help - hourly rate		16.44	Zero Rated	0.00	16.44	16.92	Outwith the Scope	0.00	16.92	0.48	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services - Housing Support - hourly rate		16.44	Zero Rated	0.00	16.44	16.92	Outwith the Scope	0.00	16.92	0.48	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services - Employment Support - hourly rate		16.44	Zero Rated	0.00	16.44	16.92	Outwith the Scope	0.00	16.92	0.48	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services -Sleepover Service - per night		51.60	Zero Rated	0.00	51.60	81.72	Outwith the Scope	0.00	81.72	30.12	58%	Updated to reflect the requirement to pay carers at least the National Living Wage rate of £7.50 per hour plus on costs.
Non - Residential Services -Transport - per day		2.54	Zero Rated	0.00	2.55	2.62	Outwith the Scope	0.00	2.62	0.07	3%	
Non - Residential Services -Elderly Day Care - hourly rate		8.08	Zero Rated	0.00	8.08	8.32	Outwith the Scope	0.00	8.32	0.24	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Non - Residential Services -Learning Disability Resource Centre Service - hourly rate		21.36	Zero Rated	0.00	21.35	22.00	Outwith the Scope	0.00	22.00	0.65	3%	Adjusted to be divisible by 4 to reflect quarter hour visits
Provision of Occupational Therapy Consultation - Per assessment/consultation		223.85	Zero Rated	0.00	223.85	230.55	Outwith the Scope	0.00	230.55	6.70	3%	
Provision of Professional Services - Per Community Care Assessment/ Consultation		560.95	Zero Rated	0.00	560.95	577.80	Outwith the Scope	0.00	577.80	16.85	3%	
Provision of Professional Services - Full needs assessment only		425.90	Zero Rated	0.00	425.90	438.70	Outwith the Scope	0.00	438.70	12.80	3%	
Provision of Professional Services - Needs Review only		155.80	Zero Rated	0.00	155.80	160.45	Outwith the Scope	0.00	160.45	4.65	3%	
Children & Families - Local Authority Residential Care Provision: Dunclutha (weekly charge)		1,745.00	Zero Rated	0.00	1,745.00	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Unit cost to be calculated once 2017/18 budget has been set by IJB.
Children & Families - Local Authority Residential Care Provision: Shellach View (weekly Charge)		1,574.00	Zero Rated	0.00	1,574.00	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Unit cost to be calculated once 2017/18 budget has been set by IJB.
Children & Families - Local Authority Residential Care Provision: Helensburgh (weekly Charge)		1,530.00	Zero Rated	0.00	1,530.00	TBC	Outwith the Scope	0.00	TBC	0.00	0%	Unit cost to be calculated once 2017/18 budget has been set by IJB.
Children & Families - Other Charges - Inter Country Adoptions		5,880.30	Zero Rated	0.00	5,880.30	6,056.70	Outwith the Scope	0.00	6,056.70	176.40	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Inter-Authority Substitute Family Care Placements: Within Scotland	In line with British Association of Adoption and Fostering (BAAF) recommended figures	Other					Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Inter-Authority Substitute Family Care Placements: Elsewhere - 1 child	In line with British Association of Adoption and Fostering (BAAF) recommended figures	Other					Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Inter-Authority Substitute Family Care Placements: Elsewhere - 2 children (siblings placed together)	In line with British Association of Adoption and Fostering (BAAF) recommended figures	Other					Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Inter-Authority Substitute Family Care Placements: Elsewhere - 3 children (siblings placed together)	In line with British Association of Adoption and Fostering (BAAF) recommended figures	Other					Outwith the Scope					In line with British Association of Adoption and Fostering (BAAF) recommended figures.
Hostel Charges - Room hire - children's hearing - half day		20.70	Exempt	0.00	20.70	21.30	Exempt	0.00	21.30	0.60	3%	Added from other community services
Hostel Charges - Room hire - children's hearing - Full day		34.55	Exempt	0.00	34.55	35.60	Exempt	0.00	35.60	1.05	3%	Added from other community services
Hostel Charges - Room hire - half day		34.55	Exempt	0.00	34.55	35.60	Exempt	0.00	35.60	1.05	3%	Added from other community services
Hostel Charges - Room hire - full day		62.15	Exempt	0.00	62.15	64.00	Exempt	0.00	64.00	1.85	3%	Added from other community services
Hostel Charges - Catering: Tea, Coffee and Biscuits		2.50	Exempt	0.00	2.50	2.17	Standard	0.43	2.60	0.10	4%	Added from other community services
Hostel Charges - Catering: Soup and Sandwiches		4.88	Exempt	0.00	4.90	4.21	Standard	0.84	5.05	0.15	3%	Added from other community services
Hostel Charges - Catering: Lunch (2 course with coffee)		7.50	Exempt	0.00	7.50	6.42	Standard	1.28	7.70	0.20	3%	Added from other community services
Hostel Charges - accommodation - Argyll & Bute Council - Bed & Breakfast		28.79	Exempt	0.00	28.80	24.71	Standard	4.94	29.65	0.85	3%	Added from other community services
Hostel Charges - accommodation - Argyll & Bute Council - Half Board		40.38	Exempt	0.00	40.40	34.67	Standard	6.93	41.60	1.20	3%	Added from other community services
Hostel Charges - accommodation - Other Groups - Bed & Breakfast		28.79	Exempt	0.00	28.80	24.71	Standard	4.94	29.65	0.85	3%	Added from other community services
Hostel Charges - accommodation - Other Groups - Half Board		40.38	Exempt	0.00	40.40	34.67	Standard	6.93	41.60	1.20	3%	Added from other community services
Hostel Charges - accommodation - Other Groups - Full Board		46.13	Exempt	0.00	46.15	39.63	Standard	7.93	47.55	1.40	3%	Added from other community services

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>SWIMMING POOLS</b> (Maximum Charges that can be applied actual charges will vary by facility)												
Spectator		1.13	Standard	0.23	1.35	1.17	Standard	0.23	1.40	0.05	4%	The Council will follow the Chartered Institute for the Management of Sport and Physical Activity (CIMSPA) Admission Policy and will undertake risk assessment to determine the safe level of adult supervision of children.  <b>Off Peak</b> applies from Monday - Friday from opening time to 5.00pm when the pool is available for public use - check with individual pools.  Lesson charges apply to courses of lessons.  Pool Hire for a Gala applies to non profit making clubs and organisations only and allows the hirer to collect the income from users and spectators.  Sauna prices apply to persons over 16 years of age. Concession prices apply only to adults 60 years of age or over during stated times.  <b>Note:</b> Children under 5 are admitted FREE OF CHARGE but must be accompanied by an adult. Members are residents shown as regular users. Lessons are shown <b>per lesson</b> . This charge also covers admission.
Spectator - Concession		0.54	Standard	0.11	0.65	0.54	Standard	0.11	0.65	0.00	0%	
Swim		3.63	Standard	0.73	4.35	3.75	Standard	0.75	4.50	0.15	3%	
Swim - Off Peak		2.21	Standard	0.44	2.65	2.29	Standard	0.46	2.75	0.10	4%	
Swim - Concession		1.79	Standard	0.36	2.15	1.83	Standard	0.37	2.20	0.05	2%	
20 Swim Punch Card		53.75	Standard	10.75	64.50	55.38	Standard	11.08	66.45	1.95	3%	
20 Swim Punch Card - Concession		28.54	Standard	5.71	34.25	29.42	Standard	5.88	35.30	1.05	3%	
Health Suite		6.04	Standard	1.21	7.25	6.21	Standard	1.24	7.45	0.20	3%	
Health Suite - Concession		3.38	Standard	0.68	4.05	3.46	Standard	0.69	4.15	0.10	2%	
Swimming Lessons (Per Lesson)		8.30	Exempt	0.00	8.30	8.55	Exempt	0.00	8.55	0.25	3%	
Swimming Lessons (Per Lesson) - Concession		6.00	Exempt	0.00	6.00	6.20	Exempt	0.00	6.20	0.20	3%	
Shower		3.46	Standard	0.69	4.15	3.54	Standard	0.71	4.25	0.10	2%	
Shower - Concession		1.58	Standard	0.32	1.90	1.63	Standard	0.33	1.95	0.05	3%	
Hire of Equipment		1.58	Standard	0.32	1.90	1.63	Standard	0.33	1.95	0.05	3%	
Hire of Equipment - Concession		1.50	Standard	0.30	1.80	1.54	Standard	0.31	1.85	0.05	3%	
Pool Hire - Gala (per hour) (or 55 pence per person, whichever is greater)		34.83	Standard	6.97	41.80	35.88	Standard	7.18	43.05	1.25	3%	
Pool Hire - Gala (per hour) - Concession (or 55 pence per person, whichever is greater)		34.83	Standard	6.97	41.80	35.88	Standard	7.18	43.05	1.25	3%	
Pool Hire - Club Gala (per hour) (or 55 pence per person, whichever is greater)		103.46	Standard	20.69	124.15	106.54	Standard	21.31	127.85	3.70	3%	
Pool Hire - Club Gala (per hour) - Concession (or 55 pence per person, whichever is greater)		103.46	Standard	20.69	124.15	106.54	Standard	21.31	127.85	3.70	3%	



Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>ALL SPORTS FACILITIES</b>												
<b>(All activity charges are per hour unless otherwise stated)</b>												
Spectator/Admission		1.25	Standard	0.25	1.50	1.29	Standard	0.26	1.55	0.05	3%	<b>Note:</b> Children under 5 are allowed to spectate FREE OF CHARGE but must be accompanied by an adult.  Charges for courses, special events etc are additional to these charges and details will be advertised for each event/activity.  The Concession rate applies only when every person participating in the activity is within the concession category.
Spectator/Admission - Concession		0.63	Standard	0.13	0.75	0.63	Standard	0.13	0.75	0.00	0%	
20 Admission Punchcard		16.17	Standard	3.23	19.40	16.67	Standard	3.33	20.00	0.60	3%	
20 Admission Punchcard - Concession		8.08	Standard	1.62	9.70	8.33	Standard	1.67	10.00	0.30	3%	
Quarter Hall (Badminton etc)		6.17	Standard	1.23	7.40	6.33	Standard	1.27	7.60	0.20	3%	
Quarter Hall (Badminton etc) - Concession		3.08	Standard	0.62	3.70	3.17	Standard	0.63	3.80	0.10	3%	
Half Hall (Bowls etc)		12.38	Standard	2.48	14.85	12.75	Standard	2.55	15.30	0.45	3%	
Half Hall (Bowls etc) - Concession		6.17	Standard	1.23	7.40	6.33	Standard	1.27	7.60	0.20	3%	
Whole Hall (Football etc)		24.75	Standard	4.95	29.70	25.50	Standard	5.10	30.60	0.90	3%	
Whole Hall (Football etc) - Concession		12.38	Standard	2.48	14.85	12.75	Standard	2.55	15.30	0.45	3%	
Hire of Gymnasium		12.38	Standard	2.48	14.85	12.75	Standard	2.55	15.30	0.45	3%	
Hire of Gymnasium - Concession		6.17	Standard	1.23	7.40	6.33	Standard	1.27	7.60	0.20	3%	
Squash Court (per 40 minutes)		5.33	Standard	1.07	6.40	5.50	Standard	1.10	6.60	0.20	3%	
Squash Court (per 40 minutes) - Concession		2.67	Standard	0.53	3.20	2.75	Standard	0.55	3.30	0.10	3%	
Fitness Suite		4.50	Standard	0.90	5.40	4.63	Standard	0.93	5.55	0.15	3%	
Fitness Suite - Concession		3.46	Standard	0.69	4.15	3.54	Standard	0.71	4.25	0.10	2%	
Off Peak Fitness Suite (Before 5.00pm Monday - Friday)		3.46	Standard	0.69	4.15	3.54	Standard	0.71	4.25	0.10	2%	
Off Peak Fitness Suite (Before 5.00pm Monday - Friday) - Concession		3.46	Standard	0.69	4.15	3.54	Standard	0.71	4.25	0.10	2%	
Group Activity (Spinning, Circuits)		4.45	Exempt	0.00	4.45	4.60	Exempt	0.00	4.60	0.15	3%	
Sports Centre Activity (Netball, Basketball, Volleyball etc)		3.71	Standard	0.74	4.45	3.83	Standard	0.77	4.60	0.15	3%	
Sports Centre Activity (Netball, Basketball, Volleyball etc) - Concession		1.88	Standard	0.38	2.25	1.92	Standard	0.38	2.30	0.05	2%	
Hire of Equipment (per item)		1.21	Standard	0.24	1.45	1.25	Standard	0.25	1.50	0.05	3%	
Hire of Equipment (per item) - Concession		1.21	Standard	0.24	1.45	1.25	Standard	0.25	1.50	0.05	3%	
Shower (per person)		1.25	Standard	0.25	1.50	1.29	Standard	0.26	1.55	0.05	3%	
Shower (per person) - Concession		0.58	Standard	0.12	0.70	0.58	Standard	0.12	0.70	0.00	0%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>Halls</b>												<b>VAT should be added for all hires where it applies.</b>
Main Hall - Community Use (including Exhibitions, Meetings, Birthday Parties, Sports Events and Conferences)	Monday - Thursday 0900 - 2200	21.13	If Applicable	4.23	25.35	21.75	If Applicable	4.35	26.10	0.75	3%	One member of staff is provided during community events.  Two hours' set-up time is included within hire charge. Excess time is charged thereafter at £10.92 per hour (£10.60 per hour 16/17) (Monday to Friday 0900-1700), and £21.74 per hour (£21.10 per hour 16/17) (after 1700 hours and weekends).
Main Hall - Community Use (including Exhibitions, Meetings, Birthday Parties, Sports Events and Conferences)	Friday from 1700. ALLDAY Saturday and Sunday	41.63	If Applicable	8.33	49.95	42.88	If Applicable	8.58	51.45	1.50	3%	A block booking discount of 20% applies to 2 or more days' consecutive booking or 5 or more sessions in an annual quarter paid in advance (non-refundable).
Main Hall - Community Use (including Exhibitions, Meetings, Birthday Parties, Sports Events and Conferences)	Saturday and Sunday	41.63	If Applicable	8.33	49.95	42.88	If Applicable	8.58	51.45	1.50	3%	Sporting organisations paying 10 sessions in advance will not be liable for VAT.  There is no reduction in the above charges for registered charities and other non-profit making groups.
Main Hall - Functions (including non profit-making shows, concerts and drama performances where admission is charged at the door and a bar is in operation)	Monday - Friday 0900 - 1700	40.46	If Applicable	8.09	48.55	41.67	If Applicable	8.33	50.00	1.45	3%	Rental includes services of a Duty Officer and one member of staff. Additional staff required (e.g. stewards, technicians etc will be charged at £21.74 per hour (£21.10 per hour 16/17).  Additional technical or specialised support will be charged at the appropriate rate, and determined by the Council following a Risk Assessment being carried out.
Main Hall - Functions (including non profit-making shows, concerts and drama performances where admission is charged at the door and a bar is in operation)	Monday - Friday from 1700	64.54	If Applicable	12.91	77.45	66.46	If Applicable	13.29	79.75	2.30	3%	Two hours' set-up time is included within hire charge. Excess time is charged thereafter at £10.92 per hour (£10.60 per hour 16/17) (Monday to Friday 09.00 -17.00pm), £21.74 per hour (£21.10 per hour 16/17) (after 17.00 hours and weekends).
Main Hall - Functions (including non profit-making shows, concerts and drama performances where admission is charged at the door and a bar is in operation)	Saturday and Sunday	64.54	If Applicable	12.91	77.45	66.46	If Applicable	13.29	79.75	2.30	3%	There is no reduction in the above charges for registered charities and other non-profit making groups.
Main Hall - Commercial (including profit-making shows and concerts)	Monday - Friday 0900 - 1700	121.63	If Applicable	24.33	145.95	125.29	If Applicable	25.06	150.35	4.40	3%	Where possible, a Box Office split will be negotiated, from 70%/30% to 80%/20%.  Rental includes services of a Duty Officer and one member of staff. Additional staff required (e.g. stewards, technicians etc will be charged at £21.74 per hour (£21.10 per hour 16/17).
Main Hall - Commercial (including profit-making shows and concerts)	Monday - Friday after 1700	162.50	If Applicable	32.50	195.00	167.38	If Applicable	33.48	200.85	5.85	3%	Additional technical or specialised support will be charged at the appropriate rate, and determined by the Council following a Risk Assessment being carried out.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Main Hall - Commercial (including profit-making shows and concerts)	Saturday and Sunday	162.50	If Applicable	32.50	195.00	167.38	If Applicable	33.48	200.85	5.85	3%	Two hours' set-up time is included within hire charge. Excess time is charged thereafter at £10.92 per hour (£10.60 per hour 16/17) (weekdays), and £21.74 per hour (£21.10 per hour 16/17) (weekends).
Meeting Rooms & Suites	Monday - Friday 0900 - 1700	12.21	If Applicable	2.44	14.65	12.58	If Applicable	2.52	15.10	0.45	3%	
Meeting Rooms & Suites	Monday - Friday after 1700	12.21	If Applicable	2.44	14.65	12.58	If Applicable	2.52	15.10	0.45	3%	
Meeting Rooms & Suites	Saturday and Sunday	12.21	If Applicable	2.44	14.65	12.58	If Applicable	2.52	15.10	0.45	3%	
Sales or other profit-making groups (eg Weight Watchers etc)	Monday - Friday 0900 - 1700	20.29	Standard	4.06	24.35	20.92	Standard	4.18	25.10	0.75	3%	
Sales or other profit-making groups (eg Weight Watchers etc)	Monday - Friday after 1700	20.29	Standard	4.06	24.35	20.92	Standard	4.18	25.10	0.75	3%	
Sales or other profit-making groups (eg Weight Watchers etc)	Saturday and Sunday	20.29	Standard	4.06	24.35	20.92	Standard	4.18	25.10	0.75	3%	
Hire of equipment	TV & Video	13.54	Standard	2.71	16.25	13.96	Standard	2.79	16.75	0.50	3%	
Hire of equipment	PowerPoint	13.54	Standard	2.71	16.25	13.96	Standard	2.79	16.75	0.50	3%	
Hire of equipment	Flip Chart	10.21	Standard	2.04	12.25	10.50	Standard	2.10	12.60	0.35	3%	
Hire of equipment	OHP	13.54	Standard	2.71	16.25	13.96	Standard	2.79	16.75	0.50	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>OTHER COMMUNITY SERVICES CHARGES</b>												
School Letting Charges per hour - Non-Profit Organisations (room let)		10.60	Exempt	0.00	10.60	10.90	Exempt	0.00	10.90	0.30	3%	
School Letting Charges per hour - Commercial Rate (room let)		29.35	Exempt	0.00	29.35	30.25	Exempt	0.00	30.25	0.90	3%	
School Letting Charges per hour - Non-Profit Organisations (sports facilities)		10.96	Standard	2.19	13.15	11.29	Standard	2.26	13.55	0.40	3%	
School Letting Charges per hour - Commercial Rate (sports facilities)		29.88	Standard	5.98	35.85	30.79	Standard	6.16	36.95	1.10	3%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - MAKI		37.50	Standard	7.50	45.00	41.67	Standard	8.33	50.00	5.00	11%	The fees and charges for Synthetic All Weather Pitches were subject to a separate report approved by Council on 12th February 2015.
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - OLI		37.50	Standard	7.50	45.00	41.67	Standard	8.33	50.00	5.00	11%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - BUTE		29.17	Standard	5.83	35.00	37.50	Standard	7.50	45.00	10.00	29%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - COWAL		29.17	Standard	5.83	35.00	37.50	Standard	7.50	45.00	10.00	29%	
Synthetic All Weather Pitch charge per hour - Non-Profit Organisations - H&L		31.67	Standard	6.33	38.00	37.50	Standard	7.50	45.00	7.00	18%	
Synthetic All Weather Pitch charge per hour - Commercial Rate		73.58	Standard	14.72	88.30	75.79	Standard	15.16	90.95	2.65	3%	
Adult Education Course Fees - Vocational 40 Hour Courses		82.55	Exempt	0.00	82.55	85.05	Exempt	0.00	85.05	2.50	3%	
Adult Education Course Fees - Non Vocational 20 Hour Courses		34.42	Standard	6.88	41.30	35.46	Standard	7.09	42.55	1.25	3%	
Adult Education Course Fees - Non Vocational Leisure-Based 20 Hour Courses		0.00	Standard	0.00	0.00	110.00	Standard	22.00	132.00	132.00	0%	<b>NEW CHARGE FOR 2017/18 as per Transformation Working Group Innovation Proposal.</b>
Sale of Meals to Pupils - Per meal (Primary-without milk)		2.00	Exempt	0.00	2.00	2.00	Exempt	0.00	2.00	0.00	0%	No inflation applied.
Section 23 Charges per annum - Parklands		39,622.85	Exempt	0.00	39,622.85	40,811.55	Exempt	0.00	40,811.55	1,188.70	3%	
Inveraray Primary - Room hire - half day		34.55	Exempt	0.00	34.55	35.60	Exempt	0.00	35.60	1.05	3%	This charge was previously combined with the school hostels but hostels now added into the Social Work Fees and Charges.
Inveraray Primary - Room hire - full day		62.15	Exempt	0.00	62.15	64.00	Exempt	0.00	64.00	1.85	3%	This charge was previously combined with the school hostels but hostels now added into the Social Work Fees and Charges.
Inveraray Primary - Catering: Tea, Coffee and Scones		2.50	Standard	0.50	3.00	2.58	Standard	0.52	3.10	0.10	3%	This charge was previously combined with the school hostels but hostels now added into the Social Work Fees and Charges.
Inveraray Primary - Catering: Soup and Sandwiches		4.88	Standard	0.98	5.85	5.04	Standard	1.01	6.05	0.20	3%	This charge was previously combined with the school hostels but hostels now added into the Social Work Fees and Charges.
Inveraray Primary Charges - Catering: Lunch (2 course with coffee)		7.50	Standard	1.50	9.00	7.71	Standard	1.54	9.25	0.25	3%	This charge was previously combined with the school hostels but hostels now added into the Social Work Fees and Charges.
Instrumental Instruction charges - Per Annum		226.20	Exempt	0.00	226.20	226.20	Exempt	0.00	232.98	6.78	3%	
Libraries - Overdue Charge - per item, per day - Adult		0.15	Exempt	0.00	0.15	0.16	Outwith the Scope	0.00	0.16	0.01	7%	
Libraries - Overdue Charge - per item, per day - Concession		0.06	Exempt	0.00	0.06	0.08	Outwith the Scope	0.00	0.08	0.02	33%	
Libraries - Inter-library Loans	Borrower covers cost of postage	5.30	Exempt	0.00	5.30	5.45	Outwith the Scope	0.00	5.45	0.15	3%	
Libraries - Lost or Damaged Stock	Full cost or like-for-like replacement						Outwith the Scope					
Libraries - Loss of computerised membership card - Adult		2.70	Exempt	0.00	2.70		Outwith the Scope	0.00	2.80	0.10	4%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Libraries - Loss of computerised membership card - Concession		1.35	Exempt	0.00	1.35		Outwith the Scope	0.00	1.40	0.05	4%	
Housing - Homeless Temporary Accommodation - Bedsit/1 Bed - per week		57.06	Zero Rated	0.00	57.05	57.06	Outwith the Scope	0.00	57.06	0.00	0.00	
Housing - Homeless Temporary Accommodation - 2 Bed Flat/House - per week		64.62	Zero Rated	0.00	64.60	64.62	Outwith the Scope	0.00	64.62	0.00	0.00	
Housing - Homeless Temporary Accommodation - 3 Bed Flat/House - per week		71.37	Zero Rated	0.00	71.35	71.37	Outwith the Scope	0.00	71.37	0.00	0.00	
Housing - Homeless Temporary Accommodation - 4 Bed House - per week		76.67	Zero Rated	0.00	76.65	76.67	Outwith the Scope	0.00	76.67	0.00	0.00	
Housing - Homeless Tenants Service Charge per week		42.20	Zero Rated	0.00	42.20	43.45	Outwith the Scope	0.00	43.45	1.25	3%	Not subject to inflation - only the service charge is inflated.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>CUSTOMER SERVICES</b>												
Solicitors Property Enquiry Certificates		138.96	Standard	27.79	166.75	143.13	Standard	28.63	171.75	5.00	3%	
Commission on trade union deductions		2.50%	Standard		2.50%	2.50%	Standard		2.50%			Percentage charge - same as previous year
Arrestment handling charge per item		0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Info to Banks etc - Handling Charge		20.00	Standard	4.00	24.00	20.58	Standard	4.12	24.70	0.70	3%	
Charges for credit card payment		2.00%	If Applicable		1.89%	2.00%	If Applicable		2.00%			No change
Charges for internet credit card payments		2.00%	If Applicable		1.89%	2.00%	If Applicable		2.00%			No change
Taxi Car Licence		391.00	Outwith the Scope	0.00	391.00	391.00	Outwith the Scope	0.00	391.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Private Hire Car Licence		391.00	Outwith the Scope	0.00	391.00	391.00	Outwith the Scope	0.00	391.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Taxi/Private Hire Car Driver Licence		98.00	Outwith the Scope	0.00	98.00	98.00	Outwith the Scope	0.00	98.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Second Hand Dealer Licence		391.00	Outwith the Scope	0.00	391.00	391.00	Outwith the Scope	0.00	391.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Second Hand Motor Dealer Licence		453.00	Outwith the Scope	0.00	453.00	453.00	Outwith the Scope	0.00	453.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Metal Dealer Licence		453.00	Outwith the Scope	0.00	453.00	453.00	Outwith the Scope	0.00	453.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Temporary exemption warrant - Metal Dealers		129.00	Outwith the Scope	0.00	129.00	129.00	Outwith the Scope	0.00	129.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Boat Hire Licence		237.00	Outwith the Scope	0.00	237.00	237.00	Outwith the Scope	0.00	237.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Street Trader Licence		237.00	Outwith the Scope	0.00	237.00	237.00	Outwith the Scope	0.00	237.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Street Trader - Charity/Temporary		77.00	Outwith the Scope	0.00	77.00	77.00	Outwith the Scope	0.00	77.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Market Operator Licence		453.00	Outwith the Scope	0.00	453.00	453.00	Outwith the Scope	0.00	453.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Market Operator - voluntary/charitable organisation holding one event per year		149.00	Outwith the Scope	0.00	149.00	149.00	Outwith the Scope	0.00	149.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Public Entertainment Licence		453.00	Outwith the Scope	0.00	453.00	453.00	Outwith the Scope	0.00	453.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Public Entertainment temporary Licence		129.00	Outwith the Scope	0.00	129.00	129.00	Outwith the Scope	0.00	129.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Late hours catering licence		453.00	Outwith the Scope	0.00	453.00	453.00	Outwith the Scope	0.00	453.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Window Cleaner Licence		237.00	Outwith the Scope	0.00	237.00	237.00	Outwith the Scope	0.00	237.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
HMO - premises of up to 10 persons		711.00	Outwith the Scope	0.00	711.00	711.00	Outwith the Scope	0.00	711.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
HMO - premises with more than 10 persons		870.00	Outwith the Scope	0.00	870.00	870.00	Outwith the Scope	0.00	870.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Amendment to HMO licence		108.00	Outwith the Scope	0.00	108.00	108.00	Outwith the Scope	0.00	108.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Substitution of vehicle (taxi/private hire) - same day		77.00	Outwith the Scope	0.00	77.00	77.00	Outwith the Scope	0.00	77.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Substitution of vehicle (taxi/private hire) - within 5 days		57.00	Outwith the Scope	0.00	57.00	57.00	Outwith the Scope	0.00	57.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Certified copy of a licence		36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Re-issue of a badge		36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Re-issue of taxi/private hire car plate		36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Extract of Civic Government Register		31.00	Outwith the Scope	0.00	31.00	31.00	Outwith the Scope	0.00	31.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Copy of Civic Government Register		77.00	Outwith the Scope	0.00	77.00	77.00	Outwith the Scope	0.00	77.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Taxi Booking Office Licence		108.00	Outwith the Scope	0.00	108.00	108.00	Outwith the Scope	0.00	108.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Amendment to Civic Govt Licence		67.00	Outwith the Scope	0.00	67.00	67.00	Outwith the Scope	0.00	67.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Knife Dealers Licence		453.00	Outwith the Scope	0.00	453.00	453.00	Outwith the Scope	0.00	453.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Skin piercing & tattoo operator Licence (premises occupied by them)		268.00	Outwith the Scope	0.00	268.00	268.00	Outwith the Scope	0.00	268.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Skin piercing & tattoo operator Licence (premises under control of others)		216.00	Outwith the Scope	0.00	216.00	216.00	Outwith the Scope	0.00	216.00	0.00	0%	Triennial review of fee, fee set for 3 years from June 2015.
Registrars Fees and Charges (Extracts at time of registration)		10.00	Outwith the Scope	0.00	10.00	10.00	Outwith the Scope	0.00	10.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Registrars Fees and Charges (Extracts outwith a calendar month of registration)		15.00	Outwith the Scope	0.00	15.00	15.00	Outwith the Scope	0.00	15.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Registrars Search & Genealogy - Particular Search		5.00	Outwith the Scope	0.00	5.00	5.00	Outwith the Scope	0.00	5.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Registrars Search & Genealogy - General Search		15.00	Outwith the Scope	0.00	15.00	15.00	Outwith the Scope	0.00	15.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Registrars - Recording of name, or change of name or surname or alternative name		40.00	Outwith the Scope	0.00	40.00	40.00	Outwith the Scope	0.00	40.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Marriage Notices (Per Person)		30.00	Outwith the Scope	0.00	30.00	30.00	Outwith the Scope	0.00	30.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Civil Marriage/Partnership Solemnisation		55.00	Outwith the Scope	0.00	55.00	55.00	Outwith the Scope	0.00	55.00	0.00	0%	Set by Registrar General - fees set from 1 January 2011
Registrars Rental Income - Registrars Office Wedding		89.20	Outwith the Scope	0.00	89.20	91.90	Outwith the Scope	0.00	91.90	2.70	3%	
Registrars Rental Income - Registrars Office Wedding - Saturday		179.55	Outwith the Scope	0.00	179.55	184.95	Outwith the Scope	0.00	184.95	5.40	3%	
Admin charges, approved venue weekday		235.10	Outwith the Scope	0.00	235.10	242.15	Outwith the Scope	0.00	242.15	7.05	3%	
Admin charges, approved venue Saturday		279.10	Outwith the Scope	0.00	279.10	287.45	Outwith the Scope	0.00	287.45	8.35	3%	
Admin charges, evenings after 6pm		317.35	Outwith the Scope	0.00	317.35	326.85	Outwith the Scope	0.00	326.85	9.50	3%	
Admin charges, Sundays & Public Holidays (excl. Easter & Christmas)		354.40	Outwith the Scope	0.00	354.40	365.05	Outwith the Scope	0.00	365.05	10.65	3%	
Mini Bus Hire - up to 4 hours		31.83	Standard	6.37	38.20	32.79	Standard	6.56	39.35	1.15	3%	
Mini Bus Hire - per Day		63.75	Standard	12.75	76.50	65.67	Standard	13.13	78.80	2.30	3%	
Privilege rides within school transport (cost per child per term)		71.75	Zero Rated	0.00	71.75	73.90	Zero Rated	0.00	73.90	2.15	3%	
Privilege rides within school transport (where there are 2 or more children, cost per child)		60.20	Zero Rated	0.00	60.20	62.00	Zero Rated	0.00	62.00	1.80	3%	
Letting of Kitchen Accommodation - Monday to Friday (charge per hour)		18.75	Standard	3.75	22.50	19.33	Standard	3.87	23.20	0.70	3%	
Letting of Kitchen Accommodation - Saturday & Sunday (charge per hour)		21.21	Standard	4.24	25.45	21.83	Standard	4.37	26.20	0.75	3%	
Letting of Kitchen Accommodation - Public Holiday (charge per hour)		25.00	Standard	5.00	30.00	25.75	Standard	5.15	30.90	0.90	3%	
Letting of Kitchen Accommodation - Failure to Reinstate		53.00	Standard	10.60	63.60	54.58	Standard	10.92	65.50	1.90	3%	
Helensburgh & Lomond Civic Centre - Hire of Community Room - up to 20 persons		19.63	Standard	3.93	23.55	19.63	Standard	3.93	23.55	0.00	0%	These fees will be looked at by the Transformational Working Group
Helensburgh & Lomond Civic Centre - Hire of Assembly Hall - up to 100 persons		30.21	Standard	6.04	36.25	30.21	Standard	6.04	36.25	0.00	0%	These fees will be looked at by the Transformational Working Group
Helensburgh & Lomond Civic Centre - Hire of The Gallery - up to 20 persons		18.00	Standard	3.60	21.60	18.00	Standard	3.60	21.60	0.00	0%	These fees will be looked at by the Transformational Working Group

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Helensburgh & Lomond Civic Centre - Hire of Annex Room 1 - up to 30 persons		21.21	Standard	4.24	25.45	21.21	Standard	4.24	25.45	0.00	0%	These fees will be looked at by the Transformational Working Group
Helensburgh & Lomond Civic Centre - Hire of Annex Room 2 - up to 20 persons		18.00	Standard	3.60	21.60	18.00	Standard	3.60	21.60	0.00	0%	These fees will be looked at by the Transformational Working Group
Blue Badges		20.00	Outwith the Scope	0.00	20.00	20.00	Outwith the Scope	0.00	20.00	0.00	0%	
Registrars Travel Fees - rate per mile		0.60	Zero Rated	0.00	0.60	0.60	Zero Rated	0.00	0.60	0.00	0%	



Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>LOCAL DEVELOPMENT PLAN &amp; PRINTING</b>												
Local Development Plan (Incl of P&P) - Proposals Maps Book		50.00	Outwith the Scope	0.00	50.00	51.50	Outwith the Scope	0.00	51.50	1.50	3%	Replacing all Local Plans. Community Councils 50% reduction
Local Development Plan (Incl of P&P) - Written Statement		25.00	Outwith the Scope	0.00	25.00	25.75	Outwith the Scope	0.00	25.75	0.75	3%	Replacing all Local Plans. Community Councils 50% reduction
Landscape Capacity Study (Incl P&P) - Bute & Cowal		23.05	Outwith the Scope	0.00	23.05	23.75	Outwith the Scope	0.00	23.75	0.70	3%	
Landscape Capacity Study (Incl P&P) - Mull		10.95	Outwith the Scope	0.00	10.95	11.30	Outwith the Scope	0.00	11.30	0.35	3%	
Landscape Capacity Study (Incl P&P) - North & South Kintyre		13.25	Outwith the Scope	0.00	13.25	13.65	Outwith the Scope	0.00	13.65	0.40	3%	
Landscape Capacity Study (Incl P&P) - Lorn		26.25	Outwith the Scope	0.00	26.25	27.05	Outwith the Scope	0.00	27.05	0.80	3%	
Landscape Capacity Study (Incl P&P) - Mid Argyll & Inveraray		16.70	Outwith the Scope	0.00	16.70	17.20	Outwith the Scope	0.00	17.20	0.50	3%	
Landscape Capacity Study (Incl P&P) - Islay		8.70	Outwith the Scope	0.00	8.70	8.95	Outwith the Scope	0.00	8.95	0.25	3%	
Location Plans (10 Copies)		26.65	Outwith the Scope	0.00	26.65	27.45	Outwith the Scope	0.00	27.45	0.80	3%	
Printing - Internal Service Only - A2 Prints each		8.45	Exempt	0.00	8.45	8.70	Outwith the Scope	0.00	8.70	0.25	3%	
Printing - Internal Service Only - A2 Prints (+11) each		6.00	Exempt	0.00	6.00	6.20	Outwith the Scope	0.00	6.20	0.20	3%	
Printing - Internal Service Only - A1 Prints (1-10 copies) each		12.05	Exempt	0.00	12.05	12.40	Outwith the Scope	0.00	12.40	0.35	3%	
Printing - Internal Service Only - A1 Prints (+11 copies) each		9.60	Exempt	0.00	9.60	9.90	Outwith the Scope	0.00	9.90	0.30	3%	
Printing - Internal Service Only - A0 Prints (1-10 copies) each		18.05	Exempt	0.00	18.05	18.60	Outwith the Scope	0.00	18.60	0.55	3%	
Printing - Internal Service Only - A0 Prints (+11 copies) each		15.70	Exempt	0.00	15.70	16.15	Outwith the Scope	0.00	16.15	0.45	3%	
Statutory Street Naming and/or numbering of one property		75.00	Outwith the Scope	0.00	75.00	80.00	Outwith the Scope	0.00	80.00	5.00	7%	Renaming or renumbering a street - pricing as for new properties
Statutory Street Naming and/or numbering each of the 2nd to 50th additional properties		15.00	Outwith the Scope	0.00	15.00	40.00	Outwith the Scope	0.00	40.00	25.00	167%	
Statutory Street Naming and/or numbering each additional property over 50		10.00	Outwith the Scope	0.00	10.00	20.00	Outwith the Scope	0.00	20.00	10.00	100%	
Statutory Street Naming a new street		150.00	Outwith the Scope	0.00	150.00	175.00	Outwith the Scope	0.00	175.00	25.00	17%	
Changing a property name or adding to the Royal Mail database		75.00	Outwith the Scope	0.00	75.00	77.25	Outwith the Scope	0.00	77.25	2.25	3%	
Confirming an address to a solicitor, property owner or any organisation - per letter		50.00	Outwith the Scope	0.00	50.00	51.50	Outwith the Scope	0.00	51.50	1.50	3%	
Phase 1 Habitat Surveys		350.00	Outwith the Scope	0.00	350.00	360.50	Outwith the Scope	0.00	360.50	10.50	3%	Travel to be charged at Council Rate 34.1p/mile Possible overnight stay to be charged at a maximum of £50.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>REGULATORY SERVICES</b>												
Food Examination - Export of Food/Fish Certificates	Per Certificate	17.00	Outwith the Scope	0.00	17.00	17.50	Outwith the Scope	0.00	17.50	0.50	3%	
Food Examination - Condemnation Certificate (Voluntary Surrender)		193.13	Standard	38.63	231.75	198.92	Standard	39.78	238.70	6.95	3%	
Licences/Registration - Riding Establishment Act 1964/70	Vets Fees to be added	114.85	Outwith the Scope	0.00	114.85	118.30	Outwith the Scope	0.00	118.30	3.45	3%	
Licences/Registration - Dangerous Wild Animals Act 1976	Vets Fees to be added	114.85	Outwith the Scope	0.00	114.85	118.30	Outwith the Scope	0.00	118.30	3.45	3%	
Licences/Registration - Pet Animals Act 1963		82.25	Outwith the Scope	0.00	82.25	84.70	Outwith the Scope	0.00	84.70	2.45	3%	
Licences/Registration - Animal Boarding Establishments Act 1963	Vets Fees to be added	124.85	Outwith the Scope	0.00	124.85	128.60	Outwith the Scope	0.00	128.60	3.75	3%	
Licences/Registration - Breeding of Dogs Act 1973	Vets Fees to be added	124.85	Outwith the Scope	0.00	124.85	128.60	Outwith the Scope	0.00	128.60	3.75	3%	
Licences/Registration - Zoo Act	Vets Fees to be added	163.10	Outwith the Scope	0.00	163.10	168.00	Outwith the Scope	0.00	168.00	4.90	3%	
Licences/Registration - Venison Dealers		56.75	Outwith the Scope	0.00	56.75	58.45	Outwith the Scope	0.00	58.45	1.70	3%	
Licences/Registration - Cinema Licence		157.30	Outwith the Scope	0.00	157.30	162.00	Outwith the Scope	0.00	162.00	4.70	3%	
HMO - premises of up to 10 persons		753.65	Outwith the Scope	0.00	753.65	776.25	Outwith the Scope	0.00	776.25	22.60	3%	Tri-Annual Licence
HMO - premises with more than 10 persons		922.20	Outwith the Scope	0.00	922.20	949.85	Outwith the Scope	0.00	949.85	27.65	3%	Tri-Annual Licence
HMO- Amendment to HMO licence		111.30	Outwith the Scope	0.00	111.30	114.65	Outwith the Scope	0.00	114.65	3.35	3%	Tri-Annual Licence
HMO - Refund if a new/renewal application is unsuccessful		200.00	Outwith the Scope	0.00	200.00	200.00	Outwith the Scope	0.00	200.00	0.00	0%	
Tattooing/Skin Piercing licence for an operator working from premises occupied by them		308.65	Outwith the Scope	0.00	308.65	317.90	Outwith the Scope	0.00	317.90	9.25	3%	
Tattooing/Skin Piercing licence for an operator working from premises under the control of others		248.05	Outwith the Scope	0.00	248.05	255.50	Outwith the Scope	0.00	255.50	7.45	3%	
Performing Animals Licence application/renewal		106.00	Outwith the Scope	0.00	106.00	109.20	Outwith the Scope	0.00	109.20	3.20	3%	Vet Fees to be added
Explosives/Fireworks- Issue of Store Licence (i.e. when separation distances apply)	<b>STATUTORY CHARGE</b>	178.00	Outwith the Scope	0.00	178.00	178.00	Outwith the Scope	0.00	178.00	0.00	0%	
Explosives/Fireworks - renewal of store licence (i.e. when separation distances apply)	<b>STATUTORY CHARGE</b>	83.00	Outwith the Scope	0.00	83.00	83.00	Outwith the Scope	0.00	83.00	0.00	0%	
Explosives- registration for keeping explosives (i.e. when no separation distances apply)	<b>STATUTORY CHARGE</b>	105.00	Outwith the Scope	0.00	105.00	105.00	Outwith the Scope	0.00	105.00	0.00	0%	
Explosives/Fireworks - Renewal of registration for keeping Explosives	<b>STATUTORY CHARGE</b>	52.00	Outwith the Scope	0.00	52.00	52.00	Outwith the Scope	0.00	52.00	0.00	0%	
Explosives/Fireworks - Renewal of registration for keeping Explosives (i.e. when no separation distances apply)	<b>STATUTORY CHARGE</b>	35.00	Outwith the Scope	0.00	35.00	35.00	Outwith the Scope	0.00	35.00	0.00	0%	
Licence to Manufacture explosives	<b>STATUTORY CHARGE</b>	52-178				52-178	Outwith the Scope	0.00	52-178			<b>£52-£178 per year depending on individual circumstances</b> Note that fee consolidates 2 previous "Blasting Operations" fees
"Buy With Confidence" Approved Trader Scheme - Membership cost per year		97.85	Outwith Scope				Outwith the Scope	0.00				Continued membership of the scheme may require following BWC's own charges.
				0.00	97.85	100.80		0.00	100.80	2.95	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments	
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%		
"Buy With Confidence" Approved Trader Scheme - Compulsory Initial Disclosure check for relevant employees (payable to Disclosure Scotland)	per Employee	25.75	Outwith Scope										Continued membership of the scheme may require following BWC's own charges.
				0.00	25.75	26.50	Outwith the Scope	0.00	26.50	0.75	3%		
Petrol Storage Certificate or Licence to keep petroleum spirit of a quantity <2500 litres	STATUTORY CHARGE	42.00	Outwith the Scope	0.00	42.00	42.00	Outwith the Scope	0.00	42.00	0.00	0%		
Petrol Storage Certificate or Licence to keep petroleum spirit of a quantity between 2500 and 50000 litres	STATUTORY CHARGE	58.00	Outwith the Scope	0.00	58.00	58.00	Outwith the Scope	0.00	58.00	0.00	0%		
Petrol Storage Certificate or Licence to keep petroleum spirit of a quantity > 50000 litres	STATUTORY CHARGE	120.00	Outwith the Scope	0.00	120.00	120.00	Outwith the Scope	0.00	120.00	0.00	0%		
Regulatory Services Charge for Officer time (per hour) where appropriate ( out of hours or weekend work incurs a 50% surcharge on the hourly rate).		79.00	Outwith the Scope	0.00	79.00	81.35	Outwith the Scope	0.00	81.35	2.35	3%		
Private Water Supplies - type A statutory sample (no chlorination)	STATUTORY CHARGE	207.42	Outwith the Scope	0.00	207.42	207.42	Outwith the Scope	0.00	207.42	0.00	0%		Total charge includes £137.42 + visit charge of £70
Private Water Supplies -Type A statutory sample (chlorinated supply)	STATUTORY CHARGE	265.54	Outwith the Scope	0.00	265.54	265.54	Outwith the Scope	0.00	265.54	0.00	0%		Total charge includes £195.54 + visit charge of £70
Private Water Supplies -Type A2 Check (only) Sample	STATUTORY CHARGE	145.00	Outwith the Scope	0.00	145.00	145.00	Outwith the Scope	0.00	145.00	0.00	0%		Total charge includes £75 + visit charge of £70
Private Water Supplies -Type B Sample (if statutorily required by the Local Authority)	STATUTORY CHARGE	118.00	Outwith the Scope	0.00	118.00	118.00	Outwith the Scope	0.00	118.00	0.00	0%		Total charge includes £48 + visit charge of £70
Private Water Supplies -Type B Sample Lawyers Request/Domestic Property Sale/Request Sample	STATUTORY CHARGE	145.00	Outwith the Scope	0.00	145.00	145.00	Outwith the Scope	0.00	145.00	0.00	0%		Total charge includes £75 + visit charge of £70
Private waters - Other Parameters may be sampled if there is a specific need. Those charges will directly reflect those passed to us by the testing laboratory	At Cost	-	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%		At Cost
Private waters- The carrying out of a risk assessment in relation to a private water supply.	STATUTORY CHARGE	120.00	Outwith the Scope	0.00	120.00	120.00	Outwith the Scope	0.00	120.00	0.00	0%		
Private Landlord Registration - principal fee for registration as landlord	STATUTORY CHARGE	55.00	Outwith the Scope	0.00	55.00	55.00	Outwith the Scope	0.00	55.00	0.00	0%		Discounts: discount of 10% on fees (excluding late application fees) is obtained by applying/renewing online.
Private Landlord Registration - property fee per property	STATUTORY CHARGE	11.00	Outwith the Scope	0.00	11.00	11.00	Outwith the Scope	0.00	11.00	0.00	0%		
Private Landlord Registration- late application fee	STATUTORY CHARGE	110.00	Standard	22.00	132.00	110.00	Standard	22.00	132.00	0.00	0%		
Weights and measures: special weighing equipment- measuring, testing, verifying, certification etc .	Office cost per hour	81.85	Standard	16.37	98.22	84.29	Standard	16.86	101.15	2.93	3%		
Weights: Weights exceeding 5kg or not exceeding 500 mg, 2 CM		8.27	Standard	1.65	9.92	8.50	Standard	1.70	10.20	0.28	3%		
Weights: other weights		6.27	Standard	1.25	7.52	6.46	Standard	1.29	7.75	0.23	3%		
Measures: Capacity measures, without divisions, not exceeding 1 litre		7.08	Standard	1.42	8.50	7.29	Standard	1.46	8.75	0.25	3%		
Measures: Liquid capacity measures for making up and checking average quantity packages		25.95	Standard	5.19	31.14	26.71	Standard	5.34	32.05	0.91	3%		
Weighing Instruments Non NAWI: less than 1 tonne		64.70	Standard	12.94	77.64	66.63	Standard	13.33	79.95	2.31	3%		
Weighing Instruments Non NAWI: 1-10 tonnes		104.83	Standard	20.97	125.80	107.96	Standard	21.59	129.55	3.75	3%		
Weighing Instruments Non NAWI: greater than 10 tonnes		218.94	Standard	43.79	262.73	225.50	Standard	45.10	270.60	7.87	3%		
Weighing Instruments NAWI: less than 1 tonne		107.70	Standard	21.54	129.24	110.92	Standard	22.18	133.10	3.86	3%		
Weighing Instruments NAWI: 1-10 tonnes		166.70	Standard	33.34	200.04	171.71	Standard	34.34	206.05	6.01	3%		
Weighing Instruments NAWI: greater than 10 tonnes		364.90	Standard	72.98	437.88	375.83	Standard	75.17	451.00	13.12	3%		
<b>NOTE: All weighing instruments: When testing instruments incorporating remote display or printing facilities, and where completion of the test requires a second person or a second series of tests by the same person, an additional fee may be charged</b>	50% surcharge on base cost if applicable		Standard										
Measures: Instruments for Intoxicating Liquor not exceeding 150 ml		16.17	Standard	3.23	19.40	16.67	Standard	3.33	20.00	0.60	3%		VAT rate applies unless work undertaken under the Measuring Instruments (EEC Requirements) Regs 1988
Measures: Instruments for Intoxicating Liquor exceeding 150 ml		18.67	Standard	3.73	22.40	19.21	Standard	3.84	23.05	0.65	3%		

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Measuring Instruments for Liquid Fuel and Lubricants: Container type (not sub-divided)		17.76	Standard	3.55	21.31	18.29	Standard	3.66	21.95	0.64	3%	
Measuring Instruments for Liquid Fuel and Lubricants: First nozzle tested, per site		121.35	Standard	24.27	145.62	125.00	Standard	25.00	150.00	4.38	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Each additional nozzle tested		74.55	Standard	14.91	89.46	76.79	Standard	15.36	92.15	2.69	3%	
Measuring Instruments for Liquid Fuel and Lubricants: Other visits (e.g Testing of peripheral electronic equipment/ credit card acceptor etc)		81.85	Standard	16.37	98.22	84.29	Standard	16.86	101.15	2.93	3%	
Road Tanker Fuel : Meter measuring equipment: Wet hose with two testing liquids		260.48	Standard	52.10	312.58	268.29	Standard	53.66	321.95	9.37	3%	
Road Tanker Fuel : Meter measuring equipment: Wet hose with three testing liquids		303.87	Standard	60.77	364.64	313.00	Standard	62.60	375.60	10.96	3%	
Road Tanker Fuel : Meter measuring equipment: Dry hose with two testing liquids		289.38	Standard	57.88	347.26	298.08	Standard	59.62	357.70	10.44	3%	
Road Tanker Fuel : Meter measuring equipment: Dry hose with three testing liquids		332.97	Standard	66.59	399.56	342.96	Standard	68.59	411.55	11.99	3%	
Road Tanker Fuel : Meter measuring equipment: Wet/dry hose with two testing liquids		405.19	Standard	81.04	486.23	417.33	Standard	83.47	500.80	14.57	3%	
Road Tanker Fuel : Meter measuring equipment: Wet/dry hose with three testing liquids		434.09	Standard	86.82	520.91	447.13	Standard	89.43	536.55	15.64	3%	
Certificate of Errors: Request for certificate		41.24	Standard	8.25	49.49	42.46	Standard	8.49	50.95	1.46	3%	
<b>Note: When supplying specialist equipment (including but not limited to weighbridge test unit, van and test weights, etc) an additional fee may be charged hourly, daily or per appointment, according to circumstance</b>	<b>Prices on application</b>		<b>Standard</b>									

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PLANNING SERVICES</b>												
Additional administration fee in respect of an Advert required in terms of Regulation 20 of the Town & Country Planning (Development Management Procedure) (Scotland) Regulations 2008		145.83	Standard	29.17	175.00	150.00	Standard	30.00	180.00	5.00	3%	
Planning Section 50 Licence Certificate		124.00	Outwith the Scope	0.00	124.00	128.00	Outwith the Scope	0.00	128.00	4.00	3%	
Pre Application advice for major planning applications						833.33	Standard	166.67	1,000.00			
Pre Application advice for locally significant planning applications	Maximum £800					666.67	Standard	133.33	800.00			a charge (inc VAT) equivalent to 25% of the statutory planning fee (see fee guidance below) for the development, capped at a maximum of £800.00 (inc VAT).
Planning Statutory Fees												<a href="http://www.argyll-bute.gov.uk/sites/default/files/planning_fee_guidance_note_nov_2014_0.pdf">http://www.argyll-bute.gov.uk/sites/default/files/planning_fee_guidance_note_nov_2014_0.pdf</a>

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>BUILDING STANDARDS</b>												
Property Inspection		311.00	Outwith the Scope	0.00	311.00	320.00	Outwith the Scope	0.00	320.00	9.00	3%	
Re - Inspection Fee Property Inspection Applications		155.00	Outwith the Scope	0.00	155.00	160.00	Outwith the Scope	0.00	160.00	5.00	3%	
Confirmation of completion Applications		249.00	Outwith the Scope	0.00	249.00	256.00	Outwith the Scope	0.00	256.00	7.00	3%	
Re - Inspection Fee Confirmation of Completion Applications		142.00	Outwith the Scope	0.00	142.00	146.00	Outwith the Scope	0.00	146.00	4.00	3%	
Confirmation of Exempt class of works		63.00	Outwith the Scope	0.00	63.00	65.00	Outwith the Scope	0.00	65.00	2.00	3%	
Building Standards Section 50 Licence Certificate		124.00	Outwith the Scope	0.00	124.00	128.00	Outwith the Scope	0.00	128.00	4.00	3%	
Property Enquiries (if Application Number known)		37.00	Outwith the Scope	0.00	37.00	38.00	Outwith the Scope	0.00	38.00	1.00	3%	
Property Enquiries (if Application Number not known)		89.00	Outwith the Scope	0.00	89.00	92.00	Scope	0.00	92.00	3.00	3%	

**Notes to Weights & Measures Charges**

1. The 2017/18 guidance is based on a chargeable rate of £81.35 per officer per hour, designed to facilitate full cost recovery for metrological activity.
2. For any work not covered by this guidance, or which varies significantly or is carried out in exceptional circumstances, an appropriate charge may be calculated as a surcharge to the hourly rate.
3. When a visit is made by a Trading Standards Officer to any premises for the purpose of carrying out any of the functions or activities listed below, each visit may be subject to a minimum charge of £81.35 per Officer per visit regardless of the nature or amount of work requested or completed. Warning: At present, LACORS has not established the legal position regarding the charging of a minimum fee in the case of cancellation or curtailment of the work to be carried out (i.e. a 'call-out' or cancellation charge). If such a fee is charged, it may be subject to a legal challenge.
4. Visits carried out partly or entirely outside of normal office hours may incur a surcharge of 50% of the standard fee or of the standard hourly rate per Officer per hour.
5. The guidance relates to the cost of testing single items. Inspectors should not be inhibited from departing from the quoted fee in locally determined circumstances. Discounted fees may be appropriate, for example, in the following circumstances:
  - a. Where more than a single item is submitted on one occasion and particularly where large quantities are involved;
  - b. Where facilities, equipment or assistance are provided by the submitter by prior arrangement;

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>WASTE COLLECTION</b>												
Supply of Sacks for Commercial Use (pack of 50)		218.25	Outwith the Scope	0.00	218.25	226.50	Outwith the Scope	0.00	226.50	8.25	4%	Landfill Tax increases subject to approval of the Scottish Parliament. Landfill Tax 0.77% plus inflation 3%
Confidential Sacks - Includes Uplift, Shredding and disposal	<b>Internal Use Only</b> - Minimum of 8 sacks per order	13.65	Outwith the Scope	0.00	13.65	14.05	Outwith the Scope	0.00	14.05	0.40	3%	
Poop Scoops - Refill Bags (Per 50)		1.13	Standard	0.23	1.35	1.17	Standard	0.23	1.40	0.05	4%	
Domestic Use Only 140 Litre Bins		31.05	Outwith the Scope	0.00	31.05	32.00	Outwith the Scope	0.00	32.00	0.95	3%	
Domestic Use Only 240 Litre Bins		31.05	Outwith the Scope	0.00	31.05	32.00	Outwith the Scope	0.00	32.00	0.95	3%	
Commercial Use Only 240 Litre Bins		79.42	Standard	15.88	95.30	81.79	Standard	16.36	98.15	2.85	3%	
Commercial Use Only 360 Litre Bins		115.54	Standard	23.11	138.65	119.00	Standard	23.80	142.80	4.15	3%	
Commercial Use Only 660 Litre Bins		291.42	Standard	58.28	349.70	300.17	Standard	60.03	360.20	10.50	3%	
Commercial Use Only 1100 Litre Bins		355.00	Standard	71.00	426.00	365.67	Standard	73.13	438.80	12.80	3%	
Commercial Use Only 1280 Litre Bins		365.63	Standard	73.13	438.75	376.58	Standard	75.32	451.90	13.15	3%	
Householder Special Refuse Collection	Minimum Charge covers work of two men and vehicle up to ten minutes.	59.70	Outwith the Scope	0.00	59.70	61.50	Outwith the Scope	0.00	61.50	1.80	3%	
Householder Special Refuse Collection Extra Charge	Charged per 10 minutes over minimum charge	37.15	Outwith the Scope	0.00	37.15	38.25	Outwith the Scope	0.00	38.25	1.10	3%	
Commercial Special Uplift (Industrial Waste)	(Charge Per Hour - Minimum Charge 1 hour)	109.46	Standard	21.89	131.35	112.75	Standard	22.55	135.30	3.95	3%	
Commercial Special Uplift (Non-industrial Waste)	(Charge Per Hour - Minimum Charge 1 hour) - <b>Housing Associations should be charged at this rate.</b>	131.35	Outwith the Scope	0.00	131.35	135.30	Outwith the Scope	0.00	135.30	3.95	3%	Provided not Industrial waste as per Environmental Protection Act 1990.
Householder Asbestos cement collection - Minimum charge up to 30 minutes		248.10	Outwith the Scope	0.00	248.10	255.55	Outwith the Scope	0.00	255.55	7.45	3%	
Householder Asbestos cement collection - Each further 30 minutes		123.90	Outwith the Scope	0.00	123.90	127.60	Outwith the Scope	0.00	127.60	3.70	3%	
Return of Supermarket trolleys (each)		36.67	Standard	7.33	44.00	37.75	Standard	7.55	45.30	1.30	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>COMMERCIAL REFUSE</b>												
Wheeled Bins - 140/240 ltr	Based on 1 uplift per week	260.35	Outwith the Scope	0.00	260.35	270.15	Outwith the Scope	0.00	270.15	9.80	4%	<b>Minimum Charge 2017/18 - £270.15</b> Equivalent to the 140/240 litre bin charge for collection and landfill tax uplifted once a week. For premises whereby a less than weekly mixed waste service is available only, the minimum charge will be adjusted accordingly. Agreements are issued Annually from Manse Brae to all commercial/front end loader customers. Payments are either made in advance or by direct debit. Front End Loader service provided by Shanks. Some bins still responsibility of Council dependant on location and recognised use by public. Any charge by Shanks above this level to be charged at cost + 2% to customers. Subject to Waste Service Review - Charge to customers who request a change to their service more than once in any financial year.
Wheeled Bins - 340 ltr	Based on 1 uplift per week	368.80	Outwith the Scope	0.00	368.80	382.70	Outwith the Scope	0.00	382.70	13.90	4%	
Wheeled Bins - 660 ltr	Based on 1 uplift per week	707.60	Outwith the Scope	0.00	707.60	734.30	Outwith the Scope	0.00	734.30	26.70	4%	
Wheeled Bins - 1100 ltr	Based on 1 uplift per week	1,178.90	Outwith the Scope	0.00	1,178.90	1,223.35	Outwith the Scope	0.00	1,223.35	44.45	4%	
Wheeled Bins - 1280 ltr	Based on 1 uplift per week	1,371.75	Outwith the Scope	0.00	1,371.75	1,423.45	Outwith the Scope	0.00	1,423.45	51.70	4%	
Loads - Bands 1-5		632.85	Outwith the Scope	0.00	632.85	656.70	Outwith the Scope	0.00	656.70	23.85	4%	
Loads - Bands 6-10		1,426.05	Outwith the Scope	0.00	1,426.05	1,479.80	Outwith the Scope	0.00	1,479.80	53.75	4%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Yard	1,385.70	Outwith the Scope	0.00	1,385.70	1,437.95	Outwith the Scope	0.00	1,437.95	52.25	4%	
Front End Loader Service - Uplifted twice weekly by Shanks	Per Cubic Metre	1,635.90	Outwith the Scope	0.00	1,635.90	1,697.55	Outwith the Scope	0.00	1,697.55	61.65	4%	
Pull Out Charge		29.80	Outwith the Scope	0.00	29.80	30.70	Outwith the Scope	0.00	30.70	0.90	3%	
Commercial Service Fee		38.21	Standard	7.64	45.85	39.38	Standard	7.88	47.25	1.40	3%	



Description	Other	2016/17				2017/18				Increase		Notes/Comments	
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%		
<b>RECYCLING CHARGES</b>													
Office Paper - Large Bag / 1 x week		110.25	Outwith the Scope	0.00	110.25	113.55	Outwith the Scope	0.00	113.55	3.30	3%	Charges for recycling collections or treatment should in general be levied on the commercial sector on the same basis as normal refuse collection or disposal, but with the benefit of no landfill tax payment being applied to the charge.	
Paper and Cardboard - 240 litre Bins and Minimum Charge for Year	Fortnightly Charge Weekly services shall be charged accordingly at fortnightly rate x 2	69.70	Outwith the Scope	0.00	69.70	71.80	Outwith the Scope	0.00	71.80	2.10	3%		
Paper and Cardboard - 340 litre Bin		98.20	Outwith the Scope	0.00	98.20	101.15	Outwith the Scope	0.00	101.15	2.95	3%		
Paper and Cardboard - 660 litre Bin		187.95	Outwith the Scope	0.00	187.95	193.60	Outwith the Scope	0.00	193.60	5.65	3%		
Paper and Cardboard - 1100/1280 litre Bin		312.55	Outwith the Scope	0.00	312.55	321.95	Outwith the Scope	0.00	321.95	9.40	3%		
Commercial Sacks for Recyclable Waste		Charge Per Sack. Service available in Kintyre and Bute.	1.11	Outwith the Scope	0.00	1.10	1.13	Outwith the Scope	0.00	1.13	0.03		3%
Recyclable Waste Brought to Civic Amenity/Recycling Facilities	Purchase of Punch Card - Price per card	32.00	Outwith the Scope	0.00	32.00	32.95	Outwith the Scope	0.00	32.95	0.95	3%		At Waste Disposal Sites and Civic Amenity/Recycling Sites, use by the commercial sector (if permitted by the license conditions) should only be allowed in return for the payment of the appropriate rate, equivalent to the disposal charge excluding landfill tax. A pre-paid punch card system is available.  Paper and cardboard recycling charges are also applicable for plastic and cans where such recycling is available.
Cooking Oil Collection (per 20/24ltr container)	Service available in Mull, Iona, Tiree, Islay and Jura	2.60	Outwith the Scope	0.00	2.60	2.70	Outwith the Scope	0.00	2.70	0.10	4%		
Segregated Glass Collection - 240 litre bin 1 x weekly	Segregated available on mainland Argyll & Isle of Bute.  Minimum Charge same as for Mixed Glass	46.00	Outwith the Scope	0.00	46.00	47.40	Outwith the Scope	0.00	47.40	1.40	3%		
Segregated Glass Collection - 330/360 litre bin 1 x weekly		63.40	Outwith the Scope	0.00	63.40	65.30	Outwith the Scope	0.00	65.30	1.90	3%		
Segregated Glass Collection - 660 litre bin 1 x weekly		124.70	Outwith the Scope	0.00	124.70	128.45	Outwith the Scope	0.00	128.45	3.75	3%		
Segregated Glass Collection - 1100/1280 litre bin 1 x weekly		187.95	Outwith the Scope	0.00	187.95	193.60	Outwith the Scope	0.00	193.60	5.65	3%		
Mixed Glass Collection - 240 litre bin and Minimum Charge	Fortnightly Service	69.70	Outwith the Scope	0.00	69.70	71.80	Outwith the Scope	0.00	71.80	2.10	3%		
Mixed Glass Collection - 660 litre bin	Fortnightly Service	187.95	Outwith the Scope	0.00	187.95	193.60	Outwith the Scope	0.00	193.60	5.65	3%		
Commercial Food Waste Composting Service - Weekly Service of 140ltr Wheeled Bin	Service only available in Lomond - Bin and 160 Bags per annum supplied by Council	120.30	Outwith the Scope	0.00	120.30	123.90	Outwith the Scope	0.00	123.90	3.60	3%	New bin size and charge for 240ltr bins	
Commercial Food Waste Composting Service - Weekly Service of 240ltr Wheeled Bin	Service only available in Lomond - Bin and 160 Bags per annum supplied by Council		Outwith the Scope			212.40	Outwith the Scope	0.00	212.40	212.40	0%		
Commercial Food Waste Composting Service - Weekly Service of 500ltr Wheeled Bin	Service only available in Lomond - Bin and 570 Bags per annum supplied by Council	429.95	Outwith the Scope	0.00	429.95	442.85	Outwith the Scope	0.00	442.85	12.90	3%		

Description SKIPS	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Hire (for 24 hours)	Any Ferry Journeys will be recharged at cost.	5.08	Standard	1.02	6.10	5.25	Standard	1.05	6.30	0.20	3%	
Commercial - Service of Skip - Up to 10 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	66.80	Outwith the Scope	0.00	66.80	68.80	Outwith the Scope	0.00	68.80	2.00	3%	
Commercial - Service of Skip - Up to 20 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	84.80	Outwith the Scope	0.00	84.80	87.35	Outwith the Scope	0.00	87.35	2.55	3%	
Commercial - Service of Skip - Over 20 miles travel, one way from disposal point	Any Ferry Journeys will be recharged at cost.	104.95	Outwith the Scope	0.00	104.95	108.10	Outwith the Scope	0.00	108.10	3.15	3%	
Commercial - Tipping Charge per Service, including Landfill Tax (Active)	Tiree Only - See notes	302.35	Outwith the Scope	0.00	302.35	312.10	Outwith the Scope	0.00	312.10	9.75	3%	Landfill tax on inactive waste at Council landfill sites on Mull, Islay and Tiree may be charged. This will depend on the type of inactive waste and it's use on the landfill site. A contractor with such waste should contact the Council to discuss this prior to disposal of inactive waste.
Commercial - Tipping Charge per Service, including Landfill Tax (Inactive)	Tiree Only - See notes	0.00	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%	Tipping Charges - Tiree, no weighbridge, charge has not yet been set by Revenue Scotland and will be updated when known.  Tipping Charges - Islay and Mull - charge based on weighbridge - see Waste Disposal Charges.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>HOUSEHOLDER SCRAP CAR REMOVAL AND DISPOSAL SERVICE (Service not available to Commercial Customers they should make their own arrangements with appropriate vehicle dismantlers)</b>												
Scrap Car Deposit Voucher - per car	The voucher service is <b>not</b> available in Helensburgh and Lomond, where advice can be sought from your local area office.	74.17	Standard	14.83	89.00	76.38	Standard	15.28	91.65	2.65	3%	Householder must pay fee and show registration document as proof of ownership before voucher can be issued. Car must be taken to appropriate Council or Shanks disposal site by Householder.
Removal and disposal from householders		121.88	Standard	24.38	146.25	125.54	Standard	25.11	150.65	4.40	3%	Householders should be advised of national takeback schemes i.e. Cartakeback and Autogreen, before proceeding with removal request and payment.
Removal of abandoned car where owner can be traced - Statutory Fee		300.00	Outwith the Scope	0.00	300.00	300.00	Outwith the Scope	0.00	300.00	0.00	0%	Charge set by Legislation. If car has to be stored due to its condition (e.g. still taxed) in Council Depot an additional £20.60 per storage charge per day should be added.
Removal of car by arrangement on private, or other public sector ground, where the last registered keeper cannot be traced. The Executive Director of the Development and Infrastructure Department shall have the discretion to require a payment in advance from the landowner		146.25	Outwith the Scope	0.00	146.25	150.65	Outwith the Scope	0.00	150.65	4.40	3%	A 24 hour notice on the car must be served prior to removal and disposal.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>WASTE DISPOSAL</b>												
Ordinary Waste - Landfill Tax Element of Charges per tonne (Fee set by Government)	Charge includes Landfill Tax	84.40	Outwith the Scope	0.00	84.40	86.34	Outwith the Scope	0.00	86.34	1.94	2%	Statutory Increase
Ordinary Waste - Waste Disposal Cost per tonne	Charge includes Landfill Tax	112.80	Outwith the Scope	0.00	112.80	115.60	Outwith the Scope	0.00	115.60	2.80	2%	Statutory Increase
Inactive Waste - Landfill Tax Element of Charges per tonne	Charge includes Landfill Tax	2.65	Outwith the Scope	0.00	2.65	2.71	Outwith the Scope	0.00	2.71	0.06	2%	No Statutory Increase
Inactive Waste - Waste Disposal Cost per tonne	Charge includes Landfill Tax	0.00	Outwith the Scope	0.00	0.00	0.00	Outwith the Scope	0.00	0.00	0.00	0%	No Statutory Increase
Assumed Loads per vehicle type - Small Van/pick up (Escort size)	0.4 tonnes	46.10	Outwith the Scope	0.00	46.10	47.25	Outwith the Scope	0.00	47.25	1.15	2%	increase includes change in statutory landfill tax charges.
Assumed Loads per vehicle type - Medium Van/pick up (Transit size)	0.8 tonnes	92.15	Outwith the Scope	0.00	92.15	94.45	Outwith the Scope	0.00	94.45	2.30	2%	increase includes change in statutory landfill tax charges.
Assumed Loads per vehicle type - Large Van/pick up (twin wheeled)	1.2 tonnes	138.25	Outwith the Scope	0.00	138.25	141.70	Outwith the Scope	0.00	141.70	3.45	2%	increase includes change in statutory landfill tax charges.
Assumed Loads per vehicle type - Tipper/Large Box Van (over 3.5 tonnes and less than 7.5 tonnes)	3 tonnes	345.55	Outwith the Scope	0.00	345.55	354.15	Outwith the Scope	0.00	354.15	8.60	2%	increase includes change in statutory landfill tax charges.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PUBLIC CONVENIENCES</b>												
Entrance Fee (where turnstile fitted)		0.30	Outwith the Scope	0.00	0.30	0.30	Outwith the Scope	0.00	0.30	0.00	0%	
Radar Keys		3.70	Outwith the Scope	0.00	3.70	3.80	Outwith the Scope	0.00	3.80	0.10	3%	Purchased at Area Offices.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PEST CONTROL</b>												
DOMESTIC HOUSES - Eradication of Rodent or Insect Pests. This covers all individual dwelling premises either private or rented from Housing Associations/Social Landlords/Private Landlords.		63.63	Standard	12.73	76.35	65.54	Standard	13.11	78.65	2.30	3%	Payment must be made in Advance. Further charges may be necessary where eradication requires more than one visit. Advice on the total charge for eradication can be provided by officer during initial treatment.
Non refundable Survey Charge		21.17	Standard	4.23	25.40	21.79	Standard	4.36	26.15	0.75	3%	
No Treatment Required - Maximum Refund		42.38	Standard	8.48	50.85	43.67	Standard	8.73	52.40	1.55	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Survey and/or Treatment up to 30 minutes		67.83	Standard	13.57	81.40	69.88	Standard	13.98	83.85	2.45	3%	In treatments where several visits are required for completion of a treatment or the use of additional expensive poisons are required such as for mole, rabbit, bedbug and cockroach treatments, supplementary charges may be levied. Where this is the case the client will be advised of the extra cost accordingly. This is relevant for domestic, commercial and council properties.
COMMERCIAL- Eradication of Rodent or Insect Pests - Subsequent Treatment per 20 minutes		41.92	Standard	8.38	50.30	43.17	Standard	8.63	51.80	1.50	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Issue of Rodent Control Certificate		125.13	Standard	25.03	150.15	128.88	Standard	25.78	154.65	4.50	3%	
COMMERCIAL- Eradication of Rodent or Insect Pests - Annual Agreement - Commercial	By negotiation		Standard				Standard					
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Survey and/or Treatment up to 30 minutes		67.85	Outwith the Scope	0.00	67.85	69.90	Outwith the Scope	0.00	69.90	2.05	3%	Council Departments to receive same treatment options as Commercial Customers.
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Subsequent Treatment per 20 minutes		41.80	Outwith the Scope	0.00	41.80	43.05	Outwith the Scope	0.00	43.05	1.25	3%	
COUNCIL OWNED PROPERTIES - Eradication of Rodents or Insect Pests - Annual Agreement - Commercial	By negotiation		Outwith the Scope				Outwith the Scope					

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>DOG FEES</b>												
Standard Fee (Statutory Fee)		25.00	Outwith the Scope	0.00	25.00	25.00	Outwith the Scope	0.00	25.00	0.00	0%	Payment in advance. Proof of identity must be shown, at Area Office when payment is made. A receipt will be issued to allow the owner to collect their dog from the kennels. In order for Kennel Operators to accept dogs there is a requirement that they are inoculated.  Dog microchipping will be required by law from April 2016. Dogs (when not already microchipped) will be microchipped before returning to the owner.
Daily Boarding Fee		14.35	Outwith the Scope	0.00	14.35	14.80	Outwith the Scope	0.00	14.80	0.45	3%	
Kennel Inoculation Fee		36.88	Standard	7.38	44.25	38.00	Standard	7.60	45.60	1.35	3%	
Dog microchipping		32.50	Standard	6.50	39.00	33.46	Standard	6.69	40.15	1.15	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PLAYING FIELDS</b>												
Hire of lined Pitch with Changing Facilities including attendant required for changing facilities	Adult	63.63	Standard	12.73	76.35	65.54	Standard	13.11	78.65	2.30	3%	All hire must be paid for in advance. Applications should be made for the hire of playing and a letter confirming dates should be issued. Forms are available from Roads and Amenity Services, Manse Brae, Lochgilphead.  Youth Charges only apply to Children in Full Time Education.
	Youth	31.75	Standard	6.35	38.10	32.71	Standard	6.54	39.25	1.15	3%	
Hire of lined Pitch	Adult	31.75	Standard	6.35	38.10	32.71	Standard	6.54	39.25	1.15	3%	
	Youth	15.92	Standard	3.18	19.10	16.38	Standard	3.28	19.65	0.55	3%	
Hire of Pitch only (Training)		15.92	Standard	3.18	19.10	16.38	Standard	3.28	19.65	0.55	3%	
Use of Changing Facilities (Training)	Adult	19.29	Standard	3.86	23.15	19.88	Standard	3.98	23.85	0.70	3%	
	Youth	9.63	Standard	1.93	11.55	9.92	Standard	1.98	11.90	0.35	3%	
Hire of Pony Park - Bute	Concession	32.42	Standard	6.48	38.90	33.38	Standard	6.68	40.05	1.15	3%	
Hire of Howie Pavilion, Lomond		8.50	Standard	1.70	10.20	8.75	Standard	1.75	10.50	0.30	3%	



Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>OUTDOOR RECREATION</b>												
Putting and Crazy Golf	Adult	2.29	Standard	0.46	2.75	2.38	Standard	0.48	2.85	0.10	4%	
	Concession	1.21	Standard	0.24	1.45	1.25	Standard	0.25	1.50	0.05	3%	
Tennis - Per Session	Adult	2.29	Standard	0.46	2.75	2.38	Standard	0.48	2.85	0.10	4%	
	Concession	1.21	Standard	0.24	1.45	1.25	Standard	0.25	1.50	0.05	3%	
Tennis - Season Ticket	Adult	43.83	Standard	8.77	52.60	45.17	Standard	9.03	54.20	1.60	3%	
	Concession	21.58	Standard	4.32	25.90	22.25	Standard	4.45	26.70	0.80	3%	
Tennis - Hire of Racquet and Balls	Adult	2.29	Standard	0.46	2.75	2.38	Standard	0.48	2.85	0.10	4%	
	Concession	1.21	Standard	0.24	1.45	1.25	Standard	0.25	1.50	0.05	3%	
Bowling - Per Session	Adult	2.29	Standard	0.46	2.75	2.38	Standard	0.48	2.85	0.10	4%	
	Concession	1.21	Standard	0.24	1.45	1.25	Standard	0.25	1.50	0.05	3%	
Bowling - Season Ticket	Adult	53.00	Standard	10.60	63.60	54.58	Standard	10.92	65.50	1.90	3%	
	Concession	26.58	Standard	5.32	31.90	27.38	Standard	5.48	32.85	0.95	3%	
Cricket Wicket (unprepared)	Adult	29.33	Standard	5.87	35.20	30.21	Standard	6.04	36.25	1.05	3%	
Cricket Wicket (prepared)	Adult	53.00	Standard	10.60	63.60	54.58	Standard	10.92	65.50	1.90	3%	
Hire of McCaigs Tower (Weddings)		265.00	Standard	53.00	318.00	272.96	Standard	54.59	327.55	9.55	3%	
Hire of Stadium (Mossfield, Dunoon and Rothesay) for a major event - MINIMUM CHARGE		635.88	Standard	127.18	763.05	654.96	Standard	130.99	785.95	22.90	3%	
<b>Dunoon Stadium</b> - Hire of running Track-without marking		10.63	Standard	2.13	12.75	10.96	Standard	2.19	13.15	0.40	3%	
<b>Dunoon Stadium</b> - Hire of Running Track-with marking		47.71	Standard	9.54	57.25	49.13	Standard	9.83	58.95	1.70	3%	
<b>Grass Tracks</b> - Hire of Running Track (without marking)		10.63	Standard	2.13	12.75	10.96	Standard	2.19	13.15	0.40	3%	
<b>Grass Tracks</b> - Hire of Running Track (with marking)		144.13	Standard	28.83	172.95	148.46	Standard	29.69	178.15	5.20	3%	
Grandstand (Public Restricted)		202.46	Standard	40.49	242.95	208.54	Standard	41.71	250.25	7.30	3%	
Rental of Stall - Per Linear Metre		53.25	Standard	10.65	63.90	54.83	Standard	10.97	65.80	1.90	3%	
Rental of Stall - by Registered Charity - by Stall		25.50	Standard	5.10	30.60	26.25	Standard	5.25	31.50	0.90	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>FAIRS</b>												Charges for commercial refuse/tidy up will be over and above the charges noted.
Hire of ground for 1 week (7 days) With total frontage of all rides/stalls. less than 49 linear metres		323.90	Exempt	0.00	323.90	333.60	Exempt	0.00	333.60	9.70	3%	
Hire of Ground for 1 week (7 days). With total frontage of all rides/stalls, over 49 linear metres - per linear metre		6.70	Exempt	0.00	6.70	6.90	Exempt	0.00	6.90	0.20	3%	
Food Vans/Stalls - Hire of Ground per week (7days) - per linear metre		5.00	Exempt	0.00	5.00	5.15	Exempt	0.00	5.15	0.15	3%	
Charitable Organisations - Hire of Ground up to 7 days - per linear metre		3.40	Exempt	0.00	3.40	3.50	Exempt	0.00	3.50	0.10	3%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>FLORAL DECORATIONS</b>												
Hire of Round or Half Baskets (each)		16.29	Standard	3.26	19.55	16.79	Standard	3.36	20.15	0.60	3%	Loss or damage to containers will be charged to hirer at replacement value.
Troughs 1 Metre Long (each)		19.79	Standard	3.96	23.75	20.38	Standard	4.08	24.45	0.70	3%	
Tubs to 16" diameter (each)		23.38	Standard	4.68	28.05	24.08	Standard	4.82	28.90	0.85	3%	
Tubs over 16" diameter (each)		33.88	Standard	6.78	40.65	34.88	Standard	6.98	41.85	1.20	3%	
Handling Charge												At cost price with prior notice

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>BURIAL CHARGES</b>												
*Interment/Re Opening Lair		634.00	Outwith the Scope	0.00	634.00	653.00	Outwith the Scope	0.00	653.00	19.00	3%	* 100% to be added to interment/lair charges (except for the transfer of title deed) for non residents of Argyll & Bute with the following exemptions:  1. Clear proof that deceased lived permanently in Argyll & Bute within 10 years of death.  2. If the deceased person has been in long term residential care outwith the boundaries of Argyll & Bute Council, but was previously a resident of Argyll & Bute and was moved to such residential care at the behest of this, or a previous Local Authority.  3. Any resident or former resident of Argyll & Bute who has died in the service of their country.  4. Introduction of green burial service which facilitates woodland burials, sites at: Barbour Cemetery, Strachur, Carrick Cemetery at Tarbert and Pennyfuir Cemetery.
Interment (Child under 16)		No charge										
Additional Charge - Interment on Saturday/Sunday or Public Holiday will incur this additional charge		236.00	Outwith the Scope	0.00	236.00	243.00	Outwith the Scope	0.00	243.00	7.00	3%	
Additional Charge - Burial of ashes on Saturday/Sunday or Public Holiday will incur this additional charge		67.00	Outwith the Scope	0.00	67.00	69.00	Outwith the Scope	0.00	69.00	2.00	3%	
*Burial of Cremated Remains		143.00	Outwith the Scope	0.00	143.00	147.00	Outwith the Scope	0.00	147.00	4.00	3%	
*Scattering of Ashes		111.00	Outwith the Scope	0.00	111.00	114.00	Outwith the Scope	0.00	114.00	3.00	3%	
*Purchase of Single Lair, incl maintenance		749.00	Outwith the Scope	0.00	749.00	771.00	Outwith the Scope	0.00	771.00	22.00	3%	
*Purchase of Double Lair, incl maintenance		1,498.00	Outwith the Scope	0.00	1,498.00	1,543.00	Outwith the Scope	0.00	1,543.00	45.00	3%	
*Purchase of Treble Lair, incl maintenance		2,248.00	Outwith the Scope	0.00	2,248.00	2,315.00	Outwith the Scope	0.00	2,315.00	67.00	3%	
*Lair for Casket only		153.00	Outwith the Scope	0.00	153.00	158.00	Outwith the Scope	0.00	158.00	5.00	3%	
*Woodland and Green Burial Service Burial Charge		634.00	Outwith the Scope	0.00	634.00	653.00	Outwith the Scope	0.00	653.00	19.00	3%	
*Woodland and Green Burial Service Standard Lair		1,499.00	Outwith the Scope	0.00	1,499.00	1,544.00	Outwith the Scope	0.00	1,544.00	45.00	3%	
Transfer of Title Deeds		41.00	Outwith the Scope	0.00	41.00	42.00	Outwith the Scope	0.00	42.00	1.00	2%	
Extract/Search Register (£13.20 to be paid in Advance for work up to half an hour)		23.00	Outwith the Scope	0.00	23.00	24.00	Outwith the Scope	0.00	24.00	1.00	4%	
Administration Fee for Return of Lair	10% of purchase price (90% returned)						Standard		0.00			
Permission to erect Standard Memorial or one off design		123.00	Outwith the Scope	0.00	123.00	127.00	Outwith the Scope	0.00	127.00	4.00	3%	
Permission to erect semi recumbent book type memorial		61.00	Outwith the Scope	0.00	61.00	63.00	Outwith the Scope	0.00	63.00	2.00	3%	
Erection of plaques at Cemeteries (where consent granted)		61.00	Outwith the Scope	0.00	61.00	63.00	Outwith the Scope	0.00	63.00	2.00	3%	
Erection of inscribed memorial plaque (for previously unmarked graves)		207.00	Outwith the Scope	0.00	207.00	213.00	Outwith the Scope	0.00	213.00	6.00	3%	
Erection of Headstone (Tiree ONLY)		159.00	Outwith the Scope	0.00	159.00	164.00	Outwith the Scope	0.00	164.00	5.00	3%	
Exhumations (not including re interment)		679.00	Outwith the Scope	0.00	679.00	699.00	Outwith the Scope	0.00	699.00	20.00	3%	
Exhumations of Caskets (hourly rate)		45.00	Outwith the Scope	0.00	45.00	46.00	Outwith the Scope	0.00	46.00	1.00	2%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>CREMATORIUM CHARGES</b>												
Child (under 16)						No charge						
Adults 16 years and over		628.00	Zero Rated	0.00	628.00	647.00	Exempt	0.00	647.00	19.00	3%	
Adults 16 years and over - Saturday		695.00	Zero Rated	0.00	695.00	716.00	Exempt	0.00	716.00	21.00	3%	
Additional Charge - Public Holiday		223.00	Zero Rated	0.00	223.00	230.00	Exempt	0.00	230.00	7.00	3%	
Clergy		64.17	Zero Rated	0.00	64.17	55.00	Standard	11.00	66.00	1.83	3%	
Dispersal of Ashes		24.00	Zero Rated	0.00	24.00	25.00	Zero Rated	0.00	25.00	1.00	4%	
Casket - Purchase		44.17	Zero Rated	0.00	44.17	37.50	Standard	7.50	45.00	0.83	2%	
Urn (plus carrier) - Purchase		20.00	Zero Rated	0.00	20.00	17.50	Standard	3.50	21.00	1.00	5%	
Book of Remembrance (per line)		28.33	Standard	5.67	34.00	29.17	Standard	5.83	35.00	1.00	3%	
Small Book of Remembrance (2 Lines)		90.00	Standard	18.00	108.00	92.50	Standard	18.50	111.00	3.00	3%	
Small Book of Remembrance (5 Lines)		166.67	Standard	33.33	200.00	171.67	Standard	34.33	206.00	6.00	3%	
Small Book of Remembrance (8 Lines)		245.83	Standard	49.17	295.00	253.33	Standard	50.67	304.00	9.00	3%	
Small Book of Remembrance (Gilded Motif)		60.00	Standard	12.00	72.00	61.67	Standard	12.33	74.00	2.00	3%	
Badges		45.83	Standard	9.17	55.00	47.50	Standard	9.50	57.00	2.00	4%	
Coat of Arms and Floral Motif		63.33	Standard	12.67	76.00	65.00	Standard	13.00	78.00	2.00	3%	
Retention of Ashes - per month		12.00	Zero Rated	0.00	12.00	12.00	Outwith the Scope	0.00	12.00	0.00	0%	
Chapel of Rest		34.17	Zero Rated	0.00	34.17	29.17	Standard	5.83	35.00	0.83	2%	
Plaque - Single with inscription		155.83	Standard	31.17	187.00	160.83	Standard	32.17	193.00	6.00	3%	
Plaque - Double with single inscriptions		226.67	Standard	45.33	272.00	233.33	Standard	46.67	280.00	8.00	3%	
Plaque - Double with two inscriptions		288.33	Standard	57.67	346.00	296.67	Standard	59.33	356.00	10.00	3%	
Additional inscription		85.00	Standard	17.00	102.00	87.50	Standard	17.50	105.00	3.00	3%	
Use of Crematorium Chapel for a Burial Service		197.50	Zero Rated	0.00	197.50	169.17	Standard	33.83	203.00	5.50	3%	
Memorial Kerbstone - (10 years)		194.17	Standard	38.83	233.00	200.00	Standard	40.00	240.00	7.00	3%	
Inscription for Kerbstone		7.50	Standard	1.50	9.00	7.50	Standard	1.50	9.00	0.00	0%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>FERRY FARES</b>												
SPT Concessionary Travel Scheme - Single												Statutory Charge Set by SPT
SPT Concessionary Travel Scheme - Return												
Out of hours Service - Cuan/Easdale/Lismore - up to Midnight		68.15	Outwith the Scope	0.00	68.15	70.20	Zero Rated	0.00	70.20	2.05	3%	
Out of hours Service - Cuan/Easdale/Lismore - After Midnight		88.05	Outwith the Scope	0.00	88.05	90.70	Zero Rated	0.00	90.70	2.65	3%	Age 5 to 16 - Child Fare Age 16 and above - Adult Fare Free Travel: Children up to Age 5, Scholars, Primary School Escort, Pre-5 Escort
Easdale/Cuan Passenger Fares - Adult - Return		2.00	Outwith the Scope	0.00	2.00	2.05	Zero Rated	0.00	2.05	0.05	3%	
Easdale/Cuan Passenger Fares - Adult – 5 Return Journeys		6.75	Outwith the Scope	0.00	6.75	6.95	Zero Rated	0.00	6.95	0.20	3%	
Easdale/Cuan Passenger Fares - Child – Return		1.15	Outwith the Scope	0.00	1.15	1.20	Zero Rated	0.00	1.20	0.05	4%	
Easdale/Cuan Passenger Fares - Child – 5 Return Journeys		3.30	Outwith the Scope	0.00	3.30	3.40	Zero Rated	0.00	3.40	0.10	3%	
Cuan Vehicle Fares - Private Vehicles - Motor Cars 50% Disability discount - Return		4.05	Outwith the Scope	0.00	4.05	4.15	Zero Rated	0.00	4.15	0.10	2%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Return - Up to and Including 5m		8.05	Outwith the Scope	0.00	8.05	8.30	Zero Rated	0.00	8.30	0.25	3%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Up to and Including 5m - 5 Return Journeys		26.75	Outwith the Scope	0.00	26.75	27.55	Zero Rated	0.00	27.55	0.80	3%	
Cuan Vehicle Fares - Private Vehicles - cars, trailers or caravans - Up to and including 5m – 3 Monthly Unlimited (domestic travellers only - car and driver only)		235.00	Outwith the Scope	0.00	235.00	242.00	Zero Rated	0.00	242.00	7.00	3%	
Cuan Vehicle Fares - Private Vehicles –Motorcycle - Return		3.40	Outwith the Scope	0.00	3.40	3.50	Zero Rated	0.00	3.50	0.10	3%	
Cuan Vehicle Fares - Private Vehicles –Motorcycle - 10 Journeys		10.70	Outwith the Scope	0.00	10.70	11.00	Zero Rated	0.00	11.00	0.30	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m - Return		11.88	Standard	2.38	14.25	12.25	Standard	2.45	14.70	0.45	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m - Return		13.83	Standard	2.77	16.60	14.25	Standard	2.85	17.10	0.50	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m - Return		15.71	Standard	3.14	18.85	16.17	Standard	3.23	19.40	0.55	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m - 5 Return Journeys		58.33	Standard	11.67	70.00	60.08	Standard	12.02	72.10	2.10	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m - 5 Return Journeys		67.46	Standard	13.49	80.95	69.50	Standard	13.90	83.40	2.45	3%	
Cuan Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m -5 Return Journeys		76.54	Standard	15.31	91.85	78.83	Standard	15.77	94.60	2.75	3%	
Lismore Passenger Fares - Adult - Single		1.80	Outwith the Scope	0.00	1.80	1.85	Zero Rated	0.00	1.85	0.05	3%	Age 5 to 16 - Child Fare Age 16 and above - Adult Fare Free Travel: Children up to Age 5, Scholars, Primary School Escort, Pre-5 Escort
Jura Passenger Fares - Adult - Single		1.75	Outwith the Scope	0.00	1.75	1.80	Zero Rated	0.00	1.80	0.05	3%	
Lismore Passenger Fares - Adult - 10 Journeys		12.05	Outwith the Scope	0.00	12.05	12.40	Zero Rated	0.00	12.40	0.35	3%	
Jura Passenger Fares - Adult - 10 Journeys		11.70	Outwith the Scope	0.00	11.70	11.90	Zero Rated	0.00	11.90	0.20	2%	
Lismore Passenger Fares - Child - Single		1.05	Outwith the Scope	0.00	1.05	1.10	Zero Rated	0.00	1.10	0.05	5%	
Jura Passenger Fares - Child - Single		1.05	Outwith the Scope	0.00	1.05	1.05	Zero Rated	0.00	1.05	0.00	0%	
Lismore Passenger Fares - Child - 10 Journeys		5.80	Outwith the Scope	0.00	5.80	5.95	Zero Rated	0.00	5.95	0.15	3%	
Jura Passenger Fares - Child - 10 Journeys		5.60	Outwith the Scope	0.00	5.60	5.70	Zero Rated	0.00	5.70	0.10	2%	
Jura Vehicle Fares - Private Vehicles - Excursion Return		14.95	Outwith the Scope	0.00	14.95	15.15	Zero Rated	0.00	15.15	0.20	1%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Jura Vehicle Fares - Private Vehicles - Motor Cars 50% Disability Discount - Return (Based on 50% Excursion Return)		7.40	Outwith the Scope	0.00	7.40	7.50	Zero Rated	0.00	7.50	0.10	1%	
Jura Vehicle Fares - all vehicles up to and including 5m		9.30	Outwith the Scope	0.00	9.30	9.45	Zero Rated	0.00	9.45	0.15	2%	
Jura Vehicle Fares - all vehicles up to and including 5m - 10 Single Journeys		60.30	Outwith the Scope	0.00	60.30	61.20	Zero Rated	0.00	61.20	0.90	1%	
Jura Vehicle Fares - all vehicles up to and including 5m - 50 Single Journeys (including Driver)		306.20	Outwith the Scope	0.00	306.20	310.80	Zero Rated	0.00	310.80	4.60	2%	
Jura Vehicle Fares - Private Vehicles - Motorcycle - Single Journeys		3.80	Outwith the Scope	0.00	3.80	3.85	Zero Rated	0.00	3.85	0.05	1%	
Jura Vehicle Fares - Private Vehicles - Motorcycle - 10 Journeys		24.20	Outwith the Scope	0.00	24.20	24.55	Zero Rated	0.00	24.55	0.35	1%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 5.01m to 8.0m		16.71	Standard	3.34	20.05	16.96	Standard	3.39	20.35	0.30	1%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 8.01m to 12.0m		18.83	Standard	3.77	22.60	19.13	Standard	3.83	22.95	0.35	2%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - 12.01m to 18.0m		21.13	Standard	4.23	25.35	21.46	Standard	4.29	25.75	0.40	2%	
Jura Vehicle Fares - Commercial Vehicles/Coaches - Out of Hours service - up to Midnight		85.55	Outwith the Scope	0.00	85.55	86.85	Outwith the Scope	0.00	86.85	1.30	2%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PIERS AND HARBOURS - RATES - GOODS, PASSENGERS &amp; VEHICLES</b>												<b>Rates for Goods Shipped, Transhipped or Unshipped at the Pier or Ferry Slip or within the Harbour</b>
General Goods Packaged (per tonne )Includes Fruit, Beverages, Meat, Dairy Products, General Groceries and Confectionery, Cured Fish, etc.		1.85	Zero Rated	0.00	1.85	1.95	Zero Rated	0.00	1.95	0.10	5%	In determining weights for the purpose of charging dues, the weights of the containers of any goods shall be included.
Dry Bulk Commodities (per tonne) Ores, Aggregates and Crushed Stone, Cement and Building Materials, Timber (including Logs), Salt, etc.		1.60	Zero Rated	0.00	1.60	1.70	Zero Rated	0.00	1.70	0.10	6%	In terms of liquid, gaseous bulk products, bulk shipments of materials may be charged at discounted rates subject to a request being made in writing to the Executive Director, Development and Infrastructure, who will then refer the letter to the full Council.
Liquid and Gaseous Bulk Products (per tonne)		2.00	Zero Rated	0.00	2.00	2.10	Zero Rated	0.00	2.10	0.10	5%	
Liquid and Gaseous Bulk Products (per tonne) - Bruichladdich only		7.10	Zero Rated	0.00	7.10	7.45	Zero Rated	0.00	7.45	0.35	5%	
Explosives (per tonne)		72.00	Zero Rated	0.00	72.00	75.60	Zero Rated	0.00	75.60	3.60	5%	All empty boxes, barrels, sacks and packages if previously shipped or landed will be exempt.
Livestock - Poultry (per bird)		0.33	Zero Rated	0.00	0.35	0.35	Zero Rated	0.00	0.35	0.00	0%	
Animals (per Animal)		0.60	Zero Rated	0.00	0.60	0.65	Zero Rated	0.00	0.65	0.05	8%	Passengers Personal Baggage shall be free of charge.
Smolt (per thousand)		4.10	Zero Rated	0.00	4.10	4.30	Zero Rated	0.00	4.30	0.20	5%	
Fish, including Shellfish - Fresh, all varieties and also fish consigned for sale at other markets - percentage of catch	2.50%		If Applicable				If Applicable					2.5% of catch
Rates on Passenger and Vehicles - Adult Passengers landing at or embarking from pier (each)		0.38	Zero Rated	0.00	0.40	0.40	Zero Rated	0.00	0.40	0.00	0%	
Rates on Passenger and Vehicles - Child Passengers landing at or embarking from pier (each)		0.23	Zero Rated	0.00	0.25	0.25	Zero Rated	0.00	0.25	0.00	0%	
Rates on Passenger and Vehicles - Private Cars, Taxis, Hearses and Agricultural Machinery (Tractors, Trailers, etc.) (each)		1.15	Zero Rated	0.00	1.15	1.20	Zero Rated	0.00	1.20	0.05	4%	
Rates on Passenger and Vehicles - Caravans or Trailers (except Commercial Trailers) (each)		1.80	Zero Rated	0.00	1.80	1.90	Zero Rated	0.00	1.90	0.10	6%	
Rates on Passenger and Vehicles - Cycles (each)		0.33	Zero Rated	0.00	0.35	0.35	Zero Rated	0.00	0.35	0.00	0%	
Rates on Passenger and Vehicles - Motorcycles including sidecar (each)		0.76	Zero Rated	0.00	0.75	0.80	Zero Rated	0.00	0.80	0.05	7%	
Rates on Passenger and Vehicles - Buses (each)		6.25	Zero Rated	0.00	6.25	6.55	Zero Rated	0.00	6.55	0.30	5%	
Rates on Passenger and Vehicles - Commercial Vehicles - Per Metre		0.76	Zero Rated	0.00	0.75	0.80	Zero Rated	0.00	0.80	0.05	7%	



Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PIERS AND HARBOURS - RATES - MISCELLANEOUS</b>												
Mobile Cranage - for each lift		10.00	Zero Rated	0.00	10.00	10.50	Zero Rated	0.00	10.50	0.50	5%	For goods remaining in sheds or on the pier or quays for a period longer than 24 hours, 50% of the original pier dues shall be charged for each 24 hours or part thereof. Provided that in the case of sheds occupied from time to time under lease or let from the Council such dues shall not be charged against the occupier or leasee. The terms of such leases or lets shall be subject to individual negotiation with the Executive Director. (Note there is a minimum charge of £10.00 for some items)
Fresh Water - per tonne or part thereof (minimum charge £10)		2.85	Zero Rated	0.00	2.85	3.00	Zero Rated	0.00	3.00	0.15	5%	
Left Luggage - per article up to 24hours (minimum charge £10)		2.46	Standard	0.49	2.95	2.58	Standard	0.52	3.10	0.15	5%	
Parcels and Packages up to 50 kg (minimum charge £10)		0.28	Standard	0.06	0.35	0.29	Standard	0.06	0.35	0.00	0%	
Parcels and Packages- where articles can be measured - charge per cubic metre (minimum charge £10)		2.79	Standard	0.56	3.35	2.92	Standard	0.58	3.50	0.15	4%	
Parcels and Packages- where articles cannot be measured - charge per tonne (minimum charge £10)		2.79	Standard	0.56	3.35	2.92	Standard	0.58	3.50	0.15	4%	
Rope Handling - To be charged each time i.e. Arrival and departure to be charged separately		112.45	Zero Rated	0.00	112.45	118.05	Zero Rated	0.00	118.05	5.60	5%	
Timber Debris Clearance		281.13	Standard	56.23	337.35	295.17	Standard	59.03	354.20	16.85	5%	
Use of Linkspan - Campbeltown Harbour		300.00	Zero Rated	0.00	300.00	300.00	Zero Rated	0.00	300.00	0.00	0%	
Electricity (per unit)						0.17	Standard	0.03	0.20			

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PIERS AND HARBOURS - RATES - VESSELS</b>												
<b>1 - Basic Rate - All vessels to be charged at this rate unless otherwise approved by the Executive Director</b>												
Up to 5 metres in length	Per visit up to 24 hours	9.30	Zero Rated	0.00	9.30	9.75	Zero Rated	0.00	9.75	0.45	5%	1. The category and rate under which a vessel is to be charged must be paid at the time of the berthing or on invoicing as appropriate. 2. All vessels are liable for dues at the Basic Rate. Only those, which are actively engaged in the relevant activity, are eligible for Category 2,3 or 4. 3. All vessels actively engaged in commercial undertaking, these would be subject to minimum payment by length as for unregistered vessels. 4. Rothesay and Campbelltown Pontoon are not managed by Argyll and Bute and are subject to their own charges. 5. The above rates and dues include for Port Waste Facilities to the level required by local and leisure craft. Any requirements for additional waste facilities or specialised waste disposal, in terms of the Merchant Shipping & Fishing Vessels (Port Waste Reception Facilities) Regulations 2003, must be made to the Service Director at least 24 hours in advance. This cost shall be paid prior to the provision of the service. 6. Concession rates for unlimited use will be available only for vessels "regularly sailing". Additional dues will be required for vessels, which have made payment for unlimited use but are not "regularly sailing". A vessel will be deemed to be "regularly sailing" if it leaves the installation for a continuous period of not less than 6 hours between 0600 hours and 2000 hours in any one day for more than 14 days. 7. Periods are: Summer period April to September inclusive, or part thereof. Winter period October to March inclusive, or part thereof. 8. All concession rates for unlimited use must be paid for in advance of the period for which they cover. Failure to do so will result in full rates being applied.
Up to 6 metres in length	Per visit up to 24 hours	11.20	Zero Rated	0.00	11.20	11.75	Zero Rated	0.00	11.75	0.55	5%	
Up to 7 metres in length	Per visit up to 24 hours	12.90	Zero Rated	0.00	12.90	13.55	Zero Rated	0.00	13.55	0.65	5%	
Up to 8 metres in length	Per visit up to 24 hours	14.80	Zero Rated	0.00	14.80	15.55	Zero Rated	0.00	15.55	0.75	5%	
Up to 9 metres in length	Per visit up to 24 hours	16.65	Zero Rated	0.00	16.65	17.50	Zero Rated	0.00	17.50	0.85	5%	
Up to 10 metres in length	Per visit up to 24 hours	18.50	Zero Rated	0.00	18.50	19.45	Zero Rated	0.00	19.45	0.95	5%	
Over 10 metres in length - charge per metre	Per visit up to 24 hours	1.85	Zero Rated	0.00	1.85	1.95	Zero Rated	0.00	1.95	0.10	5%	
Up to 5 metres in length	Weekly	46.05	Zero Rated	0.00	46.05	48.35	Zero Rated	0.00	48.35	2.30	5%	
Up to 6 metres in length	Weekly	55.25	Zero Rated	0.00	55.25	58.00	Zero Rated	0.00	58.00	2.75	5%	
Up to 7 metres in length	Weekly	64.45	Zero Rated	0.00	64.45	67.65	Zero Rated	0.00	67.65	3.20	5%	
Up to 8 metres in length	Weekly	74.95	Zero Rated	0.00	74.95	78.70	Zero Rated	0.00	78.70	3.75	5%	
Up to 9 metres in length	Weekly	83.60	Zero Rated	0.00	83.60	87.80	Zero Rated	0.00	87.80	4.20	5%	
Up to 10 metres in length	Weekly	92.15	Zero Rated	0.00	92.15	96.75	Zero Rated	0.00	96.75	4.60	5%	
Up to 5 metres in length	Summer	337.95	Zero Rated	0.00	337.95	354.85	Zero Rated	0.00	354.85	16.90	5%	
Up to 6 metres in length	Summer	405.50	Zero Rated	0.00	405.50	425.75	Zero Rated	0.00	425.75	20.25	5%	
Up to 7 metres in length	Summer	473.10	Zero Rated	0.00	473.10	496.75	Zero Rated	0.00	496.75	23.65	5%	
Up to 8 metres in length	Summer	540.65	Zero Rated	0.00	540.65	567.70	Zero Rated	0.00	567.70	27.05	5%	
Up to 9 metres in length	Summer	608.30	Zero Rated	0.00	608.30	638.70	Zero Rated	0.00	638.70	30.40	5%	
Up to 10 metres in length	Summer	675.85	Zero Rated	0.00	675.85	709.65	Zero Rated	0.00	709.65	33.80	5%	
Up to 5 metres in length	Winter	245.75	Zero Rated	0.00	245.75	258.05	Zero Rated	0.00	258.05	12.30	5%	
Up to 6 metres in length	Winter	294.90	Zero Rated	0.00	294.90	309.65	Zero Rated	0.00	309.65	14.75	5%	
Up to 7 metres in length	Winter	344.10	Zero Rated	0.00	344.10	361.30	Zero Rated	0.00	361.30	17.20	5%	
Up to 8 metres in length	Winter	393.20	Zero Rated	0.00	393.20	412.85	Zero Rated	0.00	412.85	19.65	5%	
Up to 9 metres in length	Winter	442.40	Zero Rated	0.00	442.40	464.50	Zero Rated	0.00	464.50	22.10	5%	
Up to 10 metres in length	Winter	491.50	Zero Rated	0.00	491.50	516.10	Zero Rated	0.00	516.10	24.60	5%	
<b>1a - Any ship of a gross tonnage less than 15 tonnes or used for recreation or pleasure - charge is subject to 20% VAT</b>												
Up to 5 metres in length	Per visit up to 24 hours	7.92	Standard	1.58	9.50	8.29	Standard	1.66	9.95	0.45	5%	9. VAT Zero Rating only applies where the vessels are "qualifying ships". A "qualifying ship" is legally defined as
Up to 6 metres in length	Per visit up to 24 hours	9.46	Standard	1.89	11.35	9.92	Standard	1.98	11.90	0.55	5%	
Up to 7 metres in length	Per visit up to 24 hours	10.96	Standard	2.19	13.15	11.50	Standard	2.30	13.80	0.65	5%	
Up to 8 metres in length	Per visit up to 24 hours	12.54	Standard	2.51	15.05	13.17	Standard	2.63	15.80	0.75	5%	
Up to 9 metres in length	Per visit up to 24 hours	14.13	Standard	2.83	16.95	14.83	Standard	2.97	17.80	0.85	5%	
Up to 10 metres in length	Per visit up to 24 hours	15.67	Standard	3.13	18.80	16.46	Standard	3.29	19.75	0.95	5%	
Over 10 metres in length - charge per metre	Per visit up to 24 hours	1.58	Standard	0.32	1.90	1.67	Standard	0.33	2.00	0.10	5%	
Up to 5 metres in length	Weekly	39.17	Standard	7.83	47.00	41.13	Standard	8.23	49.35	2.35	5%	
Up to 6 metres in length	Weekly	47.00	Standard	9.40	56.40	49.33	Standard	9.87	59.20	2.80	5%	
Up to 7 metres in length	Weekly	54.79	Standard	10.96	65.75	57.54	Standard	11.51	69.05	3.30	5%	
Up to 8 metres in length	Weekly	63.75	Standard	12.75	76.50	66.96	Standard	13.39	80.35	3.85	5%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments	
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%		
Up to 9 metres in length	Weekly	71.00	Standard	14.20	85.20	74.54	Standard	14.91	89.45	4.25	5%	any ship of a gross tonnage of not less than 15 tonnes and neither designed nor adapted for use for recreation or pleasure. The customer is a business customer who belongs outside the UK (it does not matter what size the vessel is).	
Up to 10 metres in length	Weekly	78.33	Standard	15.67	94.00	82.25	Standard	16.45	98.70	4.70	5%		
Up to 5 metres in length	Summer	287.21	Standard	57.44	344.65	301.58	Standard	60.32	361.90	17.25	5%		
Up to 6 metres in length	Summer	344.67	Standard	68.93	413.60	361.92	Standard	72.38	434.30	20.70	5%		
Up to 7 metres in length	Summer	402.08	Standard	80.42	482.50	422.21	Standard	84.44	506.65	24.15	5%		
Up to 8 metres in length	Summer	459.54	Standard	91.91	551.45	482.50	Standard	96.50	579.00	27.55	5%		
Up to 9 metres in length	Summer	517.00	Standard	103.40	620.40	542.83	Standard	108.57	651.40	31.00	5%		
Up to 10 metres in length	Summer	574.50	Standard	114.90	689.40	603.21	Standard	120.64	723.85	34.45	5%		
Up to 5 metres in length	Winter	208.92	Standard	41.78	250.70	219.38	Standard	43.88	263.25	12.55	5%		
Up to 6 metres in length	Winter	250.63	Standard	50.13	300.75	263.17	Standard	52.63	315.80	15.05	5%		
Up to 7 metres in length	Winter	292.46	Standard	58.49	350.95	307.08	Standard	61.42	368.50	17.55	5%		
Up to 8 metres in length	Winter	334.21	Standard	66.84	401.05	350.92	Standard	70.18	421.10	20.05	5%		
Up to 9 metres in length	Winter	376.04	Standard	75.21	451.25	394.83	Standard	78.97	473.80	22.55	5%		
Up to 10 metres in length	Winter	417.88	Standard	83.58	501.45	438.75	Standard	87.75	526.50	25.05	5%		
<b>2 - Vessels actively engaged in a commercial undertaking.</b>													
If registered:- per gross registered tonne (see comment 3)		0.33	Zero Rated	0.00	0.35	0.37	Zero Rated	0.00	0.37	0.02	6%		
If not registered then:													
Up to 5 metres in length	Per visit up to 24 hours	4.75	Zero Rated	0.00	4.75	5.00	Zero Rated	0.00	5.00	0.25	5%		
Up to 10 metres in length	Per visit up to 24 hours	9.45	Zero Rated	0.00	9.45	9.90	Zero Rated	0.00	9.90	0.45	5%		
Up to 15 metres in length	Per visit up to 24 hours	14.20	Zero Rated	0.00	14.20	14.90	Zero Rated	0.00	14.90	0.70	5%		
Up to 20 metres in length	Per visit up to 24 hours	18.80	Zero Rated	0.00	18.80	19.75	Zero Rated	0.00	19.75	0.95	5%		
Up to 25 metres in length	Per visit up to 24 hours	23.60	Zero Rated	0.00	23.60	24.80	Zero Rated	0.00	24.80	1.20	5%		
Up to 30 metres in length	Per visit up to 24 hours	28.65	Zero Rated	0.00	28.65	30.10	Zero Rated	0.00	30.10	1.45	5%		
Over 30 metres in length - charge per metre	Per visit up to 24 hours	1.05	Zero Rated	0.00	1.05	1.10	Zero Rated	0.00	1.10	0.05	5%		
Up to 5 metres in length	Weekly	23.20	Zero Rated	0.00	23.20	24.35	Zero Rated	0.00	24.35	1.15	5%		
Up to 10 metres in length	Weekly	46.50	Zero Rated	0.00	46.50	48.85	Zero Rated	0.00	48.85	2.35	5%		
Up to 15 metres in length	Weekly	69.55	Zero Rated	0.00	69.55	73.05	Zero Rated	0.00	73.05	3.50	5%		
Up to 20 metres in length	Weekly	93.40	Zero Rated	0.00	93.40	98.05	Zero Rated	0.00	98.05	4.65	5%		
Up to 25 metres in length	Weekly	116.70	Zero Rated	0.00	116.70	122.55	Zero Rated	0.00	122.55	5.85	5%		
Up to 30 metres in length	Weekly	140.10	Zero Rated	0.00	140.10	147.10	Zero Rated	0.00	147.10	7.00	5%		
Up to 5 metres in length	Summer	172.10	Zero Rated	0.00	172.10	180.70	Zero Rated	0.00	180.70	8.60	5%		
Up to 10 metres in length	Summer	344.10	Zero Rated	0.00	344.10	361.30	Zero Rated	0.00	361.30	17.20	5%		
Up to 15 metres in length	Summer	516.10	Zero Rated	0.00	516.10	541.90	Zero Rated	0.00	541.90	25.80	5%		
Up to 20 metres in length	Summer	688.10	Zero Rated	0.00	688.10	722.50	Zero Rated	0.00	722.50	34.40	5%		
Up to 25 metres in length	Summer	860.20	Zero Rated	0.00	860.20	903.20	Zero Rated	0.00	903.20	43.00	5%		
Up to 30 metres in length	Summer	1,032.25	Zero Rated	0.00	1,032.25	1,083.85	Zero Rated	0.00	1,083.85	51.60	5%		
Up to 5 metres in length	Winter	122.90	Zero Rated	0.00	122.90	129.05	Zero Rated	0.00	129.05	6.15	5%		
Up to 10 metres in length	Winter	245.75	Zero Rated	0.00	245.75	258.05	Zero Rated	0.00	258.05	12.30	5%		
Up to 15 metres in length	Winter	368.65	Zero Rated	0.00	368.65	387.10	Zero Rated	0.00	387.10	18.45	5%		
Up to 20 metres in length	Winter	491.50	Zero Rated	0.00	491.50	516.10	Zero Rated	0.00	516.10	24.60	5%		
Up to 25 metres in length	Winter	614.45	Zero Rated	0.00	614.45	645.15	Zero Rated	0.00	645.15	30.70	5%		
Up to 30 metres in length	Winter	737.30	Zero Rated	0.00	737.30	774.15	Zero Rated	0.00	774.15	36.85	5%		
Bruichladdich Pier only - per gross registered tonne		1.35	Zero Rated	0.00	1.35	1.40	Zero Rated	0.00	1.40	0.05	4%		
3 - All vessels operating a scheduled ferry or pleasure service per gross registered tonne.		0.0910	Zero Rated	0.00	0.0910	0.0957	Zero Rated	0.00	0.0957	0.00	5%	Now rounded to 4 decimal places and adjusted to include service choice option	
Unmanned Pier		0.0910	Zero Rated	0.00	0.0910	0.0957	Zero Rated	0.00	0.0957	0.00	5%	Now rounded to 4 decimal places and adjusted to include service choice option	
4 - Vessels regularly engaged in commercial fishing and paying appropriate fish landing dues to Council.													
Up to 10 metres in length	Per visit up to 24 hours	2.15	Zero Rated	0.00	2.15	2.25	Zero Rated	0.00	2.25	0.10	5%		

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Up to 15 metres in length	Per visit up to 24 hours	3.20	Zero Rated	0.00	3.20	3.35	Zero Rated	0.00	3.35	0.15	5%	
Up to 20 metres in length	Per visit up to 24 hours	4.30	Zero Rated	0.00	4.30	4.50	Zero Rated	0.00	4.50	0.20	5%	
Up to 25 metres in length	Per visit up to 24 hours	5.35	Zero Rated	0.00	5.35	5.60	Zero Rated	0.00	5.60	0.25	5%	
Up to 30 metres in length	Per visit up to 24 hours	6.40	Zero Rated	0.00	6.40	6.70	Zero Rated	0.00	6.70	0.30	5%	
Over 30 metres in length - charge per metre		0.33	Zero Rated	0.00	0.35	0.35	Zero Rated	0.00	0.35	0.00	0%	
Up to 10 metres in length	Weekly	10.90	Zero Rated	0.00	10.90	11.45	Zero Rated	0.00	11.45	0.55	5%	
Up to 15 metres in length	Weekly	16.45	Zero Rated	0.00	16.45	17.25	Zero Rated	0.00	17.25	0.80	5%	
Up to 20 metres in length	Weekly	21.85	Zero Rated	0.00	21.85	22.95	Zero Rated	0.00	22.95	1.10	5%	
Up to 25 metres in length	Weekly	27.40	Zero Rated	0.00	27.40	28.75	Zero Rated	0.00	28.75	1.35	5%	
Up to 30 metres in length	Weekly	32.65	Zero Rated	0.00	32.65	34.30	Zero Rated	0.00	34.30	1.65	5%	
Up to 10 metres in length	Annual charge	284.35	Zero Rated	0.00	284.35	298.55	Zero Rated	0.00	298.55	14.20	5%	
Up to 15 metres in length	Annual charge	426.55	Zero Rated	0.00	426.55	447.90	Zero Rated	0.00	447.90	21.35	5%	
Up to 20 metres in length	Annual charge	567.15	Zero Rated	0.00	567.15	595.50	Zero Rated	0.00	595.50	28.35	5%	
Up to 25 metres in length	Annual charge	712.50	Zero Rated	0.00	712.50	748.15	Zero Rated	0.00	748.15	35.65	5%	
Up to 30 metres in length	Annual charge	849.85	Zero Rated	0.00	849.85	892.35	Zero Rated	0.00	892.35	42.50	5%	

In relation to the foregoing charges, the Executive Director - Development and Infrastructure, where she considers it to be in the commercial interests of the Council and after consultation with the relevant Policy Lead and the Head of Strategic Finance, is authorised to negotiate and agree variations of the foregoing charges for individual users or classes of users of the facilities in respect of their respective use of the facilities and the charges as varied shall be applied to such use as the Executive Director - Development and Infrastructure shall deem appropriate. In addition, the Executive Director -Development and Infrastructure is authorised, after consultation with the relevant Policy Lead and the Head of Strategic Finance, to put in place a suitable booking procedures for harbour and airport facilities and to take into account, inter alia, the level of bookings made by individual users or classes of users when agreeing variations of the foregoing charges with individual users or classes of users.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>AIRFIELD CHARGES</b>												<b>Standard Landing Charges - Applicable to all types of operation (including "Touch and Go" and circuits) MTWA = Maximum Take-Off Weight Authorised</b>
Standard Landing Charges - up to 500kg MTWA		7.50	Standard	1.50	9.00	8.33	Standard	1.67	10.00	1.00	11%	Charge for ultra lights and flexwings.
Standard Landing Charges - 501kg to 1000kg MTWA		11.67	Standard	2.33	14.00	12.50	Standard	2.50	15.00	1.00	7%	Landing Charge Rebates - Only Available if full payment is made prior to final departure or approved credit facilities have been agreed.
Standard Landing Charges - 1001kg to 1500kg MTWA		15.83	Standard	3.17	19.00	16.67	Standard	3.33	20.00	1.00	5%	A) Based Aircraft Private aircraft - 50% discount, Flying School aircraft on training flights - 75% discount, Other aircraft on training flights - 75% discount (applicable to public transport operator training or private aircraft when being used for bona fide training course .
Standard Landing Charges - 1501kg to 2000kg MTWA		22.50	Standard	4.50	27.00	23.33	Standard	4.67	28.00	1.00	4%	B) Visiting Aircraft on Training Flights First landing - full rate, Subsequent landings - 50% discount.
Standard Landing Charges - 2001kg to 2500kg MTWA		27.50	Standard	5.50	33.00	28.33	Standard	5.67	34.00	1.00	3%	C) Cargo Aircraft Empty or Loaded - 20% discount.
Standard Landing Charges - 2501kg to 3000kg MTWA		37.50	Standard	7.50	45.00	38.33	Standard	7.67	46.00	1.00	2%	Safety-related Diversionary Landing (AOPA Scheme). The Council is prepared to consider requests for waiver of charges from a General Aviation (GA) pilot who makes a general safety-related diversionary landing. This waiver only applies to domestic GA traffic. The council reserves the right to opt out of the AOPA scheme at any time subject to three month's notice being given to AOPA by the council. Eligibility for waiver will be based on the same criteria as for a light aircraft landing fee. i.e. private flight in accordance with Article 255 of the ANO 2009.
Standard Landing Charges - 3001kg to 3500kg MTWA		49.17	Standard	9.83	59.00	50.83	Standard	10.17	61.00	2.00	3%	
Standard Landing Charges - 3501kg to 4000kg MTWA		60.00	Standard	12.00	72.00	61.67	Standard	12.33	74.00	2.00	3%	
Standard Landing Charges - 4001kg to 4500kg MTWA		70.00	Standard	14.00	84.00	72.50	Standard	14.50	87.00	3.00	4%	Flying Clubs. The council may negotiate agreements for reduced landing charges for flights made for the purpose of the clubs at an airport but not flights made for hire or reward outside the normal range or scope of club activities. These charges will increase on an annual basis - as a minimum - by the agreed Council Inflation Rate.
Standard Landing Charges - 4501kg to 5000kg MTWA		82.50	Standard	16.50	99.00	85.00	Standard	17.00	102.00	3.00	3%	
Standard Landing Charges - Over 5000kg MTWA - per additional 500g or part thereof		11.67	Standard	2.33	14.00	12.50	Standard	2.50	15.00	1.00	7%	
Standard Landing Fee for Coll and Colonsay		5.83	Standard	1.17	7.00	6.67	Standard	1.33	8.00	1.00	14%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Oban</b>		364.17	Standard	72.83	437.00	375.00	Standard	75.00	450.00	13.00	3%	Flights outside normal hours of availability as described in the UK AIP and on the airport website whereby the type of flight requires a Licensed Aerodrome. Where flights are made outside of these hours by arrangement with the Council, an out of hours charge will be payable in accordance with these rates or such rates as agreed with the Council at the time of the arrangement. The rates notes are subject to a minimum charge equivalent to 2 hours. Note: an extension of up to one hour immediately following normal opening hours would incur a charge at 50% of the normal hourly rate i.e. £206. 48hr notice minimum for out of hours availability. Coll and Colonsay - helicopter fire cover only.
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Coll and Colonsay</b>		181.67	Standard	36.33	218.00	187.50	Standard	37.50	225.00	7.00	3%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Glenforsa</b>	<b>NOT AVAILABLE - EXCEPT FOR EMERGENCY FLIGHTS BY ARRANGEMENT - NO CHARGE</b>	0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	
Flights outside normal hours of availability (Air Ambulance/Search and Rescue) - <b>Indemnity Certificate</b>		35.83	Standard	7.17	43.00	36.67	Standard	7.33	44.00	1.00	2%	
Aircraft Parking charges (for a period of 24 hours or part thereof) - First 24 hours	<b>NO CHARGE</b>	0.00	standard	0.00	0.00	0.00		0.00	0.00	0.00	0%	No charge.
Aircraft Parking charges (for a period of 24 hours or part thereof) Thereafter - Not exceeding 5 tonnes MTWA - <b>charge is per 500kg or part thereof</b>		1.67	Standard	0.33	2.00	2.08	Standard	0.42	2.50	0.50	25%	Weekly Parking Permit - applications may be made to the Station Manager for the purchase of these at a discounted rate (20% reduction). Arrangement and payment must be made in advance of the aircraft parking fee arrangement period.
Aircraft Parking charges (for a period of 24 hours or part thereof) Thereafter - over 5 tonnes MTWA - <b>charge is per 500kg or part thereof</b>		3.33	Standard	0.67	4.00	4.17	Standard	0.83	5.00	1.00	25%	
Aircraft Parking charges - Refusal of Instruction to mover/remove parked aircraft - Charge per day (plus the standard aircraft parking charge noted above)		40.83	Standard	8.17	49.00	41.67	Standard	8.33	50.00	1.00	2%	The Council may at any time order an aircraft operator either to move a parked aircraft to another position or remove it from the airport. Failure to comply with the order within the period specified in it will render the operator liable to this charge.
Passenger Load Supplement (inclusive of Security Charge if Applicable) Domestic and International		7.50	Standard	1.50	9.00	8.33	Standard	1.67	10.00	1.00	11%	Amount payable for each departing passenger over 2 years old on a Public Transport Flight.
Cargo throughput charge	<b>NIL</b>	0.00	standard	0.00	0.00	0.00	Standard	0.00	0.00	0.00	0%	
Vehicle Permits - Airside Vehicle Permit		0.00	Standard	0.00	0.00	0.00	Standard	0.00	0.00	0.00	0%	Permit available on application from the Station Manager. All vehicles proceeding airside must have the minimum level of insurance as specified by the Council (details on request).
Damage to Airport Property - Where an airport user damages airport property (for which the avoidance of doubt includes, but is not limited to, the runway, buildings, security barriers and fences) the Council shall have the right to recharge the user for any and all reasonable costs incurred by the Council. This includes, but is not limited to, make good materials, vehicles, manpower, equipment etc., deemed necessary to make good the damage.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Holiday Voucher - Aircraft operators who are using Oban as a base for their holiday can apply for a Holiday Voucher which includes temporary indemnity for up to 2 weeks. This is only available for aircraft up to 2,730kg. Aircraft operators must present a valid copy of insurance prior to issue of the voucher.		5.00	Standard	1.00	6.00	5.83	Standard	1.17	7.00	1.00	17%	The application process is the same as for a normal indemnity certificate/permit. The cost is £7 for one week. Voucher is non-transferable.
Holiday Voucher - Aircraft operators who are using Oban as a base for their holiday can apply for a Holiday Voucher which includes temporary indemnity for up to 2 weeks. This is only available for aircraft up to 2,730kg. Aircraft operators must present a valid copy of insurance prior to issue of the voucher.		7.50	Standard	1.50	9.00	8.33	Standard	1.67	10.00	1.00	11%	The application process is the same as for a normal indemnity certificate/permit. The cost is £10 for 2 weeks. Voucher is non-transferable.
Landing Loyalty Cards - A card with 5 sections which all get stamped after each landing. The first 4 are paid and the 5th one is free and the card is complete.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	Cards to be produced with a unique number and valid for a period of one year (colour coded per year).
Fire Training Courses - Extinguisher Training and bespoke fire training can all be arranged locally - phone for details.		12.50	Standard	2.50	15.00	12.50	Standard	2.50	15.00	0.00	0%	Price is per delegate. Bespoke training costs are based on customer requirements.
Fire Training Courses - Fire Warden Training and bespoke fire training can all be arranged locally - phone for details.		10.42	Standard	2.08	12.50	10.42	Standard	2.08	12.50	0.00	0%	Price is per delegate. Bespoke training costs are based on customer requirements.
Miscellaneous - Event Bookings, Special Promotions, Business Rates can be arranged and costs vary according to requirements. Business rates are subject to approval from Strategic Transportation Manager.		0.00		0.00	0.00	0.00		0.00	0.00	0.00	0%	These require various periods of notification and will require approval in advance. Any information on events or promotions will be advertised on the airports website.
Penalties - Landing or taking off without an indemnity or registered users certificate (Coll and Colonsay) and trespass on the airport without approval from the Airport Authority (inc the release of animals).		55.00		0.00	55.00	57.00	Outwith the scope	0.00	57.00	2.00	4%	Landing/taking off without indemnity - 6 month ban and £57 to be paid within one calendar month, £546 per month thereafter. Trespassing on airport grounds £546.
Penalties - Landing or taking off without an indemnity or registered users certificate (Coll and Colonsay) and trespass on the airport without approval from the Airport Authority (inc the release of animals).		530.00		0.00	530.00	546.00	Outwith the scope	0.00	546.00	16.00	3%	Landing/taking off without indemnity - 6 month ban and £57 to be paid within one calendar month, £546 per month thereafter. Trespassing on airport grounds £546.

In relation to the foregoing charges, the Executive Director - Development and Infrastructure, where he considers it to be in the commercial interests of the Council and after consultation with the relevant Lead Councillor and the Head of Strategic Finance, is authorised to negotiate and agree variations of the foregoing charges for individual users or classes of users of the facilities in respect of their respective use of the facilities and the charges as varied shall be applied to such use as the Executive Director - Development and Infrastructure shall deem appropriate. In addition, the Executive Director -Development and Infrastructure is authorised, after consultation with the relevant Lead Councillor and the Head of Strategic Finance, to put in place a suitable booking procedures for harbour and airport facilities and to take into account, inter alia, the level of bookings made by individual users or classes of users when agreeing variations of the foregoing charges with individual users or classes of users.

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>NETWORK MANAGEMENT</b>												
Temporary Traffic Regulation Orders - Provision of Temporary TRO		700.00	Outwith the Scope	0.00	700.00	720.00	Outwith the Scope	0.00	720.00	20.00	3%	"Plus cost of advert"
Temporary Traffic Regulation Orders - Provision of Temporary TRO for Annual Events (2nd year and thereafter)		350.00	Outwith the Scope	0.00	350.00	360.00	Outwith the Scope	0.00	360.00	10.00	3%	1 - Temporary Traffic Regulation Orders (TTRO) costs should be met in full by the organiser promoting the event. Event organisers have the option to make a grant application to the local committee for their costs to cover the TTRO. Alternatively event organisers shall recover the costs of the TTRO from the event. Fees include minimal administration costs from the Council and advertising costs from local newspapers.
Temporary Traffic Regulation Orders - Provision of Extension of Temporary TRO		350.00	Outwith the Scope	0.00	350.00	360.00	Outwith the Scope	0.00	360.00	10.00	3%	2 - Cost of adverts will vary depending on the publication in which they are placed.
Temporary Traffic Regulation Orders - Provision of Emergency Notice TRO		350.00	Outwith the Scope	0.00	350.00	360.00	Outwith the Scope	0.00	360.00	10.00	3%	
Controlled Signing- Removal of Illegal Signs	<b>AT-COST</b>		Outwith the Scope				Outwith the Scope					
Controlled Signing - Release of impounded signs		14.00	Outwith the Scope	0.00	14.00	14.50	Outwith the Scope	0.00	14.50	0.50	4%	
Scaffoldings & Hoardings - Fees for Licence		71.00	Outwith the Scope	0.00	71.00	73.00	Outwith the Scope	0.00	73.00	2.00	3%	Per 4 weeks
Scaffoldings & Hoardings - Extension of the licence		30.00	Outwith the Scope	0.00	30.00	31.00	Outwith the Scope	0.00	31.00	1.00	3%	One off charge for extension + £13 per week or part thereof.
Builders skips placed on the Road - consideration of Licence		22.00	Outwith the Scope	0.00	22.00	22.50	Outwith the Scope	0.00	22.50	0.50	2%	
Provision of signing and guarding	<b>AT-COST + 12.5%</b>		Outwith the Scope				Outwith the Scope					
Permission to open up the Road by non Statutory Organisations - Commercial		211.00	Outwith the Scope	0.00	211.00	217.00	Outwith the Scope	0.00	217.00	6.00	3%	For each and every opening. To be charged at commercial rate unless advised differently by Roadspace Manager.
Permission to open up the Road by non Statutory Organisations - Residential		107.00	Outwith the Scope	0.00	107.00	110.00	Outwith the Scope	0.00	110.00	3.00	3%	
Permission to erect Traffic Signals on Roads (1 Month)		74.00	Outwith the Scope	0.00	74.00	76.00	Outwith the Scope	0.00	76.00	2.00	3%	
Permission to erect Traffic Signals on Roads (Up to 3 Months)		148.00	Outwith the Scope	0.00	148.00	152.00	Outwith the Scope	0.00	152.00	4.00	3%	
Permission to erect Temporary Signs for Events (Up to 3 Months)		74.00	Outwith the Scope	0.00	74.00	76.00	Outwith the Scope	0.00	76.00	2.00	3%	This is for assessment and Permission.
Permission to erect Sign for New Development (Up to 12 Months)		370.00	Outwith the Scope	0.00	370.00	380.00	Outwith the Scope	0.00	380.00	10.00	3%	Not supply and erection.
Permission to occupy part of the road for Pavement Café etc. (First Year)		155.00	Standard	31.00	186.00	160.00	Standard	32.00	192.00	6.00	3%	
Permission to occupy part of the road for Pavement Café etc. (Renewal)		53.33	Standard	10.67	64.00	55.00	Standard	11.00	66.00	2.00	3%	
RCC Inspections (per RCC)		40.00	Standard	8.00	48.00	41.25	Standard	8.25	49.50	1.50	3%	£49.50 per £1,000 of Road Bond Value. Option of Time in Line to be available.
RCC Processing (Initial Application + 1 Review)	<b>NIL</b>		Standard				Standard					
RCC Processing (Further Reviews)	<b>STAFF COSTS + ON-COSTS</b>		Standard				Standard					Staff Costs + On costs for Sub Standard Application
Street Works Register Fines - Fines are levied at a cost of £120 per breach	<b>STATUTORY CHARGE</b>	120.00	Outwith the Scope	0.00	120.00	120.00	Outwith the Scope	0.00	120.00	0.00	0%	Street Works Register - Fines - Fines are only levied against Utility Companies if they breach the recording of road openings on the Street Works Register, As determined by the Network and Environment Unit's Roadspace Manager.
This fine can be reduced to £80 if paid within 30 days	<b>STATUTORY CHARGE</b>	80.00	Outwith the Scope	0.00	80.00	80.00	Outwith the Scope	0.00	80.00	0.00	0%	
Road Inspections as a result of Road Openings - 1st Inspection	<b>STATUTORY CHARGE</b>	36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	These charges are set by Roads Authority and Utility Committee (Scotland). 2014/15 charge is out for consultation at the current time.
Road Inspections as a result of Road Openings - Further Inspections (each inspection)	<b>STATUTORY CHARGE</b>	36.00	Outwith the Scope	0.00	36.00	36.00	Outwith the Scope	0.00	36.00	0.00	0%	
Removal of materials from Road	<b>AT COST + 12.5%</b>		Outwith the Scope				Outwith the Scope	0.00	0.00	0.00	0%	



Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
Re-locating Street Lights or Other Street Furniture	AT COST + 12.5%		Standard				Standard	0.00	0.00	0.00	0%	
Site Clearance after Accidents	AT COST + 12.5%		Outwith the Scope				Outwith the Scope	0.00	0.00	0.00	0%	
Salt Bins	AT COST + REFILL		Standard				Standard	0.00	0.00	0.00	0%	
Traffic Regulation Order to Extend a Speed Limit or Similar		800.00	Outwith the Scope	0.00	800.00	800.00	Outwith the Scope	0.00	824.00	24.00	3%	<i>Plus Cost of Advert</i>
Stopping up or re-determining access up to 200m long		1,000.00	Outwith the Scope	0.00	1,000.00	1,000.00	Outwith the Scope	0.00	1,030.00	30.00	3%	<i>Plus Cost of Advert</i>
Stopping up or re-determining access over 200m long		1,250.00	Outwith the Scope	0.00	1,250.00	1,250.00	Outwith the Scope	0.00	1,288.00	38.00	3%	<i>Plus Cost of Advert</i>

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
<b>PARKING</b>												
Oban Car Parks (Except Corran No.1) Helensburgh Including Pier Area A, Dunoon, Rothesay, Craignure Luss Inveraray Mull	Per 15 mins up to 4 hrs	0.25	Standard	0.05	0.30	0.25	Standard	0.05	0.30	0.00	0%	
	Per 30 mins up to 4 hrs	0.42	Standard	0.08	0.50	0.42	Standard	0.08	0.50	0.00	0%	
	Per 45 mins up to 4 hrs	0.67	Standard	0.13	0.80	0.67	Standard	0.13	0.80	0.00	0%	
	Per 60 mins up to 4 hrs	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
	Per hour thereafter -4 to 10hrs	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
	Quarterly Season	112.50	Standard	22.50	135.00	112.50	Standard	22.50	135.00	0.00	0%	
	6 Monthly Season	208.33	Standard	41.67	250.00	208.33	Standard	41.67	250.00	0.00	0%	
	9 Monthly Season	300.00	Standard	60.00	360.00	300.00	Standard	60.00	360.00	0.00	0%	
Annual Season	395.83	Standard	79.17	475.00	395.83	Standard	79.17	475.00	0.00	0%		
Helensburgh - Sinclair Street	Per 15 mins - Maximum 4 hrs	0.25	Standard	0.05	0.30	0.25	Standard	0.05	0.30	0.00	0%	
	Per 30 mins - Maximum 4 hours	0.42	Standard	0.08	0.50	0.42	Standard	0.08	0.50	0.00	0%	
	Per 45 mins - Maximum 4 hours	0.67	Standard	0.13	0.80	0.67	Standard	0.13	0.80	0.00	0%	
	Per 60 mins - Maximum 4 hours	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Commercial Parking in Town Centre, Helensburgh Pier Area B Car Park and Lochavullin and Longsdale Oban	0 to 8 hours	0.92	Standard	0.18	1.10	0.92	Standard	0.18	1.10	0.00	0%	No increase at the moment - Area Car Parking review in progress
	8 to 24 hours	8.33	Standard	1.67	10.00	8.33	Standard	1.67	10.00	0.00	0%	
Arrochar Glenloin No.1 and No.2	per hour	0.25	Standard	0.05	0.30	0.25	Standard	0.05	0.30	0.00	0%	
	per day	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Seasonal Car Parks Corran No.1	Per 15 mins - up to 4 hrs	0.25	Standard	0.05	0.30	0.25	Standard	0.05	0.30	0.00	0%	
	Per 30 mins - up to 4 hours	0.42	Standard	0.08	0.50	0.42	Standard	0.08	0.50	0.00	0%	
	Per 45 mins - up to 4 hours	0.67	Standard	0.13	0.80	0.67	Standard	0.13	0.80	0.00	0%	
	Per 60 mins - up to 4 hours	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Seasonal Car Parks - Permits	Per hour thereafter -4 to 10hrs	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Other Seasonal Car Parks - Ganavan	Seasonal Period	87.50	Standard	17.50	105.00	87.50	Standard	17.50	105.00	0.00	0%	
	Per hour - 0 to 4 hours	0.25	Standard	0.05	0.30	0.25	Standard	0.05	0.30	0.00	0%	No increase at the moment - Area Car Parking review in progress
	Half Day	0.83	Standard	0.17	1.00	0.83	Standard	0.17	1.00	0.00	0%	
Daily	1.67	Standard	0.33	2.00	1.67	Standard	0.33	2.00	0.00	0%		
Penalty Charge Notices	Statutory Charge Paid within 14 days	30.00	Zero Rated	0.00	30.00	30.00	Zero Rated	0.00	30.00	0.00	0%	PCNs are statutory charges and the level is set by the Scottish Government
	Statutory Charge Paid after 14 days	60.00	Zero Rated	0.00	60.00	60.00	Zero Rated	0.00	60.00	0.00	0%	
On Street Parking - Inner Zone	Per 40 mins - Limited to 2 hours maximum	0.80	Outwith the Scope	0.00	0.80	0.80	Outwith the Scope	0.00	0.80	0.00	0%	

Description	Other	2016/17				2017/18				Increase		Notes/Comments
		Net £	VAT Rate	VAT £	Gross £	Net £	VAT Rate	VAT £	Gross £	£	%	
On Street Parking - Outer Zone	Per 40 mins - Limited to 4 hours maximum	0.80	Outwith the Scope	0.00	0.80	0.80	Outwith the Scope	0.00	0.80	0.00	0%	
	Annual Charge	95.00	Outwith the Scope	0.00	95.00	95.00	Outwith the Scope	0.00	95.00	0.00	0%	
Residents Permit	Quarterly Charge	35.00	Outwith the Scope	0.00	35.00	35.00	Outwith the Scope	0.00	35.00	0.00	0%	
Staff Permits - Municipal Buildings - Oban	Annual	79.17	Standard	15.83	95.00	79.17	Standard	15.83	95.00	0.00	0%	

COUNCIL WIDE CHARGES		2016/17			2017/18			Increase		Notes/Comments	
Description	Other	Net £	VAT Rate	VAT £	Gross £	Net £	VAT £	Gross £	£		%
Photocopying/Printing A4 (black & white) per side		0.15	Exempt	0.00	0.15	0.15	0.00	0.15	0.00	0%	Standard Rate across Council
Photocopying/Printing A4 (coloured) per side		0.30	Exempt	0.00	0.30	0.30	0.00	0.30	0.00	0%	Standard Rate across Council
Photocopying/Printing - Colour - per side (A3)		0.65	Exempt	0.00	0.65	0.65	0.00	0.65	0.00	0%	Standard Rate across Council
Photocopying/Printing - Black and White - per side (A3)		0.30	Exempt	0.00	0.30	0.30	0.00	0.30	0.00	0%	Standard Rate across Council
Fax - minimum charge (less than 10 seconds)		0.25	Exempt	0.00	0.25	0.25	0.00	0.25	0.00	0%	Standard Rate across Council
Fax - rate per 10seconds thereafter		0.05	Exempt	0.00	0.05	0.05	0.00	0.05	0.00	0%	Standard Rate across Council
Fax - receiving per sheet (libraries)		0.65	Exempt	0.00	0.65	0.65	0.00	0.65	0.00	0%	Standard Rate across Council

**Overall Position:**

- The forecast outturn is an underspend of £1,632k. From this underspend £172k is required to be ear-marked to develop 11 business cases in respect of digital transformation projects and to support the work of the Transformation Board, resulting in a reduced forecast underspend of £1,460k. The remaining underspend is mainly a result of a forecasted £500k underspend in utility costs, a forecast saving in loan interest payments £900k, additional anticipated income from berthing, car and passenger dues since the introduction of RET, additional vacancy savings over and above target, procurement and fuel costs savings within school and public transport. These are offset by a forecasted overspend in winter maintenance of £320k, a shortfall in planning fees £160k and a shortfall in savings due to the delay in implementing two service choices saving options.
- There is a year to date deficit of £5,065k against the year to date budgeted expenditure which is mainly profile variances against the YTD budgeted spend of £160,052.

**Key Highlights as at December 2016:**

- The saving in loan interest payments has increased by £400k to £900k as a result of the Treasury department’s diligent management of the Council’s cash and borrowing requirements. Customer Services have maintained a forecast underspend of £460k. Community Services are reporting a small overspend of £35k despite incurring unbudgeted costs of £130k relating to the Leisure and Library Trust business case. Development and Infrastructure are forecasting an overspend of £193k, which is an increase from forecasted overspend of £15k reported in October. The movement within Development and Infrastructure reflects a forecasted overspend of £320k in winter maintenance and an increase of £130k in the planning and building warrant fees under recovery which have been partially offset by further vacancy savings achieved in December.
- For the last few years, the Council has been in dispute with Glasgow City Council regarding responsibility for funding care packages for two young adults who used to live in Argyll and Bute but who now live in Glasgow. As both Councils were unable to reach agreement on responsibility, the dispute was passed to the Scottish Ministers to resolve who subsequently determined that Glasgow City Council were responsible for funding both young people. Following the decision, Finance, Social Work and Legal Services staff have been working collaboratively to recover costs incurred by the Council for both young people from Glasgow City Council. As at the end of December, £326k is about to be settled in relation to one of the young people and an invoice will be issued shortly for the other, which is expected to be between £350k to £400k. These funds represent an unplanned cash inflow to the Council which is available for the Council to use as it sees fit. An update will be given at the end of January to confirm receipt of the monies.

**Key Financial Successes:**

Controllable departmental expenditure for 2015-16 was over budget with an overspend of £74k. This was a result of significant overspends in relation to demand led reactive services, however, these costs were accommodated from within the overall Council budget and the year-end budget outturn was a favourable position. The General Fund increased by £6,350k in 2015-16, this was an increase to the forecast position and provides additional funding available to support the delivery of the SOA. The Council agreed a balanced budget for 2016-17 which included a number of service choices savings options which will be monitored throughout 2016-17.

**Key Financial Challenges:**

Maintaining favourable year-end balanced position and achieving savings targets in light of council wide risks to expenditure.

**Proposed Actions to address Financial Challenges:**

Robust monitoring of the financial position to ensure that any budget issues are fed back to the management team and members through

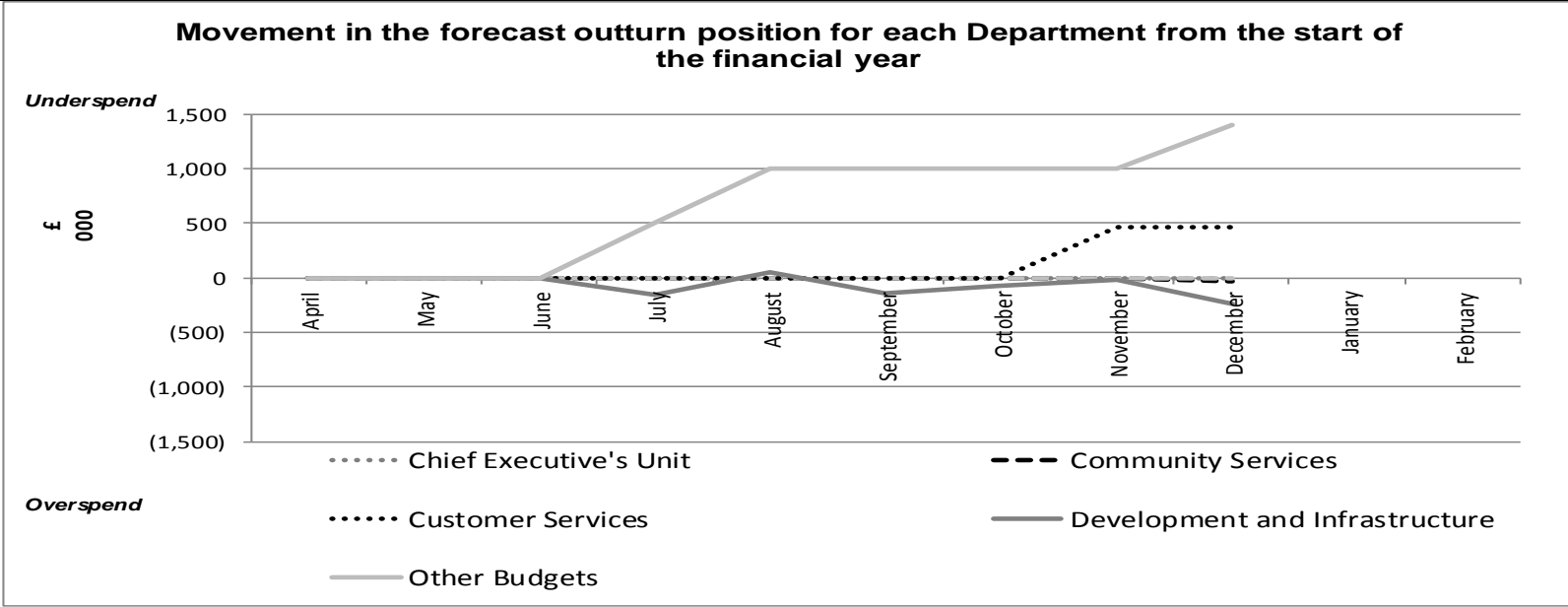
	the budget monitoring process.
Identifying further savings and delivering services more efficiently with less resources.	Continually refine/develop systems to accurately calculate forecast outturns and the future financial outlook.
Maintaining or improving the level of service income recovered, for example planning, building standards and car parking.	Actively monitor income recovery as part of routine budget monitoring and ensure Council fees and charges policies are reviewed.
Managing spend in service areas which are demand led and to some extent outwith service control, for example Winter Maintenance.	Use risk based approach to budget monitoring to focus additional attention to these areas, ensuring any financial implications are reported as soon as possible.
Ongoing requirement to fund unavoidable increases in employee costs, particularly in relation to pay awards, holiday pay entitlements, disturbance payments and changes in rules around pension and national insurance contributions.	Ongoing work with HR to ensure emerging issues are highlighted as soon as possible so that the financial impact can be reported through the budget monitoring and preparation processes.

### Forecast Outturn Position

The forecast outturn as at the end of December 2016 is a projected underspend of £1,632k.

#### Current Forecast Outturn Variance with change from previous month

Department	Annual Budget £'000	Forecast Outturn £'000	Current Forecast Variance £'000	Previous Forecast Variance £000	Change £000	Explanation
Chief Executive's Unit	2,076	2,076	0	0	0	The variance in Community Service relates mainly to the cost of the consultancy fees for the Leisure Trust business case, £130k. These have been partially offset by undespends in Homeless temporary accomodation and an impending insurance claim for the Campbeltown museum. The variance in Customer Services relates to vacany savings, £300k, achieved in excess of the departmental target, reduced costs within schools and public transport due to procurement and fuel savings of £100k and uncommitted cost pressures from external catering and cleaning contracts of £60k.
Community Services	85,233	85,268	(35)	0	(35)	The variance in Development and Infrastructure reflects the anticipated income from additional berthing, car and passenger dues since the introduction of RET £200k, vacancy savings achieved in excess of target £215k, an underspend of £200k in Amenity Services as part of the Waste and Amenity service redesign which will be used to offset against the 3 weekly rubbish collection saving target and an increase in private landlord registration fees of £34k. These have been offset by the forecasted overspend in winter maintance costs of (£320k), shortfall in planning and building warrant fees (£210k) and shortfall due to the delay in implementing two service choices savings options, increasing car parking income shortfall (£30k) and three weekly rubbish collection (£308k).
Customer Services	39,924	39,464	460	460	0	There is underspend of £500k in utility costs across Council services as a result of significant price reductions in energy costs, particularly in relation to gas and heating oils. Following a review of the likely Loans Fund interest payments and receipts, a saving in Loans Charges of £900k has been identified as a result of the reduction in long term interest rates which has reduced the Council's interest payments.
Development and Infrastructure Services	30,590	30,783	(193)	(15)	(178)	
Other Corporate Budgets	86,133	84,733	1,400	1,000	400	
<b>Total</b>	<b>243,956</b>	<b>242,324</b>	<b>1,632</b>	<b>1,445</b>	<b>187</b>	



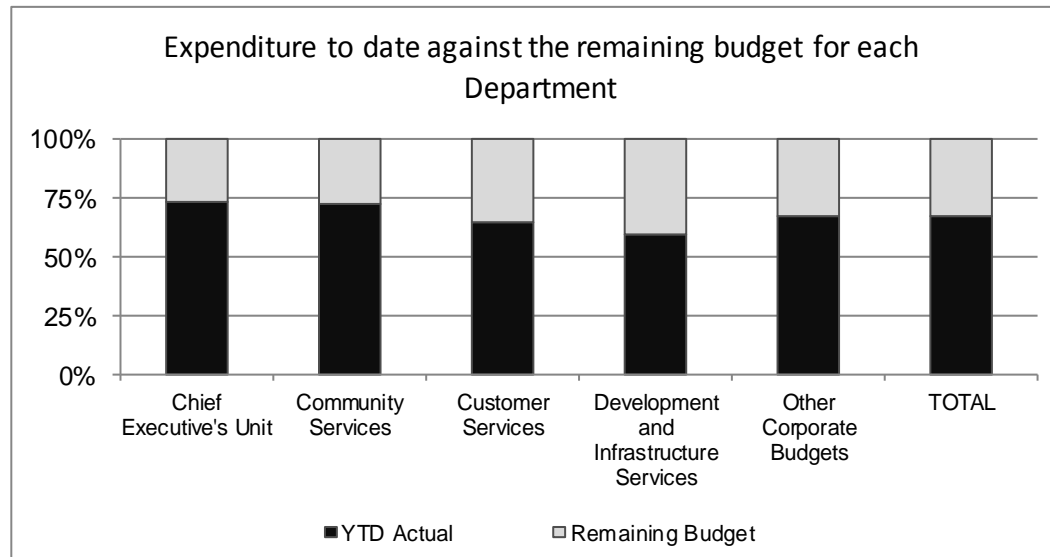
Further information on the departmental forecast outturn variances is included within the attached appendices.



### Year to Date Position

The year to date position as at the end of December 2016 is a year to date deficit of £5,065k. This is mainly a result of the profiling for benefit income and will be amended for January 2017. The year to date position is not necessarily an indication of the likely year-end position.

The current year to date variance position for each Department:				
Department	YTD Budget £'000	YTD Actual Spend £'000	YTD Variance £'000	Explanation
Chief Executive's Unit	1,561	1,523	39	Outwith reporting criteria
Community Services	62,536	61,628	908	The YTD variance relates to the profiling of non employee budgets and vacancy savings within Primary and Secondary Schools.
Customer Services	20,662	25,934	(5,272)	The main reason for the YTD variance is the profiling of income for the Benefits which will be updated for January.
Development and Infrastructure Services	17,653	18,215	(562)	The year to date variance is mainly profile related.
Other Corporate Budgets	57,639	57,816	(177)	The main variance relates to the timing of invoices being received for services related to the provision of Integration Services.
<b>Total Net Expenditure</b>	<b>160,052</b>	<b>165,117</b>	<b>(5,065)</b>	



Further information on the departmental year to date variances is included within the attached appendices.

## OBJECTIVE SUMMARY – OVERALL COUNCIL POSITION AT 31 DECEMBER 2016

	YEAR TO DATE POSITION				CURRENT PROJECTED FINAL OUTTURN			
	YTD Budget	YTD Actual	YTD Variance	Variance	Annual Budget	Forecast Outturn	Forecast Variance	Variance
	£'000	£'000	£'000	%	£'000	£'000	£'000	%
<b><u>Departmental Budgets</u></b>								
Chief Executives	1,561	1,523	39	2.47%	2,076	2,076	0	0.00%
Community Services	62,536	61,628	908	1.45%	85,233	85,268	(35)	(0.04%)
Customer Services	20,662	25,934	(5,272)	(25.52%)	39,924	39,464	460	1.15%
Development and Infrastructure Services	17,653	18,215	(562)	(3.18%)	30,590	30,783	(193)	(0.63%)
<b>Total Departmental Budgets</b>	<b>102,413</b>	<b>107,301</b>	<b>(4,888)</b>	<b>(4.77%)</b>	<b>157,823</b>	<b>157,591</b>	<b>232</b>	<b>0.15%</b>
<b><u>Non-Departmental Budgets</u></b>								
Integration Services	35,718	36,148	(431)	(1.21%)	55,798	55,798	0	0.00%
Other Operating Income and Expenditure	2,535	2,129	406	16.01%	4,046	3,546	500	12.36%
Joint Boards	1,030	1,050	(20)	(1.93%)	1,374	1,374	0	0.00%
Non-Controllable Costs	18,357	18,489	(132)	(0.72%)	24,914	24,014	900	3.61%
<b>Total Non-Departmental Budgets</b>	<b>57,639</b>	<b>57,816</b>	<b>(177)</b>	<b>(0.31%)</b>	<b>86,133</b>	<b>84,733</b>	<b>1,400</b>	<b>1.63%</b>
<b>TOTAL NET EXPENDITURE</b>	<b>160,052</b>	<b>165,117</b>	<b>(5,065)</b>	<b>(3.16%)</b>	<b>243,956</b>	<b>242,324</b>	<b>1,632</b>	<b>0.67%</b>
<b><u>Financed By</u></b>								
Aggregate External Finance	(120,854)	(120,854)	0	0.00%	(196,345)	(196,345)	0	0.00%
Local Tax Requirement	(39,222)	(39,222)	(0)	0.00%	(41,314)	(41,314)	0	0.00%
Contributions to General Fund	0	0	0	0.00%	(574)	(574)	0	0.00%
Supplementary Estimates	0	0	0	0.00%	0	0	0	0.00%
Earmarked Reserves	0	0	0	0.00%	(5,723)	(5,723)	0	0.00%
<b>Total Funding</b>	<b>(160,076)</b>	<b>(160,075)</b>	<b>(0)</b>	<b>0.00%</b>	<b>(243,956)</b>	<b>(243,956)</b>	<b>0</b>	<b>0.00%</b>
<b>Deficit/(Surplus) for Period</b>	<b>(24)</b>	<b>5,041</b>	<b>(5,065)</b>		<b>(0)</b>	<b>(1,632)</b>	<b>1,632</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

The Variance is the difference between budget and actual or forecast outturn.

A positive variance is when actual or forecast expenditure is less than budget or actual or forecast income is more than budget.

A negative variance is shown in brackets and is when actual or forecast expenditure is more than budget or actual or forecast income is less than budget.

**SUBJECTIVE SUMMARY – OVERALL COUNCIL POSITION AS AT 31 DECEMBER 2016**

	YEAR TO DATE POSITION				CURRENT PROJECTED FINAL OUTTURN			
	YTD Budget £'000	YTD Actual £'000	YTD Variance £'000	Variance %	Annual Budget £'000	Forecast Outturn £'000	Forecast Variance £'000	Variance %
<b>Subjective Category</b>								
Employee Expenses	99,392	97,989	1,402	1.41%	140,463	139,936	528	0.38%
Premises Related Expenditure	10,684	10,161	522	4.89%	16,146	15,670	477	2.95%
Supplies and Services	14,636	14,615	21	0.14%	19,767	19,757	10	0.05%
Transport Related Expenditure	8,317	8,668	(352)	(4.23%)	19,309	19,239	70	0.36%
Third Party Payments	92,335	93,035	(700)	(0.76%)	132,760	133,088	(328)	(0.25%)
Capital Financing	13,952	13,952	(0)	(0.00%)	19,439	18,539	900	4.63%
<b>TOTAL EXPENDITURE</b>	<b>239,315</b>	<b>238,421</b>	<b>895</b>	<b>0.37%</b>	<b>347,885</b>	<b>346,229</b>	<b>1,656</b>	<b>0.48%</b>
Income	239,339	233,380	5,959	2.49%	347,885	347,860	24	0.01%
<b>Deficit/(Surplus) for Period</b>	<b>(23)</b>	<b>5,041</b>	<b>(5,065)</b>		<b>0</b>	<b>(1,632)</b>	<b>1,632</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

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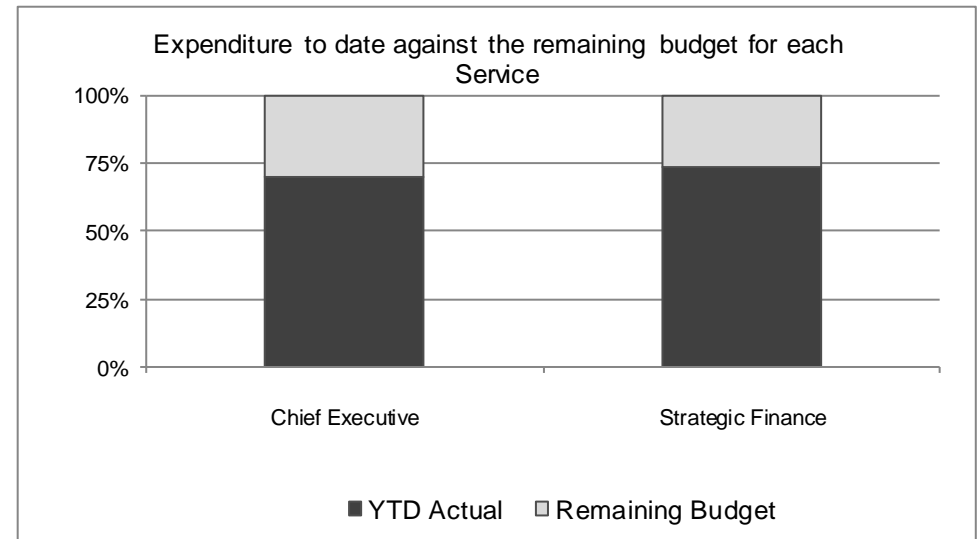
## CHIEF EXECUTIVE'S UNIT HIGHLIGHTS – DECEMBER 2016

- The department is currently forecasting spend to be in line with budget.
- The department has a year to date underspend of £39k (2.47%) against budget.

### Forecast Outturn Position

Current Forecast Outturn Variance with change from previous month					
Service	Annual Budget £000	Forecast Outturn £000	Current Forecast Variance £000	Previous Forecast Variance £000	Change £000
Chief Executive	286	286	0	0	0
Strategic Finance	1,790	1,790	0	0	0
<b>Totals</b>	<b>2,076</b>	<b>2,076</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Year to Date Position



#### **Key Financial Successes:**

The Service Choice savings for 2016-17 are on track to be delivered. In addition, the travel and overtime savings targets are also on track to be delivered. The 2015-16 year-end outturn position was broadly in line with budget with an underspend of £3k due to effective management and monitoring of the budget position.

#### **Key Financial Challenges:**

The department delivers support services, the main assets and costs of this support service are the employees. The continued requirement to meet savings means that the only area where budget can be cut is from employee costs. This services faces losing posts with no reduction in demand for support from client departments.

#### **Proposed Actions to address Financial Challenges:**

Ongoing robust monitoring to ensure financial issues are promptly highlighted to the service management team. Continually refine/develop staffing structures and systems. Strategic Finance are currently reviewing different areas of business to ensure work is prioritised in line with Council priorities and that tasks are carried out in the most efficient way.

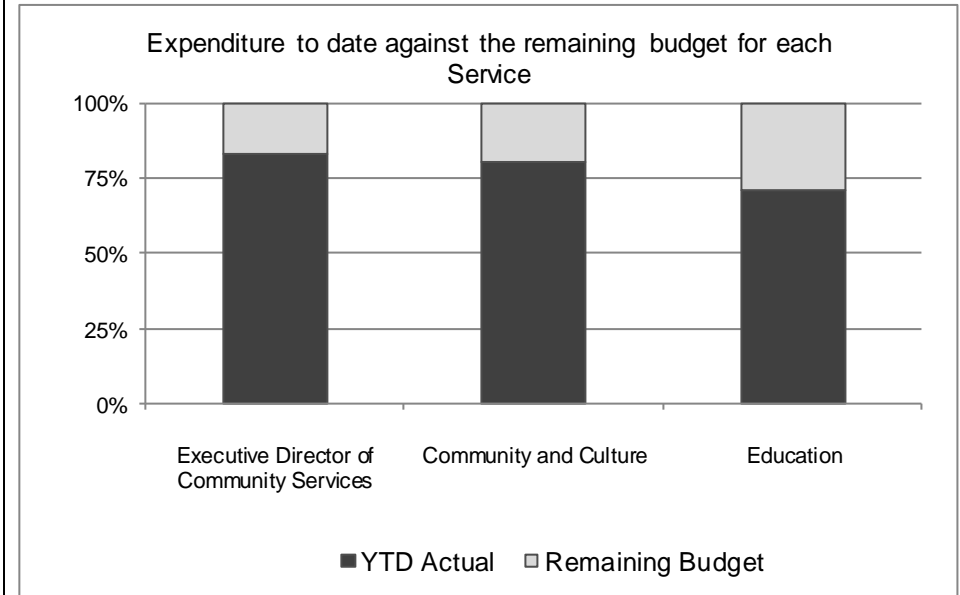
## COMMUNITY SERVICES HIGHLIGHTS – DECEMBER 2016

- The department is currently forecasting an overspend of £35k.
- The department has a year to date underspend of £908k (1.45%) against budget.

### Forecast Outturn Position

Current Forecast Outturn Variance with change from previous month					
Service	Annual Budget £000	Forecast Outturn £000	Current Forecast Variance £000	Previous Forecast Variance £000	Change £000
Executive Director of Community Services	264	264	0	0	0
Community and Culture	11,141	11,177	(35)	0	(35)
Education	73,828	73,828	0	0	0
<b>Totals</b>	<b>85,234</b>	<b>85,269</b>	<b>(35)</b>	<b>0</b>	<b>(35)</b>

### Year to Date Position



#### Key Financial Successes:

The 2015-16 year-end outturn position was an underspend of £438k, in line with projections, and was due to the effective management and monitoring of the budget position. A number of the service choices savings for 2016-17 have been secured to date and the travel, overtime and vacancy saving targets are on track to be delivered. At the Council meeting on 24 November 2016 the full business case for the project, to develop a Trust service delivery model for Leisure and Library services, was approved.

#### Key Financial Challenges:

Delivering on the requirements for savings as part of the Service Choices Programme whilst continuing to adhere to Scottish Government initiatives (i.e. maintaining Pupil Teacher ratio across the Education service).

Evaluating and managing the financial impact of new legislation (i.e. Children and Young People Act, Education (Scotland) Bill).

#### Proposed Actions to address Financial Challenges:

Ongoing robust financial monitoring and forecasting with the provision of supporting management information to ensure deliverable saving options are presented.

Full participation in consultation process to assist in the identification of potential cost pressures as early as possible.

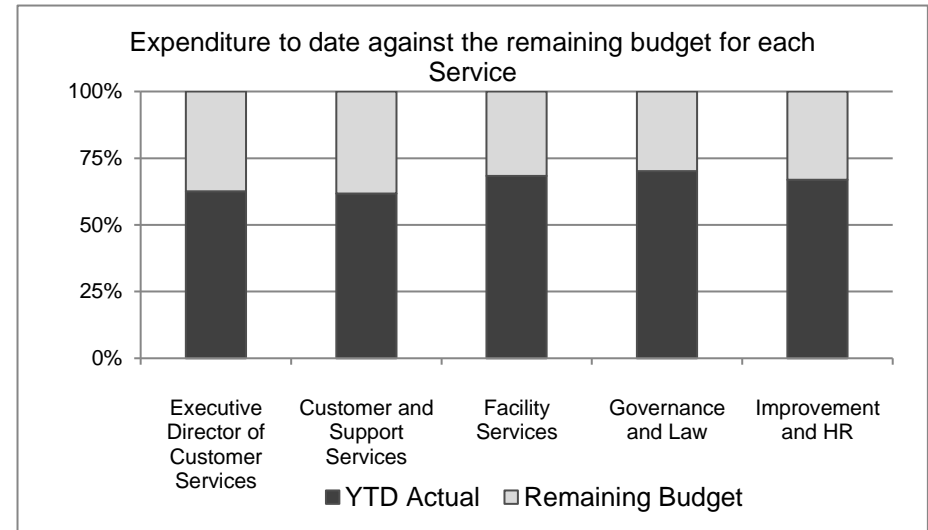
## CUSTOMER SERVICES HIGHLIGHTS – DECEMBER 2016

- The department is currently forecasting an underspend of £460k which is due to vacancy savings achieved in excess of the departmental target of £300k, procurement and fuel savings on school and public transports services of £100k and uncommitted cost pressures of £60k within catering and cleaning.
- The department has a year to date overspend of £5,272k (25.52%) against budget. This mainly relates to the profiling of Benefit income and will be amended in January.

### Forecast Outturn Position

Current Forecast Outturn Variance with change from previous month					
Service	Annual Budget £000	Forecast Outturn £000	Current Forecast Variance £000	Previous Forecast Variance £000	Change £000
Executive Director of Customer Services	13,884	13,584	300	0	300
Customer and Support Services	8,384	8,384	0	0	0
Facility Services	12,229	12,069	160	0	160
Governance and Law	2,086	2,086	0	0	0
Improvement and HR	3,341	3,341	0	0	0
<b>Totals</b>	<b>39,924</b>	<b>39,464</b>	<b>460</b>	<b>0</b>	<b>460</b>

### Year to Date Position



#### Key Financial Successes:

Department delivered services within budget during 2015-16 with a favourable year-end outturn, which was in line with the forecast position. Additional vacancy savings and savings in relation to the NDPO contract were secured. A number of the service choices savings for 2016-17 have been secured to date and the travel, overtime and vacancy saving targets are on track to be delivered.

#### Key Financial Challenges:

Impact of Welfare reforms.  
Delivering on the requirements for savings as part of the Service Choices Programme, both in terms of delivering the savings required from Customer Services but also in supporting other services.  
Impact of numbers/uptake in demand led service areas like transport, benefits and licensing.

#### Proposed Actions to address Financial Challenges:

Input ongoing to multi agency working group to ensure robust arrangements are put in place.  
Engagement with Service Choices process for Customer Services but also picking up on any implications of the direction of travel for service delivery for other Council services.  
Continually refine/develop systems to accurately calculate forecast outturns and the impact on the future financial outlook.

Support longer term service re-design project for Catering and Cleaning services to ensure efficiencies and financial savings are secured for the Council.	Effective working with consultants and support with implementation of preferred service delivery method.

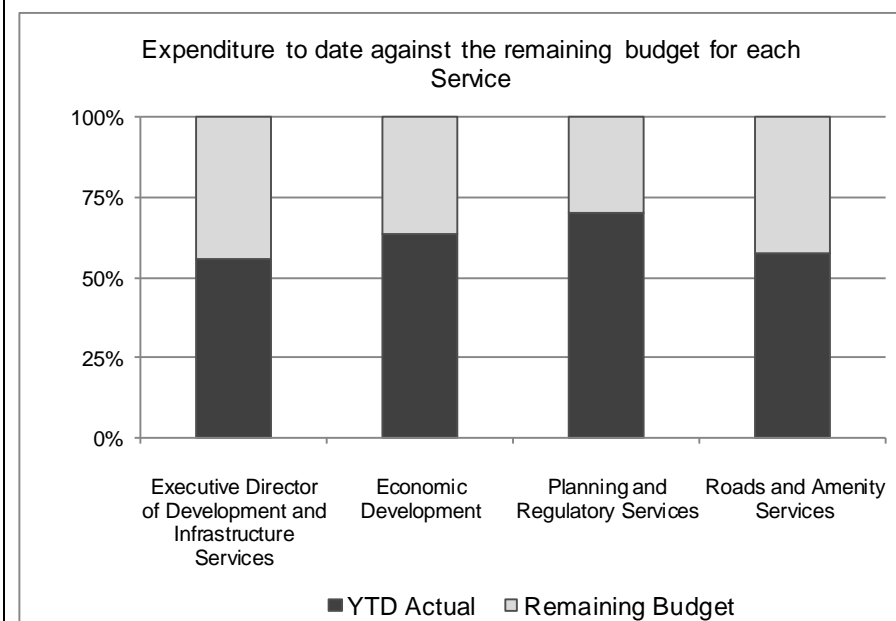
## DEVELOPMENT AND INFRASTRUCTURE SERVICES HIGHLIGHTS – DECEMBER 2016

- The department is currently forecasting an overspend of £193k. This reflects the anticipated income from additional berthing, car and passenger dues since the introduction of RET £200k, vacancy savings achieved in excess of target £215k, an underspend in Amenity services of £200k, and an increase in private landlord registration fees of £20k. These have been offset by a forecasted overspend in winter maintenance, £320k, a shortfall in planning fees £160k and a shortfall due to the delay in implementing two service choices savings options, increasing car parking income (£30k) and three weekly rubbish collection (£308k).
- The department has a year to date overspend of £562k (3.18%) against budget.

### Forecast Outturn Position

Current Forecast Outturn Variance with change from previous month					
Service	Annual Budget £000	Forecast Outturn £000	Current Forecast Variance £000	Previous Forecast Variance £000	Change £000
Executive Director of Development and Infrastructure Services	1,617	1,376	241	196	45
Economic Development	4,052	4,052	0	0	0
Planning and Regulatory Services	2,995	3,171	(176)	(60)	(116)
Roads and Amenity Services	21,926	22,183	(258)	(151)	(107)
<b>Totals</b>	<b>30,590</b>	<b>30,783</b>	<b>(193)</b>	<b>(15)</b>	<b>(178)</b>

### Year to Date Position



#### Key Financial Successes:

The Department's outturn for 2015-16 was an underspend of £33k. During 2015-16 there was an over-recovery of vacancy savings and planned underspends within Street Lighting and Waste Collection that assisted to reduce the overall departmental overspend on winter maintenance and storm damage.

#### Key Financial Challenges:

Department / Service ongoing ability to meet future savings / efficiency requirements.

#### Proposed Actions to address Financial Challenges:

Monitoring of trend / expenditure levels / service configuration and the Service Choices process.

Delivery of three weekly rubbish collection and identifying alternative

Closely monitoring savings that can be achieved from



savings from within the department to meet the current in-year shortfall. In addition, there may be ongoing costs connected to this saving that need to be fully assessed.	introduction of three weekly rubbish collection and currently assessing any ongoing costs.
Potential shortfall in income within building standards, Car Parking and Decriminalised Parking Enforcement (DPE).	Closely monitoring of income levels, regular performance management reviews and reporting of the financial implications through budget monitoring process.
Dangerous buildings, there is no budget for this expenditure and the council have no control over the demand for the service.	Building Standards, Legal Services and Strategic Finance are working closely to manage debt recovery and to consider other options to minimise corporate risk exposure.
Argyll and Bute Council's Employability Team delivers Welfare to Work activity through commercial contracts. The Council has agreed to provide funding up to £456k to assist in the delivery of the Welfare to work programme.	The service is to be monitored closely by senior members of the Employability Team and the Economic Development Manager coupled with periodic discussions with Strategic Finance. This will ensure the benefit from the funding is maximised.
Due to the nature of the various components of Waste Management there are ongoing challenges with: <ul style="list-style-type: none"> <li>• Island haulage costs</li> <li>• Uncertainty with recycling income/ gate fee costs due to the volatility of the market</li> <li>• Increased landfill costs due to rise in landfill tonnage</li> </ul>	To closely monitor all service components of Waste Management and review Waste Strategy in conjunction with our contractual partner Shanks.
Winter Maintenance costs are difficult to estimate as they are very much dependant on the weather.	Closely monitoring of Winter Maintenance and reporting of the financial implications through budget monitoring process. The Council agreed the winter policy, setting out the intervention level and locations to be treated. The numbers of treatments are determined by weather conditions. The current budget provision provides for 58 full equivalent runs. There is a sophisticated weather monitoring system in place consisting of several weather stations, this is supported by a forecasting and metrological service which is collaboratively procured by West of Scotland local authorities.

## CHIEF EXECUTIVE'S UNIT – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Service Outcome	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs	£202,044	£200,040	£2,004	0.99%	£285,530	£285,530	£0	0.00%	Outwith reporting criteria
<b>Chief Executive</b>	<b>£202,044</b>	<b>£200,040</b>	<b>£2,004</b>	<b>0.99%</b>	<b>£285,530</b>	<b>£285,530</b>	<b>£0</b>	<b>0.00%</b>	
SF01 - Council Finances Managed Effectively	£1,170,615	£1,154,948	£15,668	1.34%	£1,530,903	£1,530,903	£0	0.00%	Outwith reporting criteria
SF02 - Internal Audit	£188,686	£167,793	£20,893	11.07%	£259,149	£259,149	£0	0.00%	YTD Variance relates to the profiling of consultancy costs and a reduction in employee costs.
<b>Strategic Finance</b>	<b>£1,359,302</b>	<b>£1,322,741</b>	<b>£36,561</b>	<b>2.69%</b>	<b>£1,790,051</b>	<b>£1,790,051</b>	<b>£0</b>	<b>0.00%</b>	
<b>Grand Total</b>	<b>£1,561,346</b>	<b>£1,522,781</b>	<b>£38,565</b>	<b>2.47%</b>	<b>£2,075,581</b>	<b>£2,075,581</b>	<b>£0</b>	<b>0.00%</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

The Variance is the difference between budget and actual or forecast outturn.

A positive variance is when actual or forecast expenditure is less than budget or actual or forecast income is more than budget.

A negative variance is shown in brackets and is when actual or forecast expenditure is more than budget or actual or forecast income is less than budget.

An explanation is given for any variance which exceeds £50,000 or 10%.

## CHIEF EXECUTIVE'S UNIT – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£1,516,330	£1,473,535	£42,795	2.82%	£2,132,942	£2,132,942	£0	0.00%	Outwith reporting criteria.
Premises	£261	£729	(£468)	(179.31%)	£350	£350	£0	0.00%	Outwith reporting criteria.
Supplies & Services	£32,877	£34,235	(£1,358)	(4.13%)	£44,027	£44,027	£0	0.00%	Outwith reporting criteria.
Transport	£9,745	£11,265	(£1,519)	(15.59%)	£14,475	£14,475	£0	0.00%	Outwith reporting criteria.
Third Party	£7,470	£8,355	(£885)	(11.85%)	£9,957	£9,957	£0	0.00%	The year to date overspend relates to the cost of having consultants carry out a VAT review, budget will be vired from within the service to cover this cost.
Income	(£5,337)	(£5,337)	£0	(0.01%)	(£126,170)	(£126,170)	£0	0.00%	Outwith reporting criteria.
<b>Totals</b>	<b>£1,561,346</b>	<b>£1,522,781</b>	<b>£38,565</b>	<b>2.47%</b>	<b>£2,075,581</b>	<b>£2,075,581</b>	<b>£0</b>	<b>0.00%</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

The Variance is the difference between budget and actual or forecast outturn.

A positive variance is when actual or forecast expenditure is less than budget or actual or forecast income is more than budget.

A negative variance is shown in brackets and is when actual or forecast expenditure is more than budget or actual or forecast income is less than budget.

An explanation is given for any variance which exceeds £50,000 or 10%.

**CHIEF EXECUTIVE'S UNIT – RED VARIANCES**

Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation

A red variance is a forecast variance which is greater than +/- £50,000.

**THERE ARE CURRENTLY NO RED VARIANCES FOR THE DEPARTMENT.**

## COMMUNITY SERVICES – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Service Outcome	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs	£215,566	£220,216	(£4,650)	(2.16%)	£264,156	£264,156	£0	0.00%	Outwith Reporting Criteria
<b>Executive Director of Community Services</b>	<b>£215,566</b>	<b>£220,216</b>	<b>(£4,650)</b>	<b>(2.16%)</b>	<b>£264,156</b>	<b>£264,156</b>	<b>£0</b>	<b>0.00%</b>	
CC01 - Young people active healthier lives	£23,581	(£4,534)	£28,115	119.23%	£169,453	£169,453	£0	0.00%	The YTD overspend within Central/Management Costs relates mainly to the consultancy fee for the Leisure and Library Trust Business Case. The YTD variances against the other individual service outcomes are budget profile related. The forecast overspend reported relates mainly to the closure of leisure facilities, which were due for refurbishment, along with the impact of the Consultancy fee for the Leisure and Library Trust Business Case. These overspends have been partially offset by a projected underspend within Homeless Temporary Accommodation and an impending insurance claim for repair works at Campbeltown Museum.
CC02 - Sport and Physical Activity	£1,683,067	£1,727,460	(£44,393)	(2.64%)	£2,818,617	£2,893,667	(£75,050)	(2.66%)	
CC03 - Adults access to learning opportunities	£570,777	£503,020	£67,757	11.87%	£850,619	£874,110	(£23,491)	(2.76%)	
CC04 - Homelessness	£1,421,718	£1,400,702	£21,016	1.48%	£2,058,226	£2,013,365	£44,861	2.18%	
CC06 - Community Development	£424,203	£406,045	£18,159	4.28%	£623,304	£616,806	£6,498	1.04%	
CC07 - Affordable Housing	£3,469,343	£3,537,665	(£68,323)	(1.97%)	£2,690,689	£2,705,689	(£15,000)	(0.56%)	
CC08 - Improved literacy, health and well-being	£1,099,297	£1,089,396	£9,900	0.90%	£1,574,720	£1,491,473	£83,247	5.29%	
Central/Management Costs	£211,625	£303,437	(£91,812)	(43.38%)	£355,530	£411,941	(£56,411)	(15.87%)	
<b>Community and Culture</b>	<b>£8,903,610</b>	<b>£8,963,192</b>	<b>(£59,582)</b>	<b>(0.67%)</b>	<b>£11,141,159</b>	<b>£11,176,505</b>	<b>(£35,346)</b>	<b>(0.32%)</b>	
ED01 - Primary School Education	£19,601,870	£18,824,945	£776,925	3.96%	£26,758,989	£26,758,989	£0	0.00%	The YTD variances against Primary and Secondary School Education are in relation to school budgets through a combination of vacancy savings and the profiling of non-employee budgets. Under the Scheme of Devolved School Management schools are permitted flexibility at the year-end, within agreed limits, therefore no forecast variance has been processed in relation to this. The YTD variances against the other individual service outcomes are budget profile related and are not an indication of the year-end outturn.
ED02 - Secondary School Education	£19,988,738	£19,820,277	£168,461	0.84%	£26,839,925	£26,839,925	£0	0.00%	
ED03 - Central/Management Team	£2,938,342	£3,054,522	(£116,181)	(3.95%)	£4,978,310	£4,978,310	£0	0.00%	
ED04 - Additional Support Needs	£6,133,244	£5,980,684	£152,560	2.49%	£8,391,683	£8,391,683	£0	0.00%	
ED05 - Opportunities for All	£489,076	£465,971	£23,105	4.72%	£692,578	£692,578	£0	0.00%	
ED06 - Leadership and Professional Learning	£8,950	£27,532	(£18,582)	(207.62%)	£17,364	£17,364	£0	0.00%	
ED07 - Early Years	£4,256,393	£4,270,775	(£14,382)	(0.34%)	£6,149,466	£6,149,466	£0	0.00%	
<b>Education</b>	<b>£53,416,612</b>	<b>£52,444,707</b>	<b>£971,905</b>	<b>1.82%</b>	<b>£73,828,317</b>	<b>£73,828,317</b>	<b>£0</b>	<b>0.00%</b>	
<b>Grand Total</b>	<b>£62,535,788</b>	<b>£61,628,114</b>	<b>£907,674</b>	<b>1.45%</b>	<b>£85,233,631</b>	<b>£85,268,977</b>	<b>(£35,346)</b>	<b>(0.04%)</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

The Variance is the difference between budget and actual or forecast outturn.

A positive variance is when actual or forecast expenditure is less than budget or actual or forecast income is more than budget.

A negative variance is shown in brackets and is when actual or forecast expenditure is more than budget or actual or forecast income is less than budget.

An explanation is given for any variance which exceeds £50,000 or 10%.

## COMMUNITY SERVICES – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£47,859,775	£47,125,151	£734,624	1.53%	£65,991,900	£65,941,900	£50,000	0.08%	The YTD underspend relates mainly to Primary school vacancy savings and as a result of the Scheme of Devolved School Management schools are permitted flexibility at the year-end, within agreed limits, therefore no forecast variance has been processed in relation to this. The forecast underspend reported relates to the estimated in-year saving from the closure of Rothesay Pavilion.
Premises	£2,704,468	£2,550,071	£154,397	5.71%	£4,615,226	£4,638,717	(£23,491)	(0.51%)	The YTD underspend is budget profile related. The forecast overspend reported relates to the anticipated overspend in janitor/cleaner costs within Community Centres as a result of absence cover.
Supplies & Services	£5,332,334	£5,135,110	£197,224	3.70%	£7,251,270	£7,251,270	£0	0.00%	The YTD underspend is budget profile related.
Transport	£334,972	£365,195	(£30,223)	(9.02%)	£554,720	£554,720	£0	0.00%	Outwith Reporting Criteria.
Third Party	£12,033,212	£11,892,550	£140,662	1.17%	£16,616,460	£16,610,148	£6,312	0.04%	The YTD underspend is budget profile related. The forecast underspend reported relates mainly to a projected underspend within Homeless Temporary Accommodation however is partially offset by a projected overspend as a result of the Consultancy fee for the Leisure and Library Trust Business Case.
Income	(£5,728,972)	(£5,439,961)	(£289,011)	(5.04%)	(£9,795,946)	(£9,727,779)	(£68,167)	(0.70%)	The YTD overspend is mainly profile related however the impact of a number of facility closures this financial year (i.e. Queens Hall, Rothesay Pavilion, Riverside) exacerbate the position. The forecast overspend reported relates mainly to the facility closures outlined above however is partially offset by an impending insurance claim in respect of Campbeltown Museum repair works undertaken in previous years.
<b>Totals</b>	<b>£62,535,788</b>	<b>£61,628,114</b>	<b>£907,674</b>	<b>1.45%</b>	<b>£85,233,631</b>	<b>£85,268,977</b>	<b>(£35,346)</b>	<b>(0.04%)</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

The Variance is the difference between budget and actual or forecast outturn.

A positive variance is when actual or forecast expenditure is less than budget or actual or forecast income is more than budget.

A negative variance is shown in brackets and is when actual or forecast expenditure is more than budget or actual or forecast income is less than budget.

An explanation is given for any variance which exceeds £50,000 or 10%.

## COMMUNITY SERVICES – RED VARIANCES

Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
CC02 - Sport and Physical Activity	2,818,617	2,893,667	(75,050)	(2.66%)	The variance relates to the Council's has progressing a programme of refurbishment across it's leisure facilities and this has impacted income levels.
CC08 - Improved literacy, health and well-being	1,574,720	1,491,473	83,247	5.29%	The variance relates to an insurance claim for repairs to Campbeltown museum.
Central/Management Costs	355,530	411,941	(56,411)	(15.87%)	The variance relates to consultancy fees incurred for the Leisure and Library Trust Business Case.
<b>Totals</b>	<b>4,748,867</b>	<b>4,797,081</b>	<b>(48,214)</b>	<b>(1.02%)</b>	

A red variance is a forecast variance which is greater than +/- £50,000 or 10%.

## CUSTOMER SERVICES – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Service Outcome	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Special Projects	£8,726,872	£8,498,120	£228,752	2.62%	£13,232,265	£13,232,265	£0	0.00%	Year to date variance in relation to the NPDO budget due to the timing of contract payments, this is not indicative of the projected year-end position. Forecast variance is in relation to an expected over-recovery of vacancy savings in excess of the departmental target.
Central/Management Costs	£207,003	£199,986	£7,017	3.39%	£651,803	£351,803	£300,000	46.03%	
<b>Executive Director of Customer Services</b>	<b>£8,933,875</b>	<b>£8,698,107</b>	<b>£235,768</b>	<b>2.64%</b>	<b>£13,884,068</b>	<b>£13,584,068</b>	<b>£300,000</b>	<b>2.16%</b>	
CS01 - Benefits	(£4,904,631)	£689,145	(£5,593,776)	114.05%	£1,129,205	£1,129,205	£0	0.00%	
CS02 - NDR Disc Relief	(£51,791)	(£54,193)	£2,402	0.00%	£105,971	£105,971	£0	0.00%	
CS03 - Creditors	£167,404	£160,699	£6,705	4.01%	£236,717	£236,717	£0	0.00%	
CS04 - Debtors & Local Tax Income	£532,667	£479,592	£53,074	9.96%	£503,831	£503,831	£0	0.00%	
CS05 - Procurement	£527,588	£514,800	£12,787	2.42%	£740,157	£740,157	£0	0.00%	
CS06 - ICT Applications & Infrastructure	£2,383,335	£2,166,478	£216,857	9.10%	£3,857,861	£3,857,861	£0	0.00%	
CS07 - Customer Service & Registrars	£995,174	£988,339	£6,835	0.69%	£1,476,363	£1,476,363	£0	0.00%	
Central/Management Costs	£237,790	£234,031	£3,759	1.58%	£334,009	£334,009	£0	0.00%	
<b>Customer and Support Services</b>	<b>(£112,464)</b>	<b>£5,178,893</b>	<b>(£5,291,357)</b>	<b>4704.93%</b>	<b>£8,384,114</b>	<b>£8,384,114</b>	<b>£0</b>	<b>0.00%</b>	The year to date underspend in School Meals relates to a year to date over-recovery of internal client income, the forecast variance relates to an uncommitted cost pressure for external catering contracts. The year to date underspend in Safer Communities and Facilities reflects a delay in recharges for central repairs charges for shared offices. The forecast variance relates to an uncommitted cost pressure for external cleaning contracts. The year to date overspend in School and Public Transport is related to the budget profile, the forecast variance of £100k represents the expected year-end underspend due to procurement and fuel savings. The year to date overspend in Central/Management Costs is due to additional costs for surplus properties, this will be accommodated from within the departmental budget.
FS01 - School Meals	£55,276	(£22,981)	£78,256	141.57%	£291,398	£261,398	£30,000	10.30%	
FS02 - Safer Communities and Facilities	£1,507,679	£1,426,521	£81,159	5.38%	£2,217,508	£2,187,508	£30,000	1.35%	
FS03 - Sustainability	£71,538	£60,809	£10,729	15.00%	£120,273	£120,273	£0	0.00%	
FS04 - School and Public Transport	£6,350,210	£6,545,900	(£195,690)	(3.08%)	£9,164,719	£9,064,719	£100,000	1.09%	
Central/Management Costs	£302,429	£348,862	(£46,433)	(15.35%)	£434,934	£434,934	£0	0.00%	
<b>Facility Services</b>	<b>£8,287,132</b>	<b>£8,359,111</b>	<b>(£71,979)</b>	<b>(0.87%)</b>	<b>£12,228,832</b>	<b>£12,068,832</b>	<b>£160,000</b>	<b>1.31%</b>	Relatively small year to date variances across the service. The year to date overspend in Democratic Services is due to Elections and the timing of costs for by-elections, this budget profile will be reviewed together with the costs and income for elections held in control account balances.
GL1 - Democratic Services	£672,301	£772,995	(£100,694)	(14.98%)	£1,046,922	£1,046,922	£0	0.00%	
GL2 - Governance	£84,923	£85,329	(£406)	(0.48%)	£122,637	£122,637	£0	0.00%	
GL3 - Community Safety	£16,085	£16,870	(£785)	(4.88%)	£53,863	£53,863	£0	0.00%	
GL4 - Children's Panel	£9,492	£10,638	(£1,146)	(12.07%)	£33,698	£33,698	£0	0.00%	
GL5 - Legal Services	£448,290	£453,015	(£4,725)	(1.05%)	£672,779	£672,779	£0	0.00%	
GL6 - Licensing	(£110,953)	(£87,473)	(£23,480)	21.16%	(£135,056)	(£135,056)	£0	0.00%	
GL7 - Emergency Planning	£61,377	£68,113	(£6,736)	(10.98%)	£92,738	£92,738	£0	0.00%	
Central/Management Costs	£132,622	£144,492	(£11,870)	(8.95%)	£198,775	£198,775	£0	0.00%	
<b>Head of Governance and Law</b>	<b>£1,314,136</b>	<b>£1,463,977</b>	<b>(£149,841)</b>	<b>(11.40%)</b>	<b>£2,086,356</b>	<b>£2,086,356</b>	<b>£0</b>	<b>0.00%</b>	
IHR01 - Health and Safety	£216,369	£215,949	£420	0.19%	£302,540	£302,540	£0	0.00%	Outwith reporting criteria.
IHR03 - Communications	£131,860	£130,682	£1,178	0.90%	£215,972	£215,972	£0	0.00%	
IHR04 - Service Improvement	£199,807	£200,371	(£564)	(0.28%)	£316,418	£316,418	£0	0.00%	
IHR05 - Performance Management	£330,269	£330,556	(£287)	(0.09%)	£481,348	£481,348	£0	0.00%	
IHR06 - Learning and Development	£397,811	£398,903	(£1,092)	(0.27%)	£641,788	£641,788	£0	0.00%	
IHR07 - HR	£783,355	£783,001	£354	0.05%	£1,126,932	£1,126,932	£0	0.00%	
IHR08 - Gaelic Language Plan	(£925)	(£791)	(£134)	17.00%	£0	£0	£0	0.00%	
IHR09 - Continuous Improvement including HR	£89,723	£90,052	(£329)	(0.36%)	£126,900	£126,900	£0	0.00%	
Central/Management Costs	£91,104	£85,489	£5,615	6.57%	£129,032	£129,032	£0	0.00%	
<b>Improvement and HR</b>	<b>£2,239,373</b>	<b>£2,234,212</b>	<b>£5,161</b>	<b>0.23%</b>	<b>£3,340,930</b>	<b>£3,340,930</b>	<b>£0</b>	<b>0.00%</b>	
<b>Grand Total</b>	<b>£20,662,053</b>	<b>£25,934,300</b>	<b>(£5,272,247)</b>	<b>(25.52%)</b>	<b>£39,924,299</b>	<b>£39,464,299</b>	<b>£460,000</b>	<b>1.15%</b>	



## CUSTOMER SERVICES – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£14,045,196	£14,097,772	(£52,577)	<b>(0.37%)</b>	£20,626,662	£20,266,662	£360,000	<b>1.75%</b>	Year to date overspend is the cumulative position for a number of small employee budget variances across the department. This is not indicative of the year-end position as the department expect to exceed the vacancy savings target. The forecast variance position is in relation to a projected over-recovery of £300k in the departmental vacancy savings target and £60k of cost pressures in relation to external catering and cleaning contracts.
Premises	£876,818	£873,469	£3,349	<b>0.38%</b>	£1,613,029	£1,613,029	£0	<b>0.00%</b>	Outwith reporting criteria.
Supplies & Services	£3,097,538	£2,648,166	£449,372	<b>14.51%</b>	£5,404,948	£5,404,948	£0	<b>0.00%</b>	Year to date underspend in ICT Applications & Infrastructure due to the timing of payments for pathfinder, this year to date position is not an indication of the year-end outturn position. The remainder of the year to date underspend consists of relatively small year to date underspends across supplies and services costs.
Transport	£852,031	£816,678	£35,353	<b>4.15%</b>	£6,407,964	£6,407,964	£0	<b>0.00%</b>	Outwith reporting criteria.
Third Party	£34,738,302	£34,838,618	(£100,316)	<b>(0.29%)</b>	£47,419,590	£47,319,590	£100,000	<b>0.21%</b>	The year to date position consists of relatively small year to date overspends across the department, for third party payment expenditure it is difficult to predict the pattern of spend at the start of the year. The forecast underspend represents the expected year-end underspend in School and Public Transport due to procurement and fuel savings.
Income	(£32,947,832)	(£27,340,403)	(£5,607,429)	<b>(17.02%)</b>	(£41,547,894)	(£41,547,894)	£0	<b>0.00%</b>	The year to date variance is in relation to a budget profiling error in relation to Housing Benefit income which will be rectified in the January period.
<b>Totals</b>	<b>£20,662,053</b>	<b>£25,934,300</b>	<b>(£5,272,247)</b>	<b>(25.52%)</b>	<b>£39,924,299</b>	<b>£39,464,299</b>	<b>£460,000</b>	<b>1.15%</b>	

YTD is year to date and represents the actual or budgeted expenditure and income for the financial year so far.

Forecast Outturn is the estimate now of what expenditure or income will be for the whole of the financial year.

The Variance is the difference between budget and actual or forecast outturn.

A positive variance is when actual or forecast expenditure is less than budget or actual or forecast income is more than budget.

A negative variance is shown in brackets and is when actual or forecast expenditure is more than budget or actual or forecast income is less than budget.

An explanation is given for any variance which exceeds £50,000 or 10%.

## CUSTOMER SERVICES – RED VARIANCES

Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Executive Director of Customer Services - Vacancy Savings	0	-300,000	300,000		Additional vacancy savings have been recovered in relation to the non-filling of posts to deliver Service Choices savings from 2017-18, it is expected that an element of over-recovery will be recurring and there will be an efficiency saving for 2017-18 to increase the target on an ongoing basis.
School and Public Transport	9,164,719	9,064,719	100,000	1.09%	Forecast underspend relates to a reduction in demand on this budget as a result of procurement savings, the transfer of some routes to in-house provision and lower inflation increases. The service have proposed a recurring reduction to the budget from 2017-18 of this amount as an efficiency saving.
Catering and Cleaning	715,168	655,168	60,000	8.39%	Cost pressures were approved in previous years in relation to the possibility of the loss of external Catering and Cleaning contracts. There was an expectation at that time that these contracts would not be renewed, resulting in the loss of income. This has not yet happened. This additional budget has therefore not been committed by the service and has been proposed as a recurring reduction to the budget from 2017-18.

A red variance is a forecast variance which is greater than +/- £50,000.

## DEVELOPMENT AND INFRASTRUCTURE SERVICES – OBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Service Outcome	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central/Management Costs	£957,114	£905,140	£51,974	5.43%	£1,616,905	£1,375,905	£241,000	14.91%	YTD variance is largely down to an underspend on the Training Budget. The forecast variance reflects the level of vacancy savings achieved in excess of the initial target and an underspend in the training budget.
<b>Executive Director of Development and Infrastructure Services</b>	<b>£957,114</b>	<b>£905,140</b>	<b>£51,974</b>	<b>5.43%</b>	<b>£1,616,905</b>	<b>£1,375,905</b>	<b>£241,000</b>	<b>14.91%</b>	
ET01 - Economic Growth	£967,132	£1,046,219	(£79,087)	(8.18%)	£1,501,558	£1,501,558	£0	0.00%	The YTD variance within Economic Growth mainly relates to the profiling of payments to the Tourist Board.
ET02 - Strategic Transportation & Attractive Communities	£1,318,817	£1,265,803	£53,015	4.02%	£2,087,460	£2,087,460	£0	0.00%	The main factor in the year to date variance for Strategic Transportation & Attractive Communities relates to the profiling of the costs relating to the Rothesay THI project. This will be investigated and updated in January.
ET03 - Renewables	£10,000	£10,564	(£564)	0.00%	£30,000	£30,000	£0	0.00%	The forecast outturn is in line with budget expectations.
ET04 - Third Sector	£115,628	£104,389	£11,240	9.72%	£162,564	£162,564	£0	0.00%	
Central/Management Costs	£143,625	£143,160	£465	0.32%	£270,875	£270,875	£0	0.00%	
<b>Economic Development</b>	<b>£2,555,202</b>	<b>£2,570,133</b>	<b>(£14,931)</b>	<b>(0.58%)</b>	<b>£4,052,456</b>	<b>£4,052,456</b>	<b>£0</b>	<b>0.00%</b>	
PR01 - Development Management	£98,751	£296,170	(£197,419)	(199.92%)	£257,660	£417,660	(£160,000)	(62.10%)	The year to date variance in Development Management relates to a shortfall in planning fee income. The forecast overspend is reflective of the decreased demand in planning services continuing to the yearend. This is partly offset by income from Private Landlord Registration being greater than anticipated.
PR02 - Trading Standards	£386,134	£383,277	£2,857	0.74%	£535,504	£535,504	£0	0.00%	
PR03 - Environmental Health	£856,473	£767,547	£88,926	10.38%	£1,208,500	£1,208,500	£0	0.00%	
PR04 - Building Standards	(£47,440)	£94,264	(£141,704)	298.70%	£30,017	£80,017	(£50,000)	(166.57%)	The year to date variance within Environmental Health relates mainly to an underspend on employee costs.
PR05 - Corepath Plan	£60,078	£71,129	(£11,050)	(18.39%)	£86,061	£86,061	£0	0.00%	The year to date variance within Building Standards relates to Building Warrant fees being less than anticipated.
PR06 - Environmental Safety	£21,382	(£38,216)	£59,597	278.73%	£86,213	£52,513	£33,700	39.09%	The year to date variance within Environmental Safety relates to private landlord registrations being greater than anticipated and supports the projected variance.
PR07 - Development Policy	£359,637	£319,341	£40,296	11.20%	£502,374	£502,374	£0	0.00%	
PR08 - Effective Working Partnerships	£74,376	£39,540	£34,836	46.84%	(£1,591)	(£1,591)	£0	0.00%	
Central/Management Costs	£175,544	£169,283	£6,261	3.57%	£290,393	£290,393	£0	0.00%	
<b>Planning and Regulatory Services</b>	<b>£1,984,935</b>	<b>£2,102,335</b>	<b>(£117,400)</b>	<b>(5.91%)</b>	<b>£2,995,132</b>	<b>£3,171,432</b>	<b>(£176,300)</b>	<b>(5.89%)</b>	

RA01 - Roads & Lighting	£4,967,169	£5,559,224	(£592,055)	(11.92%)	£8,774,008	£9,124,008	(£350,000)	(3.99%)	The year to date variance within the Roads and Lighting operational holding account is profile related. This budget is monitored via monthly engagement meetings with operational service managers. The year to date variance within Network and Environment is due to the profiling of car parking income. The year to date variance within Roads Design is due to profiling of costs for Coastal Protection and Flood Prevention. The year to date variance in within Waste Management is due to the delay in implementing the service choices saving option, three weekly bin collection. The year to date variance for Marine relate to the mainly relates the increased income in berthing and car and passenger dues due to the introduction of RET. The projected outturn is directly linked to the year to date variance. Central/Management Costs year to date variance relates to depots where the income recovered includes non controllable expenditure which is excluded from budget monitoring. The forecast outturn variance is reflective of the year to date variances noted above with the addition of further vacancy savings in Amenity Services.
RA02 - Network & Environment	(£492,895)	(£559,504)	£66,609	(13.51%)	(£489,363)	(£489,363)	£0	0.00%	
RA03 - Fleet	(£1,682,352)	(£1,660,678)	(£21,674)	1.29%	(£1,379,584)	(£1,379,584)	£0	0.00%	
RA04 - Roads Design	£298,860	£201,427	£97,432	32.60%	£454,462	£454,462	£0	0.00%	
RA05 - Amenity Services	£2,465,623	£2,448,289	£17,334	0.70%	£3,799,407	£3,599,407	£200,000	5.26%	
RA06 - Waste Management	£7,530,274	£7,641,559	(£111,286)	(1.48%)	£11,460,395	£11,767,974	(£307,579)	(2.68%)	
RA07 - Marine Services	(£1,079,317)	(£1,253,566)	£174,249	(16.14%)	(£987,588)	(£1,187,588)	£200,000	(20.25%)	
Central/Management Costs	£148,885	£261,040	(£112,155)	(75.33%)	£294,163	£294,163	£0	0.00%	
<b>Roads and Amenity Services</b>	<b>£12,156,246</b>	<b>£12,637,792</b>	<b>(£481,546)</b>	<b>(3.96%)</b>	<b>£21,925,900</b>	<b>£22,183,479</b>	<b>(£257,579)</b>	<b>(1.17%)</b>	
<b>Grand Total</b>	<b>£17,653,498</b>	<b>£18,215,400</b>	<b>(£561,903)</b>	<b>(3.18%)</b>	<b>£30,590,393</b>	<b>£30,783,272</b>	<b>(£192,879)</b>	<b>(0.63%)</b>	

## DEVELOPMENT AND INFRASTRUCTURE SERVICES – SUBJECTIVE SUMMARY AS AT 31 DECEMBER 2016

Subjective Category	YTD Budget	YTD Actual	YTD Variance	% Variance	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Employee	£16,625,328	£15,549,617	£1,075,711	6.47%	£23,793,036	£23,675,490	£117,546	0.49%	The forecast variance relates to an over recovery of vacancy savings. The year to date variance position is mainly due to the budget profiling plus a drop in overtime payments within the Roads & Lighting operational holding account. This budget is monitored via monthly engagement meetings with operational managers.
Premises	£1,696,500	£1,384,809	£311,691	18.37%	£3,071,759	£3,071,759	£0	0.00%	The year to date variance position is mainly due to Street Lighting electricity being less than budgeted. This is being monitored closely as any saving will be required to pay for borrowing costs associated with the LED replacement project.
Supplies & Services	£4,154,407	£4,766,088	(£611,682)	(14.72%)	£5,702,860	£5,692,860	£10,000	0.18%	The year to date variance position is mainly due to budget profiling within the Roads and Lighting operational holding account. This budget is monitored via monthly engagement meetings with operational service managers. Also contributing is the the purchase of equipment within Parks which is offset by additional income.
Transport	£6,546,049	£6,673,635	(£127,585)	(1.95%)	£11,309,389	£11,238,998	£70,391	0.62%	The year to date variance position is mainly due to budget profiling within the Roads and Lighting operational holding account. This budget is monitored via monthly engagement meetings with operational service managers. The forecast variance relates to additional Transport related savings within Amenity Services over and above service choice savings. This underspend is a one-off and is not recurring as it is predicted that fuel prices will escalate over the next 12 months.

Third Party	£16,254,855	£16,653,594	(£398,739)	<b>(2.45%)</b>	£24,200,082	£24,634,598	(£434,516)	<b>(1.80%)</b>	The forecast variance relates to the potential shortfall in savings due to the delay in implementing three weekly rubbish collection and the forecasted overspend in winter maintenance costs. The year to date variance position is mainly due to budget profiling within the Roads and Lighting operational holding account. This budget is monitored via monthly engagement meetings with operational service managers.
Capital Financing	£0	£0	£0	<b>0.00%</b>	£158,891	£158,891	£0	<b>0.00%</b>	Outwith Reporting Criteria
Income	(£27,623,642)	(£26,812,344)	(£811,298)	<b>(2.94%)</b>	(£37,645,626)	(£37,689,326)	£43,700	<b>0.12%</b>	The forecast outturn reflects the anticipated income from additional berthing, car and passenger dues since the introduction of RET and this partially offset by an anticipated shortfall in planning fees. The year to date variance position is mainly due to budget profiling within the Roads and Lighting operational holding account. This budget is monitored via monthly engagement meetings with operational service managers. There are also year to date variance for Development Management and Building Standards where the year to date actuals is less than anticipated. These two income streams are reviewed on a monthly basis.
<b>Totals</b>	<b>£17,653,498</b>	<b>£18,215,400</b>	<b>(£561,903)</b>	<b>(3.18%)</b>	<b>£30,590,393</b>	<b>£30,783,272</b>	<b>(£192,879)</b>	<b>(0.63%)</b>	

### DEVELOPMENT AND INFRASTRUCTURE SERVICES – RED VARIANCES

Service Area	Annual Budget	Forecast Outturn	Forecast Variance	% Variance	Explanation
Central Management costs	1,616,905	1,375,905	241,000	14.91%	The forecast underspend reflects the level of vacancy savings achieved in excess of the initial target.
Development Management	257,660	417,660	(160,000)	(62.10%)	The forecast overspend relates to the anticipated shortfall in planning fees.
Waste Collection	1,441,637	1,749,216	(307,579)	(21.34%)	The forecast variance relates to service choices savings option delay in implementation of three weekly rubbish collection. The forecast represents the potential shortfall in the savings target.
Amenity Services	3,799,407	3,599,407	200,000	5.26%	The forecast underspend reflects the level of vacancy savings achieved in excess of the initial target.
Piers and Harbours	987,558	1,187,558	(200,000)	(20.25%)	The forecast outturn reflects the anticipated income from additional berthing, car and passenger dues since the introduction of RET.

A red variance is a forecast variance which is greater than +/- £50,000.





**FINANCIAL RISKS ANALYSIS 2017-18**

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**1 EXECUTIVE SUMMARY**

- 1.1 The main purpose of this report is to provide a summary of the key financial risks facing the Council.
- 1.2 A number of Council wide risks, both revenue and capital have been identified along with risks for each department and service of the Council. For each departmental risk the financial impact has been quantified and the likelihood assessed based on the standard risk matrix.
- 1.3 There are currently 42 departmental risks totalling £4.159m. Only 3 of the risks are categorised as likely and no risks have been categorised as almost certain.
- 1.4 The financial risks are monitored routinely and actions put in place to continue to mitigate the risks.

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**FINANCIAL RISKS ANALYSIS 2017-18**

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**2. INTRODUCTION**

- 2.1 This report outlines the process and approach developed in carrying out a financial risks analysis and provides a note of the current assessment of financial risks for 2017-18.

**3 DETAIL****3.1 Introduction**

- 3.1.1 The Council is currently in a period of significant financial challenge. In developing its budget to address both restricted resources and cost and demand pressures there are a number of financial risks the Council needs to consider and manage.
- 3.1.2 There are a number of risks that affect the income or expenditure across the whole council and these have been identified. Financial risks have been considered by each department and service of the Council.
- 3.1.3 For each risk, the financial impact has been quantified and the likelihood assessed based on the standard risk matrix as follows:
- 1 – Remote
  - 2 – Unlikely
  - 3 – Possible
  - 4 – Likely
  - 5 – Almost Certain

**3.2 Council Wide Risks****Revenue**

- 3.2.1 The estimated level of council tax income is based on current and forecast Band D equivalents and non-payment rates. This reflects our most recent experience in terms of the council tax base and likely collection rates. A 1% variation in council tax income amounts to approximately £0.454m.
- 3.2.2 As part of the budget for 2016-17 the Council agreed to implement 125 Service Choice Savings options with a saving by 2018-19 of £9.723m (this figure has subsequently reduced slightly due to the delay/reduction of the Leisure Trust and Catering and Cleaning saving options). Of this, £2.552 relates to the saving target for 2017-18. Whilst the Council have a good track record in delivering savings, a 10% shortfall on this savings target would amount to £0.255m.
- 3.2.3 The budget proposed to be transferred over to the Integrated Joint Board for the provision of Social Care Services in 2017-18 amounts to £54.223m. It is the

responsibility of the IJB to manage the overall financial resources and where it is forecast that an overspend will arise then the Chief Officer and Chief Financial Officer of the IJB will identify the cause of the forecast overspend and prepare a recovery plan setting out how they propose to address the forecast overspend and return to a breakeven position – this will be submitted to the IJB and also to the Council and NHS Highland. Where recovery plans are unsuccessful and an overspend occurs at the financial year end, and there are insufficient reserves to meet the overspend, then the partners will be required to make additional payments to the IJB. Whilst any additional payments by the Council and NHS Highland will be deducted from future years funding/payments, there is still a financial risk that the Council may have to pay out additional monies. The latest budget monitoring for the IJB as at the end of December 2016 reports that the current forecast overspend for the partnership is £1.063m and the financial risk has been based on this position. This risk will be kept under close review.

- 3.2.4 There is a risk that the pay inflation for 2017-18 could be higher than the pay inflation budget. Negotiations are ongoing and the current estimate built into the budget is based on a mix of a flat rate increase for lower paid staff and a percentage based increase for all other staff. If this is greater, say 1.5% pay award for all staff, then this would cost approximately an additional £500k.
- 3.2.5 Auto enrolment will require the Council to automatically enrol all staff into the pension scheme by October 2017 (although staff may wish to opt out) and this will create an additional cost to the Council in respect of employer superannuation contributions. The budget for 2017-18 has been based on the assumption that 60% of the staff auto enrolled will remain in the scheme. There is a risk that all staff could choose to remain in the scheme and the risk has been quantified at £0.136m should this be the case.
- 3.2.6 The Council wide risks noted above, in addition to other Council wide risks, are noted within the table below:

<b>Description</b>	<b>Likelihood</b>	<b>Financial Impact £000</b>
1% variation in Council Tax Income	2	454
10% shortfall on Savings Options	2	255
IJB refer to Council for additional funding to deliver integration services.	3	1,063
Pay Inflation	3	500
Employers Superannuation enrolment into pension scheme.	3	136

Employers NI rate increase by 1%	2	608
Energy costs increase by 10% greater than anticipated	2	440
Repairs and Maintenance costs increase, due to unforeseen emergencies, by 10%	2	210
1% variation of General Inflation	2	1,000
<b>Total</b>		<b>4,666</b>

### Capital

- 3.2.7 The finance settlement announcement on 15 December 2016 provided details of the Local Government funding for 2017-18 and we are therefore certain what our funding is in respect of General Capital Grant and the specific capital grants which have been distributed.
- 3.2.8 The capital plan for the period 2017-2020 includes an estimate of £14.056m in respect of capital receipts. This is based on an assessment provided by the Special Projects in January 2017. A 10% variation equates to £1.406m which would be managed across the capital programme.
- 3.2.9 In respect of TIF, the Scottish Futures Trust (SFT) acknowledge that the information presented by the council regarding current and potential scale and makeup of the office and retail market along with the current external market conditions was unlikely to generate the required increase in NDR. Officers are reviewing the financial model and the council and SFT are exploring potential alternative financial model to augment TIF. £635k has been expended to date and additional approved expenditure will be minimised until a viable alternative model has been agreed upon.

### 3.3 Departmental/Service Risks

- 3.3.1 The detail of each departmental financial risk is included within Appendix 1. The following table provides a summary of the number of risks within each department and likelihood category with the financial impact.

Department	1 - Remote		2 - Unlikely		3 - Possible		4 - Likely		5 - Almost Certain		Total	
	No.	£000	No.	£000	No.	£000	No.	£000	No.	£000	No.	£000
Community Services	0	0	2	100	6	475	0	0	0	0	8	575
Customer Services	3	170	4	265	11	1,127	1	30	0	0	19	1,592
Development & Infrastructure	2	120	1	10	10	1,062	2	800	0	0	15	1,992
<b>Total</b>	<b>5</b>	<b>290</b>	<b>7</b>	<b>375</b>	<b>27</b>	<b>2,664</b>	<b>3</b>	<b>830</b>	<b>0</b>	<b>0</b>	<b>42</b>	<b>4,159</b>

- 3.3.2 The current top six risks in terms of the financial impact are noted in the table

below.

SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	LIKELIHOOD	FINANCIAL IMPACT £000
Roads and Amenity Services	Winter Maintenance	Adverse weather conditions which require greater than budgeted number of gritting runs.	4	700
Roads and Amenity Services	Roads Maintenance	Extreme localised weather may result in loss of bridge, culvert , road or sea defence.	3	300
Roads and Amenity Services	Roads Maintenance	Adverse weather conditions result in deterioration of the road network necessitating greater spend on repair of defects.	3	230
Education	Schools - ASN Assistant Support Levels	Client base increasing.	3	200
Facility Services	Property - Central Repairs	Increased demands on CRA as a result of the decrease in capital funding available and increases in supplier/contractor charges.	3	200
Facility Services	Energy Costs	Increase in energy costs and consumption. The Council are required to participate in the CRC Energy Efficiency Scheme, there is a risk that the required carbon emission reductions are not met and the cost of the allowances could increase.	3	200

3.3.3 The current top six risks in terms of the likely impact are noted in the table below.

SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	LIKELIHOOD	FINANCIAL IMPACT £000
Roads and Amenity Services	Winter Maintenance	Adverse weather conditions which require greater than budgeted number of gritting runs.	4	700
Roads and Amenity Services	Street Lighting	Age of lighting stock requires greater maintenance as health and safety becomes a consideration.	4	100
Customer and Support Services	Non-Domestic Rates Relief	Risk of demand changing due to legislative changes outwith our control or new charitable businesses.	4	30
Roads and Amenity Services	Roads Maintenance	Extreme localised weather may result in loss of bridge, culvert , road or sea defence.	3	300
Roads and Amenity Services	Roads Maintenance	Adverse weather conditions result in deterioration of the road network necessitating greater spend on repair of defects.	3	230

### 3.4 Monitoring of Financial Risks

3.4.1 Financial risks will be reviewed and monitored on a two monthly basis and will be included in the pack of financial reports submitted to Policy and Resources Committee. For 2016-17 the next report is due on 16 March 2017 and this will reflect the financial risks as at the end of January 2017.

#### **4 CONCLUSION**

4.1 This report summarises the key financial risks facing the Council. Only 3 out of the 42 risks are categorised as likely with no risks categorised as almost certain. The financial risks are monitored routinely and actions put in place to continue to mitigate the risks.

#### **5 IMPLICATIONS**

- |     |                    |   |
|-----|--------------------|---|
| 5.1 | Policy -           | None.   |
| 5.2 | Financial -        | The financial value of each risk is included within the appendix. |
| 5.3 | Legal -            | None.   |
| 5.4 | HR -               | None.   |
| 5.5 | Equalities -       | None.   |
| 5.6 | Risk -             | Financial risks are detailed within the appendix.                 |
| 5.7 | Customer Service - | None.   |

**Policy Lead for Strategic Finance: Councillor Dick Walsh**

**Kirsty Flanagan  
Head of Strategic Finance  
6 February 2017**

#### **APPENDICES**

Appendix 1 – Detail of Department/Service financial risks.

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Community Services	Community and Culture	Homelessness Temporary Accommodation Income	Introduction of Universal Credit has an impact on the level and method of benefits recovered for temporarily accommodated individuals.	Provision of Housing Options information and advice service to minimise number of applicants proceeding to full homeless application.	3	25
Community Services	Community and Culture	Leisure Facilities Usage	Reduced take up of services offered.	Tracking of service user participation using a traffic light system to identify services where usage drops. Services with a low rate of participation would be reviewed.	3	70
Community Services	Education	Schools - ASN Assistant Support Levels	Client base increasing.	Priority Need Framework, Active Management of Distribution/ allocations.	3	200
Community Services	Education	Pre-Five Units - number of children	Increase in childcare demands as a result of the Children and Young People (Scotland) Act 2014.	Maximise use of current staff base using a more flexible approach.	3	70
Community Services	Education	ASN - Residential Placements Support Levels	ASN Residential Placements - increased cost due to increase of client base.	Liaison with SW colleagues. Active management of existing client base.	3	60
Community Services	Education	Pre-Five Units - number of providers	Failure in commissioning pre-five partner provider units together with reducing budgetary support for partners resulting in an increased pressure on the Council of providing the service.	Annual financial appraisal; Support network; Short-term cash injections.	3	50

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Community Services	Education	Legislative Requirements - Education (Scotland) Act	Education (Scotland) Bill was enacted March 2016. This places additional requirements on Councils in terms of Gaelic Education, Teachers training and raising educational attainment.	Monitoring developments of the implementation of the Act and statutory guidance produced. This will include responding to any consultations.	2	50
Community Services	Education	Legislative Requirements - Children and Young People (Scotland) Act	Children and Young People (Scotland) Act places a duty on the Council to consult and plan on delivery of early learning and childcare with service users. This may result in demands for changes in the way the service is delivered to adopt a more flexible tailored approach.	Ongoing monitoring of additional funding provided to implement the Act and the financial capacity to implement any changes in the approach to service delivery.	2	50
Customer Services	Customer and Support Services	Housing Benefit Subsidy	Loss of Housing Benefit Subsidy due to exceeding LA error threshold.	Processes in place for handling of claims accurately and efficiently.	2	125
Customer Services	Customer and Support Services	Sundry Debt Recovery	Recovery of debt becomes more difficult to pursue in the current economic climate.	Robust monitoring of arrangements with debt collection agency. Joint working with Legal Services to assist services with the recovery of aged debt.	3	110
Customer Services	Customer and Support Services	Council Tax Debt Collection Recovery	Recovery of debt becomes more difficult to pursue in the current economic climate, Council entered into new contract with debt collection agents for Council Tax.	Robust monitoring of arrangements with debt collection agency and performance against target collection rates.	3	100
Customer Services	Customer and Support Services	Procurement legal challenge	Potential challenge from unsuccessful bidders resulting in claims for damages	Ensure procurement procedures and policies are followed.	3	100



**APPENDIX 1**

**DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18**

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Customer Services	Customer and Support Services	Non-Domestic Rates Relief	Risk of demand changing due to legislative changes outwith our control or new charitable businesses.	Outwith direct management control.	4	30
Customer Services	Facility Services	Surplus Properties	Ongoing market difficulties lead to increased numbers of surplus properties, there are residual running costs associated with surplus properties.	Asset Management Strategy	3	50
Customer Services	Facility Services	Property - Central Repairs	Increased demands on CRA as a result of the decrease in capital funding available and increases in supplier/contractor charges.	Joint strategy with procurement colleagues to reduce potential impact of supplier/contractor charges. Close monitoring of CRA budgets and commitments.	3	200
Customer Services	Facility Services	Energy Costs	Increase in energy costs and consumption. The Council are required to participate in the CRC Energy Efficiency Scheme, there is a risk that the required carbon emission reductions are not met and the cost of the allowances could increase.	Energy Management Team actions to reduce energy consumption and efficiency and ensure more accurate billing by energy providers. Regular monitoring of energy budgets to ensure any issues are raised and resolved as soon as possible.	3	200

APPENDIX 1

DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Customer Services	Facility Services	Catering Costs - Provision of Meals to Early Years Children	The Children and Young People (Scotland) Act places duties on Councils to provide meals in an Early Years setting to entitled children where sessions span over lunch time. The total quantum of funding of £1.2m may not be sufficient to fund the additional costs depending on uptake and the additional costs to support the meal provision in partner provider settings.	Joint strategy with Education colleagues to implement requirements and closely monitor financial implications. Responding to consultations by COSLA on the distribution and allocation of additional funding.	3	100
Customer Services	Facility Services	School and Public Transport - provider charges	Increased provider charges	Joint strategy with procurement colleagues to reduce potential impact.	3	100
Customer Services	Facility Services	Catering Purchases	Increased supplier charges.	Joint strategy with procurement colleagues to reduce potential impact. Control food wastage/portion controls.	2	60
Customer Services	Facility Services	SPT Requisition	Increased contribution required for SPT requisition.	Outwith direct management control.	2	60
Customer Services	Facility Services	Rental Income from Properties	Due to current economic climate may be reduced ability to recover rental income from leased properties or place suitable tenants in properties as leases come to an end.	Management of leasehold properties by Estates team, any issues with debt recovery being dealt with in line with Council debt recovery policy.	2	20

**APPENDIX 1**

**DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18**

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Customer Services	Governance and Law	Insurance Contract	The Council has to tender the Insurance Service contract during 2017-18. It is possible there will be an increased cost of insurance as a result of the tender.	Legal Services will seek to ensure that a number of tender returns are made to increase competitive benefit for the Council.	3	103
Customer Services	Governance and Law	Elections	More than 1 by-election required outwith standard election cycle.	Outwith direct management control.	3	34
Customer Services	Governance and Law	Licensing	Reduced numbers of licensing applications leading to reduced income	Monitoring of trends.	3	30
Customer Services	Governance and Law	Children's Panel	Increased number of referrals.	Liaise with Community Services colleagues to maximise council facilities/resources in the first instance.	1	10
Customer Services	Governance and Law	Legal Services	Failure to minimise Council wide use of external legal advice.	Ensure legal services are gateway to access all legal advice.	1	10
Customer Services	NPDO	Contract RPI	Increase in RPI.	Monitoring annual alteration to contract RPI rate and mitigation through financial forecasting and existing budget.	1	150
Development & Infrastructure	Economic Development	Ferry Services - income	Changes to ferry services resulting in reduced passenger income.	Ensure that ferry operators are charged for the correct number of passengers	3	40
Development & Infrastructure	Economic Development	Piers and Harbours	Reduced fishing fleet resulting in lower number of fish landings.	Monitor fish landings and ensure that all income is collected.	3	40
Development & Infrastructure	Economic Development	Airfields and Air Services - fuel costs	Increased fuel costs on PSO flights being passed onto the Council.	Scrutinise all claims for increased costs to ensure that they are in accordance with the contract.	3	30

**APPENDIX 1**

**DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18**

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Development & Infrastructure	Economic Development	Airfields and Air Services - usage	Reduced number of aircraft using the airports.	Monitor usage and market the facilities.	2	10
Development & Infrastructure	Planning and Regulatory Services	Dangerous Buildings interventions	Deal in Building Standards with an increasing level of dangerous building work which has significant financial implications for Council	Monitor activity and seek to recover costs from the owner	3	180
Development & Infrastructure	Planning and Regulatory Services	Planning fees reduced by Scottish Government	Planning revenue budgets negatively affected by Better Regulation Bill. Scottish Government reducing planning fees due to poor performance by the Planning Authority	Maintain high levels of performance as articulated by performance markers detailed in Planning Performance Framework annual report.	1	100
Development & Infrastructure	Planning and Regulatory Services	Planning fee shortfalls	Due to downturn in economic / building activity, in particular renewable energy development and other major developments could lead to planning fee income shortfalls leading to revenue budget pressures.	Continue to monitor Development Management income and expenditure tightly and investigate further income generation streams. Lobby Scottish Ministers through professional organisations to increase Planning fees to a sustainable level. Support the current (Dec 2016) Scottish Government consultation to raise fee caps on Major Applications	3	100
Development & Infrastructure	Planning and Regulatory Services	Building Warrant fee shortfalls	Due to downturn in economic / building activity, building warrant fee income shortfalls leading to revenue budget pressures.	Continue to monitor Building Standards income and expenditure tightly and investigate further income generation streams. Lobby Scottish Ministers through professional organisations to increase Building Warrant fees to a sustainable level.	3	75

**APPENDIX 1**

**DEPARTMENT/SERVICE FINANCIAL RISKS - 2017-18**

DEPARTMENT	SERVICE	TITLE OF RISK	DESCRIPTION OF RISK	MITIGATIONS ACTIONS IN PLACE	2017-18	
					LIKELIHOOD	FINANCIAL IMPACT £000
Development & Infrastructure	Planning and Regulatory Services	Animal Health	Carrying out livestock seizure to protect welfare of the animals	Monitor activity and seek to recover costs from the disposal of the animals.	1	20
Development & Infrastructure	Roads and Amenity Services	Roads Maintenance	Adverse weather conditions result in deterioration of the road network necessitating greater spend on repair of defects.	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.	3	230
Development & Infrastructure	Roads and Amenity Services	Street Lighting	Age of lighting stock requires greater maintenance as health and safety becomes a consideration.	Manage maintenance budgets to ensure that spend is prioritised to deal with safety defects.	4	100
Development & Infrastructure	Roads and Amenity Services	Roads Maintenance	Extreme localised weather may result in loss of bridge, culvert , road or sea defence.	Routine inspections to deal with potential weak areas - based on a stitch in time repair regime.	3	300
Development & Infrastructure	Roads and Amenity Services	Winter Maintenance	Adverse weather conditions which require greater than budgeted number of gritting runs.	Monitor weather conditions and apply gritting policy to minimise costs.	4	700
Development & Infrastructure	Roads and Amenity Services	Waste Collection	Reduced income from commercial refuse collection	Review operational service provision	3	40
Development & Infrastructure	Roads and Amenity Services	Waste Disposal	Re-tender for island haulage and potential for increased prices	Competitive tendering process may assist in minimising the impact of increased prices	3	27
<b>Total</b>					<b>42</b>	<b>4,159</b>



**RESERVES AND BALANCES – UPDATED FOR BUDGET PACK 2017-18**

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**1 EXECUTIVE SUMMARY**

- 1.1 The main purpose of this report is to advise Members of the overall level of reserves held by the Council as well as providing detail on the monitoring of the earmarked balances held within the General Fund.
- 1.2 The Council has a total of £57.115m usable reserves as at the end of 31 March 2016. Of this balance, £0.671m relates to Repairs and Renewals Fund, £4.027m relates to Capital Funds and the remainder is held in the General Fund, with £43.272m of the balance earmarked for specific purposes.
- 1.3 The Council has a total of £146.204m unusable reserves that are not backed with resources. They are required purely for accounting purposes.
- 1.4 The General Fund contingency level remains at 2% of net expenditure. This monetary level has been adjusted to take account of the revised net revenue expenditure proposed for 2017-18, thereby releasing £0.077m back into the unallocated General Fund balance. The revised contingency at 2% of net expenditure amounts to £4.666m.
- 1.5 There is currently an estimated surplus over contingency of £7.001m. In addition, the forecast underspend for 2016-17 is currently estimated at £1.460m which could increase the balance as at 31 March 2017 to £8.461m, however, this is an estimated position and is subject to change.
- 1.6 Assessing the adequacy of reserves should take account of the strategic, operational and financial risks facing the Council and should consider both internal and external factors. There are 18 categories included in the risk analysis and 7 have been assessed as low with 3 low/medium and 8 medium. The risk category for cost and demand pressures has been combined into one as these are viewed together. A new category has been created for the impact of BREXIT. All other categories are the same as last year. There are no medium/high risks. The medium risks relate to cost and demand pressures, council wide costs, funding, savings, inflation, strategic risks, operational risks and general financial climate.

**RESERVES AND BALANCES – UPDATED FOR BUDGET PACK 2017-18**

**2. INTRODUCTION**

2.1 This report outlines current balances on all of the Council's reserves, both usable and unusable. It also provides detail on the monitoring of the earmarked balances within the General Fund.

**3. DETAIL**

**3.1 Types of Reserves**

3.1.1 Usable Reserves - Councils have powers to establish certain resource backed reserves which can be used to fund expenditure. The powers of councils to establish reserves are laid out in Schedule 3 of the Local Government (Scotland) Act 1975. These allow councils to establish a Renewal and Repairs Fund, Insurance Fund and Capital Fund. Councils can also establish a Useable Capital Receipts Reserve. The Council must also maintain a General Fund and can earmark balances for specific purposes within the General Fund.

3.1.2 Unusable Reserves – Councils are also required to establish certain reserves that are not backed by resources. They are required purely for accounting purposes and do not represent resources available for councils to utilise. The Pensions Reserve, Revaluation Reserve, Capital Adjustment Account, Financial Instruments Adjustment Account and Accumulated Absences Account fall into this latter category of accounting reserves.

**3.2 Reserve Balances At 31 March 2016**

3.2.1 The balances on each type of reserve at 31 March 2016 are set out in the table below.

<b>Reserve</b>	<b>£000</b>
<b>Unusable Reserves</b>	
Revaluation Reserve	54,847
Capital Adjustment Account	194,492
Financial Instruments Adjustment Account	(4,165)
Pensions Reserve	(94,441)
Accumulated Absences Account	(4,529)
<b>Total Unusable Reserves</b>	<b>146,204</b>
Usable Reserves.....on next page	



<b>Reserve</b>	<b>£000</b>
<b>Usable Reserves</b>	
Repairs and Renewals Fund	671
Capital Fund	1,251
Usable Capital Receipts Reserve	2,776
General Fund	52,417
<b>Total Usable Reserves (restated after final audit)</b>	<b>57,115</b>
<b>Total Reserves (restated after final audit)</b>	<b>203,319</b>

- 3.2.2 The Revaluation Reserve represents the unrealised gains in the valuation of fixed asset. The Capital Adjustment Account represents the difference between depreciation based on proper accounting practice and statutory charges for financing capital expenditure. The Financial Instruments Adjustment Account represents the difference between gains and losses on borrowing and statutory capital financing charges. The Pensions Reserve represents the difference between pension costs based on proper accounting practice and payments made for pension costs. The Accumulated Absences Account represents the costed difference between holiday pay entitlement and actual holidays taken at 31 March.
- 3.2.3 The Repairs and Renewals Fund was established to support funding of renewal and replacement of school equipment. Schools can only draw on the Repairs and Renewals Fund to the extent they have previously paid into the Fund and contributions must be contained within schools devolved budgets.
- 3.2.4 The Capital Fund was established to receive all capital receipts generated by the Council and can be used to support the capital plan or meet the principal repayments on loan charges. The Council decides as part of the budget process each year how it wishes to draw funding from the Capital Fund.
- 3.2.5 The Usable Capital Receipts Reserve relates to the accumulated unspent capital receipts from sale of council houses prior to transfer of the housing stock. The reserve forms part of the Council's Strategic Housing Fund and can only be used for investment in social housing. The reserve will be used in accordance with the approach to investing in housing agreed by the Council in August 2012.

### 3.3 General Fund

- 3.3.1 The General Fund balance at 31 March 2016 can be analysed as follows:

	<b>Balance 31/03/16 £000</b>
Balance on General Fund as at 31 March 2015	46,067
Increase to General Fund balance at end of 2015-16	6,350
Earmarked Balances	(43,272)
Contingency allowance at 2% of net expenditure	(4,743)
Unallocated balance as at 31 March 2016	4,402

3.3.2 The General Fund includes balances that the Council has agreed to earmark for specific purposes. Some of these earmarked balances will be spent during the current financial year and some of them will be held over and spent in later years. The table below shows the balance at 31 March 2016, the amounts that are currently invested or set aside for major initiatives, the amount already spent and planned to be spent in the current year, the amount to be spent in future years and any sums no longer required to be earmarked. Appendix 1 provides further details on the breakdown of unspent budget. Officers have reviewed and updated the spending profiles.

<b>Earmarking Category</b>	<b>Balance 31/03/16</b>	<b>Invested or committed for major initiatives</b>	<b>Drawn-down to 2016-17 Budget as at 31/12/16</b>	<b>Still to be drawn-down in 2016-17</b>	<b>Planned Spend Future Years</b>	<b>Balance no Longer Required</b>
	£000	£000	£000	£000	£000	£000
Strategic Housing Fund	6,581	4,616	1,965	0	0	0
Investment in Affordable Housing	5,000	5,000	0	0	0	0
NPDO	2,805	2,805	0	0	0	0
Helensburgh Waterfront	5,579	5,579	0	0	0	0
ALIRI	4,500	4,500	0	0	0	0
Asset Management Investment	2,492	2,492	0	0	0	0
Severance	3,500	0	0	1,544	1,956	0
Transformation	100	0	17	0	83	0
CHORD	96	0	0	0	96	0
DMR – Schools	1,210	0	1,210	0	0	0
Energy Efficiency Fund	175	0	0	0	175	0
Existing Legal Commitments	1,186	0	139	148	899	0
Unspent Grant	874	0	501	236	137	0
Unspent Third Party Contributions	277	0	41	100	136	0
Other Previous Council Decisions	1,819	0	678	194	891	56
Unspent Budget	7,078	0	1,752	516	4,810	0
<b>Total</b>	<b>43,272</b>	<b>24,992</b>	<b>6,303</b>	<b>2,738</b>	<b>9,183</b>	<b>56</b>

3.3.3 The balance of £0.056m no longer required relates to earmarking in respect of the following.

- A £0.010m payment in respect of the Waverley, funding was agreed over a three year period and this ended in 2015-16.
- A £0.028m payment in respect of the Hebridean Air Services Contract. The earmarking related to the full earmarking covering the three years 2015-16 to 2017-18: £0.028m was already drawn down in 2015-16 and this should have

been updated.

- A £0.018m payment in respect of the Hermitage Park project funding gap. Following a successful Ministry of Defence Covenant application of £253,000 and a further successful application to Sustrans of £300,000, all match funding for the Hermitage Park project is in place, therefore underwriting by the Council is no longer required.

### **3.4 Unallocated General Fund Balance**

- 3.4.1 A report was considered, at the P&R Committee meeting on 27 October 2016, in relation to the 50th Anniversary of the twinning arrangement with Amber-Sulzbach. It was agreed that this would be funded through the existing twinning budget and supplemented by a one-off allocation of up to a maximum of £0.010m from the earmarked balance no longer required as outlined in the Reserves and Balances August 2016 update report.
- 3.4.2 A report was considered at the P&R Committee meeting on 15 December 2016 in relation to an additional funding request of £0.110m from the Integration Joint Board to cover the costs of the Living wage increases during 2016-17. The P&R Committee made a recommendation to Council to agree this request and Council subsequently agreed this on 26 January 2017, noting that the allocation for 2016-17 would be funded from the General Fund Balance.
- 3.4.3 A General Fund contingency balance of £4.743m is held equivalent to the 2% of the Council budget for 2016-17. This contingency is held to provide a working balance to help cushion the impact of uneven cash flows and cushion the impact of unexpected events. It is up to authorities to make their own judgement on the level of reserves taking local circumstances into account, for example, previous call on contingency and amount of unallocated reserves held. The contingency needs to be updated to reflect the updated budget for 2017-18. The budgeted expenditure based on the proposed budget contained within the revenue budget overview report is £233.293m. 2% of this balance amounts to £4.666m. There is currently a contingency of £4.743m, therefore £0.077m can be released back into the unallocated General Fund balance.
- 3.4.4 The revenue budget overview report contains details of the proposed revenue budget for 2017-18. If Members agree to all the changes noted within the report, this would produce a budget for 2017-18 with a surplus of £2.580m that would be transferred to the General Fund.
- 3.4.5 The revenue budget as at 31 December 2016 is estimated to be £1.632m underspent. Members are asked to approve in principle that £0.172m of the Customer Services estimated underspend is earmarked and carried forward to be used to develop detailed business cases in respect of 11 digital transformation options and to support the work of the Transformation Board. This would reduce the forecast underspend to £1.460m.
- 3.4.6 The table below summarises the position of the unallocated General Fund balance taking into consideration provisions noted above.

<b>Unallocated General Fund</b>	<b>£000</b>
Unallocated General Fund Balance as at 31 March 2016	4,402
Budgeted surplus for 2016-17	6
Earmarked Reserves no longer required	56
50th Anniversary of Amberg-Sulzbach Twinning	(10)
Integration Joint Board – Additional funding to cover Living wage increases	(110)
Reduce/(Increase) contingency to 2% of Net Expenditure for 2017-18	77
Surplus arising from proposed budget 2017-18	2,580
<b>Revised Unallocated General Fund Balance</b>	<b>7,001</b>
Forecast Outturn for 2016-17 as at 31 December 2016	1,460
<b>Estimated Revised Unallocated General Fund Balance as at 31 March 2017</b>	<b>8,461</b>

### 3.5 Review and Risk Assessment

- 3.5.1 Assessing the adequacy of reserves should take account of the strategic, operational and financial risks facing the Council and should consider both internal and external factors. Appendix 2 to this report identifies the range of issues in terms of budget assumptions and financial standing and management that should be considered in assessing the level of reserves. It relates only to consideration of the contingency to be held in the General Fund balance. A separate financial risk analysis report has been prepared looking at the overall financial risks relating mainly to the revenue budget but notes a couple of risks in respect of the capital budget also.
- 3.5.2 There are 18 categories included in the risk analysis and 7 have been assessed as low with 3 low/medium and 8 medium. The risk category for cost and demand pressures has been combined into one as these are viewed together. A new category has been created for the impact of BREXIT. All other categories are the same as last year. There are no medium/high risks. The medium risks relate to cost and demand pressures, council wide costs, funding, savings, inflation, strategic risks, operational risks and general financial climate.
- 3.5.3 Based on the above and taking cognisance of the level of unallocated general fund balance that remains, it is recommended that the contingency for the General Fund balance should be retained at 2%.
- 3.5.4 Risks in terms of capital projects can be partially managed by using capital receipts and managing the overall capital plan. In terms of cash flow management there are substantial earmarked reserves that in the short term can be used to manage overall cash flow.

## 4. CONCLUSION

- 4.1 The report outlines the overall reserves and balances for the Council covering the purpose and level of each reserve. It also provides detail as to expenditure against earmarked balances held within the General Fund. There is currently an estimated surplus over contingency of £8.461m after adjusting for the forecast

underspend for 2016-17.

**5. IMPLICATIONS**

- 5.1 Policy - Earmarked funds and funds set aside for delivery of Single Outcome Agreement are available to support Council Policy.
- 5.2 Financial - Outlines the balances held with the Council's usable and unusable reserves.
- 5.3 Legal – None.
- 5.4 HR – None.
- 5.5 Equalities – None.
- 5.6 Risk - A contingency of £4.666m equivalent to 2% of net expenditure has been set aside as part of the general fund. This has been subject to a risk assessment.
- 5.7 Customer Service – None.

**Policy Lead for Finance: Councillor Dick Walsh**

**Kirsty Flanagan  
Head of Strategic Finance  
6 February 2017**

**APPENDICES**

Appendix 1 – Earmarked Reserves breakdown of unspent budget  
Appendix 2 - Risk Assessment for Review of Reserves



APPENDIX 1

Earmarked Reserves - Unspent Budget  
As at 31 December 2016

Ref	Department	Service	Description	Opening Balance 01/04/16	Drawdown to 2016-17 Budget as at 31/12/16	Still to be drawdown in 2016-17	Planned Spend Future Years	Balance No Longer Required	Plans for Use	Revised 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
001	Chief Executive Unit	Strategic Finance	AAT Training programme, Audit plan resource and a Converting to Digital records project	58,430	16,430	3,000	39,000	0	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. 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. Converting to Digital Records project - This project has been created to covert 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. We are having difficulty recruiting a management trainee and therefore spending	19,430	33,000	6,000
002	Community Services	Community and Culture	Written in the Landscape Project	30,000	0	10,000	20,000	0	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
016	Community Services	Community and Culture	Third Sector Grant Funding	550	550	0	0	0	The Policy and Resources Committee agreed that each Area Committee is permitted to carry forward a proportion of their grant budget, up to a maximum of 10%, in order to provide them with some flexibility in managing grants.	550	0	0
017	Community Services	Community and Culture	Third Sector Grant Funding	3,747	3,747	0	0	0	The Policy and Resources Committee agreed that each Area Committee is permitted to carry forward a proportion of their grant budget, up to a maximum of 10%, in order to provide them with some flexibility in managing grants.	3,747	0	0
018	Community Services	Community and Culture	Third Sector Grant Funding - Helensburgh	5,644	5,644	0	0	0	The Policy and Resources Committee agreed that each Area Committee is permitted to carry forward a proportion of their grant budget, up to a maximum of 10%, in order to provide them with some flexibility in managing grants. For 2015-16, it was agreed at the P&R Committee meeting of 29 October 2015 that Helensburgh and Lomond Area could carry forward in excess of 10%. This was due to the cancellation of the Helensburgh Highland Games and partial cancellation of the Rosneath Highland Games.	5,644	0	0

APPENDIX 1

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										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
003	Community Services	Education	Scottish Government Initiatives: Developing the Young Workforce GIRFEC Languages 1+2	307,000	85,018	-28,328	250,310	0	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. 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. 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.	56,690	240,671	9,639
004	Community Services	Education	National Improvement Framework (NIF)	103,000	44,722	19,278	39,000	0	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.	64,000	39,000	0
057	Community Services	Education	Developing Scotland's Young Workforce	51,639	26,626	25,013	0	0	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
058	Community Services	Education	Youth Employment Opportunities Fund	121,448	60,000	0	61,448	0	Fund established in 2012/13 to be spent over more than one year. Monies are mainly being used for Modern Apprenticeship scheme, delays in implementation but this is now a fully committed budget.	60,000	61,448	0
059	Community Services	Education	School Campus Proposals - Dunoon and Campbeltown	333,227	173,646	0	159,582	0	Additional revenue costs associated with development of new schools. Draw down as Schools project progresses and project costs are incurred.	173,646	159,582	0
007	Customer Services	Customer and Support Services	Pathfinder North - Scottish Wide Area Network Implementation	100,000	0	0	100,000	0	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.	0	100,000	0



APPENDIX 1

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As at 31 December 2016

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										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
063	Customer Services	Customer and Support Services	Discretionary Housing Payments	35,730	0	35,730	0	0	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
064	Customer Services	Customer and Support Services	Scottish Government Funding - Welfare Reform/Discretionary Housing Payments (agreed at Council February 2014)	232,796	151,900	15,000	65,896	0	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.	166,900	65,896	0
066	Customer Services	Customer and Support Services	Customer Contact Centre Replacement	94,680	62,364	0	32,316	0	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.	62,364	32,316	0
005	Customer Services	Executive Director of Customer Services	IKEN - Case Management and Time Recording	34,750	34,750	0	0	0	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	Customer Services	Facility Services	Campbeltown Office Rationalisation	60,000	30,000	30,000	0	0	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
065	Customer Services	Facility Services	Asbestos Management	163,781	0	163,781	0	0	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, with any residual balance carried forward to 2017-18.	163,781	0	0
037	Customer Services	Governance & Law	WWI Commemoration Event	25,000	0	0	25,000	0	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
008	Customer Services	Governance and Law	Local Government Elections	300,000	0	38,326	261,674	0	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.	38,326	261,674	0

APPENDIX 1

Earmarked Reserves - Unspent Budget  
As at 31 December 2016

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										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	Customer Services	Improvement and HR	Growing our Own and Modern Apprentices	226,300	0	25,000	201,300	0	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. The remainder will be used to support funding of modern apprentices linked to workforce planning info. The HR Board approved on Friday 27.01.17 that MAs should be recruited in a cohort approach we will not therefore be able to spend this until we recruit our MAs in June and December.	25,000	201,300	0
010	Customer Services	Improvement and HR	Leadership Development	50,000	50,000	-32,282	32,282	0	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.	17,718	32,282	0
040	Customer Services	Improvement and HR	Service Choices HR Team	149,283	91,926	1,074	56,283	0	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.	93,000	56,283	0
060	Customer Services	Improvement and HR	Resourcelink Review	139,450	58,611	300	80,539	0	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.	58,911	60,000	20,539
061	Customer Services	Improvement and HR	Argyll and Bute Manager Programme	53,072	38,599	-27,173	41,646	0	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.	11,426	20,000	21,646
062	Customer Services	Improvement and HR	Learning and Development	120,840	0	32,102	88,738	0	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.	32,102	44,369	44,369

APPENDIX 1

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As at 31 December 2016

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044	Development and Infrastructure	Economic Development	Kilmartin Museum	50,000	0	50,000	0	0	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 was 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. This money has been spent by the project team taking forward the HLF stage 2 application. Upon the production of valid receipts and invoice the money will be drawn down this financial year (2016-17).	50,000	0	0
070	Development and Infrastructure	Economic Development	Scottish Submarine Museum	40,000	0	0	40,000	0	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 Faslane Naval Base. This was agreed as part of the 2014/15 Budget as a demand pressure by Council on 13 February 2014. The submarine museum outstanding payment of £40k cannot be drawn down by the Submarine Trust until the museum is in operation. This is a condition of the grant offer from the council. This project has secured in excess of £1.2m of external funding and building work is nearing completion. EDST has informed the Trust that the money needs to be drawn down this year but the planned opening is scheduled for Easter 2017. This payment is likely to slip into 2017-18.	0	40,000	0
072	Development and Infrastructure	Economic Development	Rothesay Pavilion Essential repairs	306,400	0	0	306,400	0	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. The structural repairs and building consolidation came in less than anticipated however any funding remaining will have to be transferred to the capital project for the main works with the tender scheduled to go out in the next few weeks following receipt of external funding.	0	306,400	0

APPENDIX 1

Earmarked Reserves - Unspent Budget  
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Ref	Department	Service	Description	Opening Balance 01/04/16	Drawdown to 2016-17 Budget as at 31/12/16	Still to be drawdown in 2016-17	Planned Spend Future Years	Balance No Longer Required	Plans for Use	Revised 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
071	Development and Infrastructure	Economic Development	Hermitage Park HLF	280,000	35,000	0	245,000	0	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.	35,000	245,000	0
073	Development and Infrastructure	Economic Development	Oban TIF (Tax Incremental Financing)	1,478,067	256,300	75,700	1,146,067	0	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
014	Development and Infrastructure	Executive Director of Development and Infrastructure	Transformational Change	100,000	0	10,000	90,000	0	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.	10,000	90,000	0
012	Development and Infrastructure	Planning and Regulatory Services	Development Policy	21,500	0	1,590	19,910	0	A: Professional quality printing and delivery of: Argyll and Bute Historic Environment Strategy, the Strategic Infrastructure Investment / Key Sites Action Programme, and other LDP and Marine Planning documents B: Explore and deliver professional promotion and or refinement of the Where To Go Outdoors website which contains footpath guides; and other access function publications and work.	1,590	19,910	0
074	Development and Infrastructure	Planning and Regulatory Services	Advice Services	55,000	22,500	10,000	22,500	0	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
011	Development and Infrastructure	Roads and Amenity Services	Waste Management	130,000	45,000	0	85,000	0	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

APPENDIX 1

Earmarked Reserves - Unspent Budget  
As at 31 December 2016

Ref	Department	Service	Description	Opening Balance 01/04/16	Drawdown to 2016-17 Budget as at 31/12/16	Still to be drawdown in 2016-17	Planned Spend Future Years	Balance No Longer Required	Plans for Use	Revised 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
013	Development and Infrastructure	Roads and Amenity Services	Winter Maintenance - April 2016	200,000	200,000	0	0	0	April 2016 was unusually cold with ice and snow. The winter service was extended with numerous treatments in line with Council Policy. The weather conditions effectively extended the winter conditions by 1 month resulting in £200k being drawn down to meet the costs of delivering the policy.	200,000	0	0
015	Development and Infrastructure	Roads and Amenity Services	3G pitches	750,000	0	0	750,000	0	Maintenance of 3G Pitches across Argyll & Bute. Subject to a report to April Council.	0	353,000	397,000
067	Development and Infrastructure	Roads and Amenity Services	Street Lighting Survey	132,000	0	10,000	122,000	0	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.	10,000	90,000	32,000
068	Development and Infrastructure	Roads and Amenity Services	Amenity Services introduction of management information system	135,500	0	25,500	110,000	0	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 in 2017-18.	25,500	110,000	0
075	Development and Infrastructure	Roads and Amenity Services	Waste Management	64,361	64,361	0	0	0	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
076	HQ Non Dept	n/a	Community Resilience Fund	95,417	0	7,090	88,327	0	Fund established in 2012/13 to be spent over more than one year. Fund reduced at the Council meeting on 11 February 2016. The remainder of the fund is used to meet costs of contract to secure electricity supply to strategic Council properties in event of power grid failure.	7,090	7,000	81,327
054	Integration Services	Adult Care	Autism Strategy	12,426	760	11,666	0	0	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
055	Integration Services	Adult Care	Residential Care Home Placements (Charging Order Income)	200,000	0	0	200,000	0	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.	0	200,000
056	Integration Services	Children and Families	Early Intervention (Early Years Change Fund)	227,314	193,879	33,435	0	0	Fund established in 2012/13 to be spent over more than one year. Expenditure plan has been prepared.	227,314	0	0
				7,078,352	1,752,333	545,802	4,780,218	0		2,298,135	3,707,631	1,072,587

<b>Risk Assessment for Review of Reserves</b>		
<b>Factor</b>	<b>Comment</b>	<b>Assessment</b>
Cost and Demand pressures	As part of maintaining the medium term budgetary outlook, cost and demand pressures for 2017-18 and beyond have been kept under review. The cost and demand pressures for 2017-18 amount to £2.064m with £0.537m relating to Council Services and £1.527m relating to Social Work Services. Cost and demand pressures relating to Social Work Services are expected to be contained within the overall quantum of funding allocated to the IJB.	Medium (2016-17 Medium)
Service Income	Service income levels have been reviewed as part of constructing the budget. In addition fees and charges have been reviewed.	Low (2016-17 Low)
Council Wide Cost Risks	The financial risk analysis identified 9 council wide cost risks – Council Tax income, shortfall on savings options, IJB refer to Council for additional funding to deliver integration services, Pay Inflation, Employers Superannuation Auto Enrolment, Employers National Insurance, energy costs, repairs and maintenance and general inflation. 3 risks have been assessed as possible (score 3) and 6 assessed as unlikely (score 2).	Medium (2016-17 Medium)
Funding Risks	The financial settlement announced on 15 December 2016 confirms funding for the 2017-18 financial year. A further announcement was made on 2 February allocating further additional funding for 2017-18.  The other element of funding is Council Tax. There is a proposed increase to Council Tax of 3% along with the impact of the changes to the Council Tax multiplier affecting Bands E-H. Despite	Medium (2016-17 Medium)

<b>Risk Assessment for Review of Reserves</b>		
<b>Factor</b>	<b>Comment</b>	<b>Assessment</b>
	these changes, the Council has made a prudent estimate of income and has a sound history of achieving collection targets.	
Savings Risks	Service Choices is one element of the budget strategy to address both the challenges within the Single Outcome Agreement and the estimated funding reductions. 125 Service Choices Savings options were agreed at the Council budget meeting on 11 February 2016. The total savings from the policy options for 2017-18 amounts to £2.552m. The Council have a good track record on delivering on savings options, however, a risk of £0.255m has been noted within the financial risks analysis report to acknowledge the variability of demand and complexity of implementation.	Medium (2016-17 Medium)
Inflation Rates	<p>The projections for inflation have been based on Bank of England forecasts as at November 2016. Currently the rate of inflation CPI is 1.60%. It is forecast to rise to around 2.70% by Q4 2017. Current forecasts state that the inflationary rate will not return to 2% until 2020. In terms of the medium to longer term outlook, it would be prudent to consider a level of inflation over and the unavoidable/inescapable provision, however, for 2017-18, the inflation estimates should be sufficient.</p> <p>It should be noted that BREXIT has impacted the inflationary rates in the second half of 2016 and as the agreements are reached as part of the BREXIT process it is possible that interest rates could fluctuate further which will have an impact of the value of the pound and on inflation rates.</p>	Medium (2016-17 Low/Medium)

<b>Risk Assessment for Review of Reserves</b>		
<b>Factor</b>	<b>Comment</b>	<b>Assessment</b>
Interest Rates	<p>The Council has a large proportion of its borrowing secured at fixed rates which reduces the risk to increases in interest rates. Borrowing is being managed to reduce where possible surplus cash available for investment subject to working capital/cash flow requirements.</p> <p>Surplus funds are invested and the rates of interest earned reflect current market conditions. This reduces risk exposure on surplus funds. Current forecasts of interest rates are based on advice from our treasury advisors. Current investment rates are so low there is little scope for them to reduce any further.</p>	Low (2016-17 Low)
Financial risks	The Council has managed surplus funds invested to reduce exposure to risks associated with money market deposits. It retains a working balance of £10m to meet cash flow needs. Investments are managed based on the credit worthiness of agreed counterparties based on credit scores of recognised agencies. This should avoid having to borrow in an unplanned way from the money markets.	Low (2016-17 Low)
Strategic risks	The strategic risk register has been reviewed against the draft corporate and service plans.	Medium (2016-17 Medium)
Operational risks	Operational risk registers are held in Pyramid and formally reviewed each quarter.	Medium (2016-17 Medium)
Impact of BREXIT	Following the EU referendum result there are potential uncertainties and risks arising from BREXIT. It is too early, in the BREXIT process, to quantify the potential impact on the Council, however, this will be closely monitored and reported as the BREXIT process progresses.	New Risk Low - Medium
General financial climate	The finance settlement covers 2017-18. A prudent approach to estimating income from council tax has been taken. Risks	Medium (2016-17 Medium)



<b>Risk Assessment for Review of Reserves</b>		
<b>Factor</b>	<b>Comment</b>	<b>Assessment</b>
	arising from inflation, interest rates, cost pressures and demand led pressures have been outlined above. However, given the increased uncertainty globally in relation to the general financial climate particularly in relation to Brexit this does remain an area of risk in relation to the finance settlement. It would be prudent to assume a medium risk for this.	
Availability of contingency funds	The Council currently has sufficient contingency funds to meet its target.	Low (2016-17 Low)
Overall financial standing	The Council has managed to achieve its contingency target in previous years. Actual costs are normally contained within budget. Borrowing costs are largely fixed and exposure to changes in investment rates for surplus cash are minimised. In addition to the contingency there are significant earmarked funds. Cost and demand pressures are identified and provided for if necessary. Significant savings are required to balance, most of which were either agreed in February 2016 as part of the Service Choices savings or during 2016-17. Overall the financial standing of the Council is one of low risk.	Low (2016-17 Low)
Track record in budget management	The Council has a good track record of containing expenditure within budget. Again the Council is on track to contain costs within budget for 2016-17. The potential change to the current forecast outturn is in respect of winter maintenance, however, there are still sufficient underspends to meet any un-forecast rise in cost.	Low (2016-17 Low)
Financial information and reporting arrangements	Revenue and capital budgets are monitored on a monthly basis with budget allocated to responsible managers. A risk based approach is taken to budget monitoring and the budget monitoring process is continually being reviewed to identify ongoing improvements.	Low/Medium (2016-17 Low/Medium)
Insurance cover	The Council has adequate insurance	Low

<b>Risk Assessment for Review of Reserves</b>		
<b>Factor</b>	<b>Comment</b>	<b>Assessment</b>
	cover.	(2016-17 Low)
Internal controls	The statement of internal controls identifies a generally adequate control framework although there are areas for improvement. An audit plan is approved and delivered each year to monitor internal controls. The Council's Audit Committee continues to actively develop and adopt good practice.	Low/Medium (2016-17 Low/Medium)